



# **A way to long-term employees from other cultures**

A case company X

Sanni Aaltonen

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## **ABSTRACT**

Tampereen ammattikorkeakoulu  
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SANNI AALTONEN

A Way to Long-term Employees From Other Cultures  
a Case Company X

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Since globalization is increasing and diversity and inclusion are being fundamental to today's working life the purpose of this thesis was to research how to retain employees from other cultures as a long-term employees for the case company X. This was investigated from employee perspective. The objective was to reveal the factors that effects on the career length of employees and how to develop them.

Primary data was gathered by face-to-face interviews of four employees from different backgrounds that have worked in Case company X for 1,5-3 years. All the interviewees work in different positions around the organization. The interviews were semi-structured, and they collected qualitative data. The data was analyzed and when combining the analyzation with the theory concepts the research questions, objectives and purpose were fully answered.

The most important elements on how to retain long-term employee were successful on-boarding process, creating sense of belonging, ensuring enough resources to support employees, making the work environment available for everyone with languages, signs and guides as well as creating a visible well-functioning work community. These are the main elements that will effect on how long the employee wants to stay in the company and how they feel towards the organization. When these elements are being met and considered by the employer it is very likely to have long-term workforce and organization that is performing well.

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Key words: human resources, work well-being, long-term employee, diversity, inclusion

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## 1 INTRODUCTION

Integration is an essential part of today's society where everyone wants to feel belonging and included. As the society is changing and globalization is taking its place it is important to make room for integration. More and more organizations are changing and evolving a multicultural work environment where the employees are coming from different cultural backgrounds. The integration process is important for new employees as the workplace might be only place for them to associate with others as in some cases the new employee has just moved into the new country and has no relationships there outside work. Thus, the integration and onboarding process plays a big part in the comfortability of the new employee.

The thesis was written for an equipment manufacturing technology industrial organization.

The purpose of this bachelor's thesis is to find solutions on how to retain the employees from other cultures as long-term employees. Also, to analyze the current state of the integration process at case company X as well as find the difficulties of the processes. The thesis provides perspective from the employees' experiences and recommendations for the future. The objective of the research is to recognize the challenges in the current process and to develop it into efficient and all parties serving process.

## **2 THESIS PLAN**

Thesis plan introduces the topic, objective, and purpose as well as the research questions used in the thesis. The plan covers the theory and research methods used in the thesis as well as a short introduction of the case company.

### **2.1 Topic**

The topic of the thesis is to make the integration process easier and more efficient for the case company X. The thesis was made for case company X's employees that are possibly from different cultures and do not use Finnish as their working language. Case company X has a multicultural work environment and employees from many different cultures and the diversity is only increasing within the work community. As new employees from different cultures arrive to the case company X's factory site it is important to have an effective process where the integration is made as easy as possible for the new employee to get into the work community and adapt to the new culture. It is also important to create the feeling of belonging for new employees and make the shift from culture to another seamless. Moving to a new country is a major change for anyone and there needs to be a well-functioning support system available for the movers.

### **2.2 Objective, purpose, and possible research questions**

The objective of this research is to make the integration process of new employees from different cultures as effortless and easy-going for the new employees as possible and to develop the process to be as efficient as possible. The adaptation and the feeling of belonging into the work community is an essential part to obtain long-term employees in the organization. Integration to the work community for the new employees is important if one wants to have them as a long-term employee.

*“How to retain the employees from other cultures to be long-term employees?”*

was chosen to be the main research question of this thesis. The importance of integration process of new employees includes many different components such

as how to create the feeling of belonging for the new employees as well as develop inclusion. If the whole integration process is efficient and successful it creates reliable long-term employees for the organization. As case company X aims to be a diverse and multicultural company promoting equality the process needs to be developed to match this purpose. As employees feel like they are being taken care of and they are included to the work community they are more likely to stay in the community than to look for new work opportunities.

Other questions relevant for the research would be as follows:

*“How to create a feeling of belonging for a new employee?”*

*“How to make case company X attractive for new employees from other cultures?”*

*“How to develop the integration process at case company X?”*

The main research question is the most important one from the case company X’s point of view but the sub-questions help in refining the research and getting a wider understanding of the process as a whole. It is important to get an understanding of the current process in order to develop it. For this to be possible the current state needs to be researched first and the sub-questions are a good tool for that. Also, as case company X is looking for to obtain the employees from other cultures as long-term employees the onboarding process shows it’s importance.

### **2.3 Concepts**

The process begins with understanding the current whole integration process and what elements and stages it includes. While gaining understanding of the current state and previous research of the subject there is a reliable base created for thesis writing.

Integration process needs to be sufficient for everyone but with employees from other cultures and countries the process needs to be efficient and thorough as they are still adapting to new country, language, and culture as well as the habits

of their new work community. As the onboarding and integration process is done well it is more likely to have a long-term employee.

### 2.3.1 Culture

One great way to define culture would be the following.

As a set of human-made objective and subjective elements that in the past have increased the probability of survival and resulted in satisfactions for the participants in an ecological niche. Thus culture became shared among those who could communicate with each other because they had a common language and they lived in the same time and place. (Triandis, 1994, p. 22)

Culture is one of the aspects that can be used to describe an individual. Different cultures contain different main elements and habits that individuals grow on to while growing up and living within a community of a certain culture. The culture can be divided into two different categories the nonmaterial culture and the so-called material culture. The nonmaterial culture can be defined as follows: *“(noun) The “ideas” of culture that influence behavior and direct socialization.”* (Bell, K.)

As the material culture can be defined according to the same person (Bell, K.) as follows:

*“(noun) The physical objects or “things” that belong to, represent, or were created by a group of people within a particular culture.”*

According to an article of *“An in-depth Understanding of Material and Non-material culture”* (Deshpande, N.B.2018) The non-material culture includes the intangible elements of culture such as beliefs and faiths, traditions, morals and value system, thoughts, and norms as well as the conventions and customs. The non-material culture can mean the certain way of thinking and the faith system of any culture. As humans are individuals, they have their own beliefs and thoughts, but a culture can affect to the individual’s way of thinking about certain subjects as well as their beliefs.

The material culture points out the elements that can be seen and that are tangible such as attire, clothing, architecture, technology, and food. The material culture exhibits a lifestyle of the society as well as introduces the developments in science, medicine, and technology as well as architecture for example.

Cultural distance can be one of the challenges that is faced during the integration process as one comes from a different culture that varies a lot from another's. The different aspects of cultural distance include for example beliefs, attitudes, norms, roles, and values as well as family structures, religion, and language.

### **2.3.2 Integration process**

Integration process of employee can also be called onboarding process. The onboarding process was defined as

Employee onboarding is broadly defined as the process of familiarizing a (new) employee with the organizations policies, the employees role in the organization, and the organizations culture. It also involves creating an environment in which the employee is made comfortable enough to interact freely with their colleagues and establish social relationships in the workplace. (P. Lalwani. 2021.)

According to (P. Lalwani. 2021) the integration process begins immediately after an offer is made for the new employee and lasts until the employee becomes productive member of the organization. The integration process of new employee has many stages such as developing an understanding of the organizations policies, the role in the organization for the new employee as well as creating an environment where the new member feels comfortable and able to create new social relationships within the organization.

There are as many integration processes as there are organizations. In the Figure 1. There is displayed one integration process which has five steps in order to make a new employee an efficient and productive member of the organization. The steps include Pre-Boarding, Firmwide orientation, Local orientation, Integrate and Excel stages. The figure also presents the different support branches.

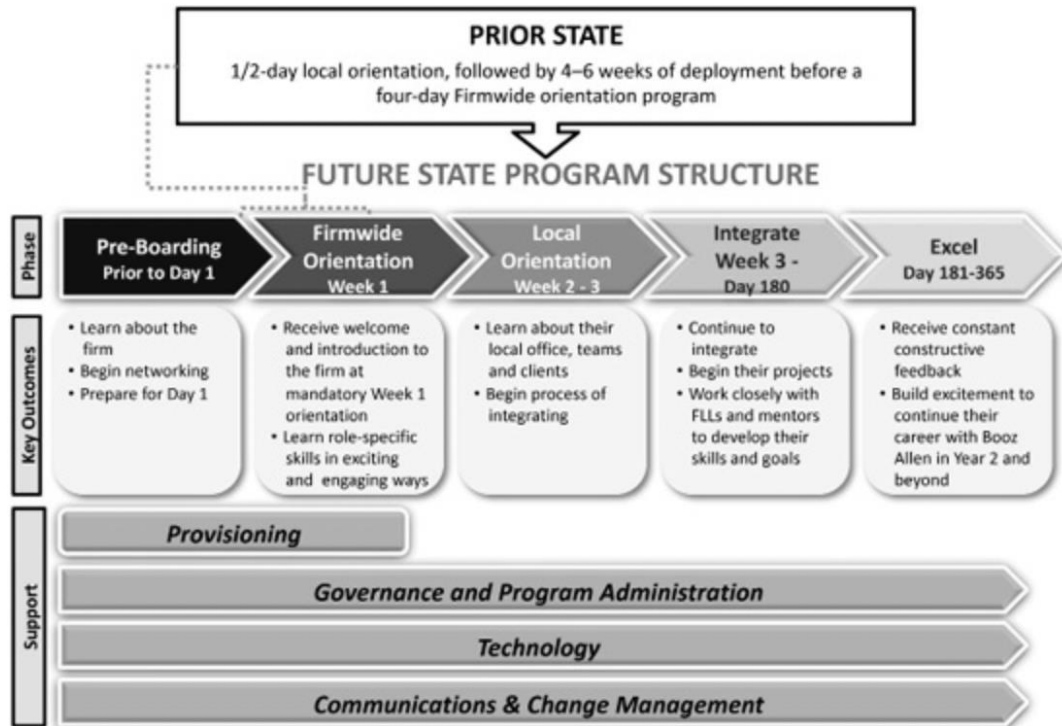


Figure 1. Example of onboarding process of Booz Allen Hamilton. (M.Stein, L. Christiansen, 2010).

In the figure 1. The whole process of onboarding in Booz Allen lasts a whole year in time. The first step and the beginning of the process is one day prior to the first workday of a new employee. The stage includes familiarizing of the company that the new employee is about to start working in as well as beginning to network within the organization. The phase also covers the preparing for the first day in the new job. After the Pre-Onboarding is done the phase two starts. The second step includes the introduction to the organization and the mandatory orientation of the first week. Receiving a welcome as well as introduction to the role-specific skills and tasks in an exciting and engaging way. During the first two steps the goal is to prepare the new employee to the job. After the first week the introduction widens to the whole local office as well as different teams and clients within the office. The integrating process starts as well. After around three of working in the new organization the integration process is still continuing. The projects are beginning and the close work with different mentors in orders to develop the needed skills and knowledge for the job. After about a half year in the new organization the final step begins which includes receiving constructive feedback as

well as building the enthusiasm to continue the career and becoming a long-term employee in the organization.

Developing an integration process there are many elements and stages that needs to be taken under consideration. In the beginning the objectives and goals of the process needs to be decided. As the goal of the process is clear it is easier to start building different steps and phases to reach that goal. The objectives need to be simple and clear as well as easy to conduct. Also, the requirements need to be considered and defined for the new hires. After coming up with the requirements they need to be analyzed and the ones that are unnecessary or do not drive the new employee towards the goal needs to be left out. The different tools, technologies and resources needs to be planned and decided before conducting the process. There needs to be an analyze how the process benefits the organization as well as the new employee in order to make the process as efficient as possible. It is also important to make a consistent process throughout the whole organization to create similar experiences to all the new employees. The timing of the process needs to also be researched to go along with the organizations own cycles in order to integrate the employee according to the planned schedule and integrating them into the company at the right time. The new employees need to gain an adequate knowledge and skills before they can perform in their new job alone. The process needs to be planned in a way that enables the new employees to gain the needed knowledge before they are expected or needed to conduct the work alone. It is important to create a process that serves both the organization and the new employee.

There are many benefits in having an integration and onboarding process as according to (Lombardi and Laurano 2013.) *“Formal onboarding increases the chance of keeping a new employee for at least three years by 69 percent”* Also, the importance of the process becomes visible as Forbes states following: *“According to a study from Equifax, more than half of all employees who left their job in the past year did so within the first 12 months”* (Forbes, 2017.)

### 2.3.3 Workplace community

As the average person spends a third of their life at work the work community plays a big part in individuals wellbeing. (MyHub, T. 2022).

Community was defined by Forbes:

Community is a group, team, or organization where there is high trust, effective communication, equality, respect for differences, and high levels of cooperation. It's not without conflict, but members of the community have the perseverance to see conflict through to a healthy outcome.(D. Henley)

As in the definition, it is clear that community brings the feeling of belonging to individuals. It is important to feel like included when being a part of community. As employees feel like they belong to the community it can boost their motivation and make them perform better. This leads the organization to have individuals that are more productive, profitable, and permanent workforce. (Inc, G. 2022).

As these studies show organizations can have more profitable and productive workforce by investing resources to workplace community. As the workplace community is well the employees are well which leads to increasing success of the organization.

### 2.3.4 Diversity

(United Way NCA.) described diversity to be: *“practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, etc.”*

Diversity at the workplace means that within the organization there are individuals that are from different gender, age, religion, race, ethnicity, cultural background etcetera. As globalization is growing it is more and more likely to find an organization with diverse work community. Also, now that discrimination at work has become more visible subject and frown upon diverse work communities are increasing.

There are many benefits of having a diverse work community as employees from

different backgrounds have different perspectives, knowledge, and skills. By having multicultural and diverse work environment organizations are more likely to have more innovative ideas and solutions to different problems and challenges.

Different benefits of diverse work community are presented in the picture below.



Figure 2. Benefits of workplace diversity. (Zojceska, A. 2018. TalentLyft).

It is presented in the figure 2 there are many benefits of having a diverse work community. One of the benefits of a diverse work community is the possibility to an increased creativity as well as higher innovation levels as when people from different backgrounds come together to idealize new solutions as they are thinking the same thing from different perspectives which leads to new fresh ideas. As mentioned earlier as there are more perspectives and different experiences and knowledge from different individuals also the problem-solving may become easier and more efficient as well as decision making. According to research conducted by ([www.mckinsey.com](http://www.mckinsey.com).) about diverse workplaces it was discovered that the diverse workplaces were more profitable.

### **2.3.5 Retaining employees**

According to (Bentein, Stanley, Vandenberg & Vandenberghe 2013.) the emotions of the employee can affect to their sensitivity to change their workplaces. Also, the employees that have some sort of emotional bondage to their workplace are less likely to leave their employers and find a new job than the employees that have more structural relationship to their workplace.

Generally, employees will not leave their workplaces before a problem, or a conflict arises that provides them a reason to leave. Thus, a reason for an employee to quit can generate from anywhere and it does not mean that there is necessarily anything wrong with the former employer. (Flowers & Hughes 1973.)

The first 90 days are crucial for the new employee as that is the time it takes for one to make up their mind if they want to stay in the company they have started to work in or if they decide to resign and leave the company. Also, the basic onboarding process takes around the same time. Therefore, it is important to have an efficient onboarding process that serves the new employee as well as the employer. (McKersie. 2003)

As it was discussed before that the employees' reason to quit does not necessarily generate from the employer there are also reasons that are created by the employer for the employee to leave the workplace. The reasons could be that the job did not meet the expectations of the employee, poor quality of the leadership and onboarding, lack of competence and the lack of responsibility as well as the lack of independence. (Viitala. R. 2014) There are a lot of reasons for one to quit their job but also, many of them the employer can influence on.

### **2.4 Working methods and data**

The starting point of developing an integration process is to identify the needs of the organization and the new employee. What kind of information and assistance the new employee needs in the beginning? What kind of resources the organization has for the integration process? What are the new employees expecting from their new employer?

The quantitative and the qualitative research methods will both be used in the thesis. The quantitative research covers analysis of numerical data. The qualitative research covers the analysis of non-numerical data. The data collection methods that will be used in this thesis will be research theory from books, Case company X's own database and interviews with employees that represent the target group of case company x's employees that are possibly from other cultures and do not use Finnish as their working language. The interview will include questions that provides qualitative and quantitative data.

The primary data used in the research is employee interviews which were held at the case company X's factory with one employee at the time. The interviews are semi- structured, and they all follow the same core but there were different side questions as a result from the employee's different answers. When identifying the present state of integration process and how to increase the sense of belonging the best way to collect data is to hold interviews with employees who has their own individual experiences of the process as a whole. The data collected from interviews is focusing on the different aspects of the integration process as well as their own feelings and experiences while adapting to the new culture and workplace. The collected data will be analyzed through charts and figures as well as comparing the experiences and based on the answers providing improvement ideas.

The answers and results from interviews are being handled confidentially and there will be no names or positions represented. The information and personal data will not be visible to anyone outside the thesis group. The purpose of the thesis was presented to the interviewees, and they gave their consent to use the data from the interviews.

## **2.5 Thesis process**

The thesis process begins with familiarizing the reader with the topic and the case company in the first chapter. In the second chapter of the thesis the thesis plan is introduced as well as the objectives and purpose of the thesis. The second chapter also presents used methods in the process as well as the theory of the

research. The third chapter includes the research data collected, research methods and the analysis of the data. In the chapter four the data is being used for the purpose of making a current state analysis and in the last chapter, the conclusions and recommendations are being presented.

### **3 DATA COLLECTION AND ANALYSIS**

#### **3.1 Research objectives**

The main objective of the research is to understand the best way to retain the new employees from other cultures as long-term employees at case company X. The objective is to learn the difficulties and obstacles which have resulted the former employees from other cultures to stay as short-term employees. Also, the research includes how the employees see the onboarding process and settling into a new country and community.

#### **3.2 Validity, reliability, and limitations**

This research had some limitations as the scope for interviewees was narrow. Interviewees needed to have certain background and work history to take a part to this research and as a result for this the number of respondents was low. Another limitation for this interview was the data collection style. For some respondents it might be difficult to speak their minds in face-to-face interviews. The situation can be new to a respondent and the situation can be stressful. Understandably it is not easy to look for difficulties and unfunctional elements of the employer and share them with other even anonymously. Therefore the situation was made to be as safe and comfortable as possible for the interviewees. The interviews were held at the case company X's factory in conference rooms just between the researcher and the respondent. The interview was structured to be more like a conversation than an interview to make the respondent feel more comfortable. Also, it was made clear that all the respondents knew what the interview was for and that their answers will be presented anonymously. Before starting the interview all the respondents approved that the interviews would be recorded and written down later. This abled the situation to be more authentic and relaxed as the focus was on the conversation instead of some device that the answers would have been written on.

For the validity and reliability, the framework is based on trusted sources such as books, articles, and interview results. Data was collected from face-to-face interviews with selected case company X's employees and analyzed afterwards.

### **3.3 Sampling**

The four respondents to the interviews were chosen by the commissioner. There were more employees chosen but only the four employees agreed to have an interview. The limitations of the employees chosen for this study were the following: they need to work in selected division, they were required to move from another country to case company X's location and lastly, the respondents needed to have at least one to three years' work experience in the case company X's location. There are no specific numbers of how many percent of the scope was interviewed as there is no record of how many employees are from different cultures and what languages the employees speak.

### **3.4 Interview analysis**

The interviews were conducted at the case company X's site by the author of the thesis with the objective how to retain employees from other cultures as long-term employees at case company X.

All of the four interviewees felt like they are being understood but two of them felt like they might need to repeat themselves from time to time before they are being fully understood. It was considered that this can be resulted by the cultural differences and the differences of the way people are expressing themselves. Also, they did not think the language skills would be an issue of the understanding.

As discussed in the concepts of this thesis the non-material culture aspects can influence on how an individual behaves and experiences different things. The cultural distance may have a big effect on how new employees will integrate into the new work community and how strong their sense of belonging is because their culture differs from the culture of the country or workplace they are entering to.

All four of the respondents also stated that there is no community inside the workplace or at least not a visible community for them. Again, this can be linked to the

cultural distance as the new employees may have been used to different type of community before outside and inside of a workplace.

During the interviews it was clear that the respondents do not have knowledge about the different clubs and events happening outside the office for example different sports clubs. It was also stated by two of interviewees during the interviews that there are not enough events together with networking possibilities and familiarize one with. This again can be linked into the cultural distance as this can be delt more common in Finland than in the interviewee's culture. The work culture varies from country and culture to another and when coming to a new country with different culture the cultural distance can create barriers between individuals. Also, three respondents out of the four agreed that there is no culture of trying to do things together outside the office.

When discussing about the work community earlier it is important that employees feel like they are being a part of a community. The sense of belonging within employees should be important for organizations as it may increase the profitability of an organization. When employees feel like they are belonging it is more likely to have more motivated, productive, and permanent workforce.

All the respondents do feel that they do get support when they need it but sometimes it needs to be asked multiple times and from different resources before getting the support needed. Also, it was stated that it is not the matter of getting enough support, but the matter that is there enough people to give support. Thus, it can be inferred that there needs to be more support available for all the employees.

It is important for the employees to feel like they are being valued, respected, and taken care of. When these feelings are being provided for employees, it is more likely that they perform better and will stay with the company longer.

All of the respondents think that the tools they use for their work does work in English, but three of them thinks that they could be improved. The tools were described as manageable but not flawless.

When talking about the onboarding process three of respondents answered that the process is extremely lacking, and it should be improved. The respondents that suggested improving the on-boarding process were welcomed with key cards and left on their own to figure things out themselves according to them. Also, there was no specific structured onboarding process and the introductions as well

as other onboarding related tasks were carried out by multiple different people at different times.

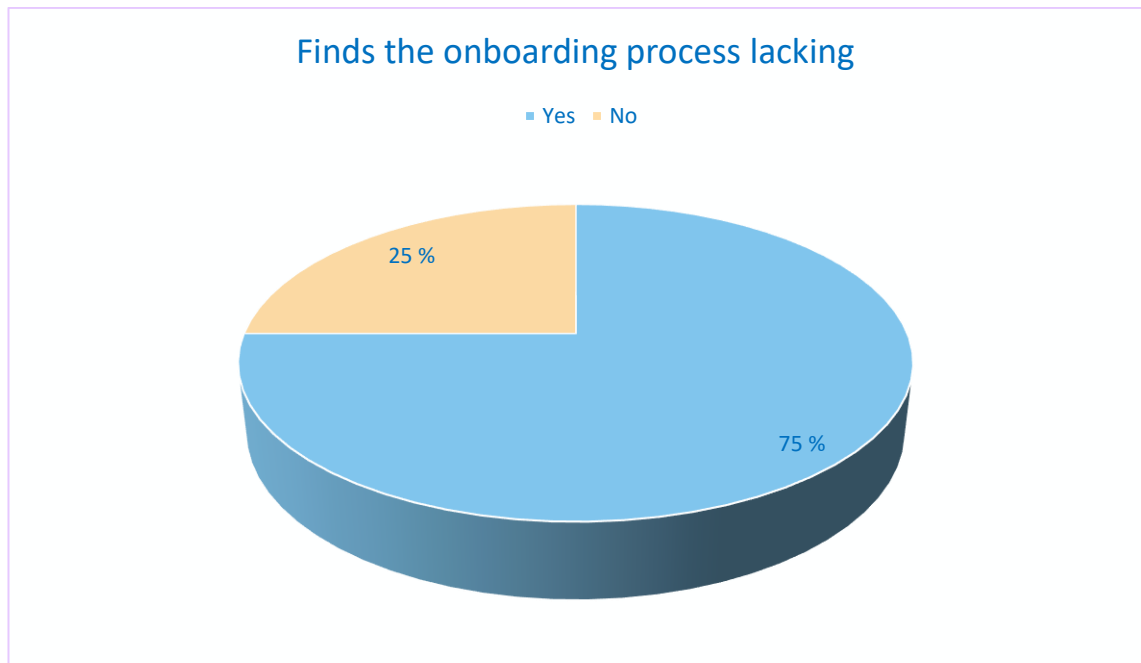


Figure 3. Finds the onboarding process lacking

Only one of the four respondents finds a connection between the onboarding process and the sense of belonging.

Referring to the theory of the thesis the on-boarding process can be crucial for the length of the employees' career in the organization. Having a functioning and structured process is important for organizations that wish to have productive and long-term employees. As stated earlier the first 90 days of employee's career is the time where the decision of staying or leaving will be made. This time consists of on-boarding and introduction to the position and organization. Thus, it is important to invest in the on-boarding process and make it as sufficient as possible for the new employees.

Two of the interviewees felt like they were bombarded with a lot of information in the beginning which was hard to comprehend with. Also, the information was coming in bits and pieces from all around the company from many different sources.

Two of the respondents stated that the daily functions around the factory are challenging because of the lack of English language. There are different screens in the production area at the factory and the information on the screens is only

provided in Finnish. Also, walking around the factory there are barely any signs where to go in Finnish but none in English.

The announcements coming from the HR are usually in both languages, but the English version is all the way at the bottom, and it seems that the employees that do not speak Finnish sees that there is no effort put into the English parts of the announcements.

According to two of the respondents the case company X's Human resource services are perceived to be performing poorly, and they would not reach out to case company X's Human resource services unless they had to. The two respondents would rather get information elsewhere than from the case company X's Human resource services.

Also, it was stated that three out of the four interviewees see problems with moving into Finland and the external provider. The government online services do not work in English and there is a lack of information about all the requirements that there are when moving into Finland. It was stated that there is no specific "support person" at case company X to help with these kinds of problems.

The feedback on leadership from superiors was mostly good. One of the interviewees stated that they do not see that there is enough time from the superiors to sit down and help them as everyone is so busy all the time.

All the respondents do know about the educational opportunities that case company X offers and some of them are currently completing some of the courses. Also, all four of the respondents agreed that they have equivalent opportunities educational wise as Finnish speakers.

One of the respondents do see themselves as a long-term employee as another does not. The main reason for the employee to not see themselves as a long-term employee was because they do not see themselves integrating in the Finnish society.

### 3.5 Summary

The themes that were repeated throughout the interviews with the employees were difficulties in communication, lack of English language around the case company X's factory site, onboarding process, welcoming package, resources and time with the superiors and case company X's Human resource services.

For the expats there is no visible work community and there is no knowledge about the activities outside the office. There is some information provided in the Intranet but the list of activities and contact persons regarding the activities is on Finnish. Because of the lack of English language on the activities list the bar is very high to contact the person on the list. There is no knowledge if the contact person speaks English and if the activity can be held in English. This can affect negatively to the inclusion and diversity image of the company.

Also, the lack of English language in the factory area can make a non-Finnish speaker feel like outsider. The information on the screens is only provided in Finnish which forces the non-Finnish speaking employees to either contact a Finnish speaker, try to translate the information by themselves, or lastly, not having the information at all. None of these are good enough solutions.

The onboarding process was described as lacking as well as the welcoming package for expats. As stated earlier in this research the first 90 days are crucial regarding the length of an employee's career. The 90 days is when the new employee is making the decisions whether to stay or to look for another job. If the employees do not feel like they are being valued and needed it is likely that they will look for another job. The processes need to be developed with the help of some employee that has gone through the process.

The resources of the case company X's Human resource services need to be investigated and the fact that do they have enough resources to support everyone in need. It needs to be investigated because most of the respondents stated that they are more likely to look for support in other places before contacting the case company X's Human resource services as they do take a long time to respond. The resources and time usage of the superiors can also be looked at too as they should never be too busy to help their team members, or the team members should never feel like their superior is too busy to help them. This can also make

the employee feel like they are not being respected and valued and that they are being left alone with the situation or the problem they are facing.

There were also positive outcomes of the interviews which were that the superiors have been doing a good job and all of the respondents did know that they have educational opportunities in case company X, and they are equivalent to Finnish speakers.

## 4 CURRENT STATE ANALYSIS

### 4.1 On-boarding

In this section the current onboarding process was supposed to be presented. While asking the current process guidelines from the person assigning the thesis it was cleared that there are no existing guidelines or specific process. There is an onboarding pass that includes the subjects of company information as well as guides, processes, and policies. Also, the environment, health and safety are included to the onboarding pass. There is guidance to the position, knowledge of the pointed office such as tour around the office, rules and policies, confidentiality, healthcare, and office safety organization presentation and lastly trainings required for the job. The onboarding pass requires a lot of subjects being presented and guided but the problem with the pass is that it similar for all the employees. From managers in the office to factory employees the content in the onboarding pass is the same even though the positions do not have anything in common. Also, the pass needs to be returned within three months after employment but there is no record on who has returned the pass and are all the subjects presented to the new employee. The plan is good, and it includes the advisable characteristics as it is comprehensive, but the execution is lacking and needs to be developed. There is also new employee guide available in case company X's intranet which includes knowledge about the company, code of conduct, workday platform, and strategy as well as the anti-bribery and corruption training included. The information is available but there is no guide on how to use the intranet which can cause the material to be unread.

During the interviews the main challenges according to the respondents about the onboarding process were that there is no specific process for on-boarding or a specific person to conduct the process. It was visible to all of the respondents. This could cause for the employees to feel like they are not being valued and appreciated as their on-boarding is being conducted by multiple persons without any structure. Also, as the process does not exist a lot of information can be left unrepresented unintentionally. Because there is no specific person assigned to the process it can be unclear to the employee who they can rely on and ask questions

from. Some of the respondents did imply that they felt like they were being a bit left alone to figure things out by themselves in the beginning.

When the process is not structured and consistent there can be a lot of information provided unplanned to the new employee and it can cause the employee to get overwhelmed as they do not have time to process the information.

## **4.2 Integration**

The integration process to case company X is different for all the employees. The process can vary regarding the position, team, and location of the job in the factory area.

Usually, the integration process starts when employee first comes to the factory area and meets their team. It is common for the team to introduce the most important stakeholders to their team and the persons and teams they are working closely with. After the first important people are introduced, the working starts and while working the new employee usually is getting in touch with new co-workers outside their team's immediate circle. Also, another way to network with people is the possible different events in the factory area or outside the factory that the employees can voluntarily take a part into. The integration process is not very deep at the moment, and it is going more with the flow than following any process. It is important for the new employees to feel like they belong to the work community and that they are being included. It depends on the person who is doing the onboarding how they decide to start the integration process of the new employee and what information they are providing to them. Also, all the managers and superiors might not know about all the hobby and leisure activities outside the office. If there is no knowledge about the leisure activities, it is very hard to get together with the co-workers outside office. Also, the culture of doing things together outside the office is very different in Finland compared to many other countries. Here in Finland it is normal to only meet co-workers and team members at the office but never engage with them outside the office. There are few occasions where it is possible to contact with co-workers outside office such as team days and work well-being days and events such as the factory's 50 years celebration. The occasions are rare and if they one cannot attend, it is hard to get to know the other co-workers outside the work team.

### 4.3 Leadership

The feedback about superiors was good but there was discussion whether the superiors have enough time to help and discuss with their team members. It is important for employees to know that they are being supported and valued. Thus, when the employees feel like their superior does not have enough time for them the negative emotions could start to build up. There are increasing amount of different leadership trainings at case company X provided to managers or to any employees in Workday. The courses range from five-day trainings to one twenty-minute lecture and there are many different subjects regarding the leadership and management covered. There is separately education provided for leadership training as well which includes the subject's diversity and inclusion at case company X as well as "Train the trainer" and leadership skills which are important to any manager. All these lectures and trainings are provided in English. Currently there is no course required before starting to work in a manager position. After first six months it is required to attend a case company X's Global Leadership program which is 10-day long program focusing on improving leadership and case company X's values, leadership model and learning different skills. After the required training there are regularly held trainings for managers focusing on work safety, employment related matters and recruiting etcetera. It is important that the managers are attending to different trainings and evolving with the organization as well as the changing world.

## 5 CONCLUSION AND RECOMMENDATIONS

There are many areas where case company X is performing well in but also, there are areas that need improving. It is important to improve and develop as a company to stay as attractive to employees and customers as case company X has been during the last years. When the employees are doing well, and they are being heard as well as respected the company is usually performing better too. Well-being of employees is reflecting to the well-being of the company.

The main areas that need improving are the onboarding, welcome package, resources, and the languages in the factory area.

Firstly, the onboarding process should be investigated. It is important to make a structured process for office workers and one for factory workers. The process should be easy to follow for everyone as well as the process should not be overwhelming for new employees. Currently there is no control over how much information is provided in a short time. It is easy for the new employee to feel like they are being bombarded with new information and because of this some of the information might be forgotten or it can just simply go through the new employee's head. The process should always have one pointed person possibly out of the team, who would conduct the whole process with the new employee. If there are many different people involved in the on-boarding process of the new employee there is no way to guarantee that every important characteristic is covered.

While investigating the on-boarding process the welcome package should also be researched with the employees that have experienced the process and used the package. It is important to hear the experiences of the current package and identify the challenges as well as the successful parts of the package. When going through the package with an employee that has personal experience, they are able to tell what is missing from the package, what is not needed and what needs to be added. Another possibility to make the adaptation to Finland easier is to point a specific person to help the expats with the paperwork as well as practical aspects when moving to Finland. Through the interviews it was clear that the Finnish government's websites do not function well in English. The Oma Vero and Kela do have the opportunity to translate to English, but this only applies to the front pages. Also, the banking and housing can be tricky for the new employees from different countries so it would be great if there was a person, they could contact with problems related to these aspects. In the interviews also, a buddy

system was brought up which would include the integration of the expat to the country and neighborhood outside work community. This is very un-usual in Finland, but it would improve the sense of belonging of the new employees.

When these processes are developed and investigated it is possible to make case company X more attractive to the new employees from other cultures as well as from Finland.

Another aspect that would make the new employees feel more like a part of the work community and increase their sense of belonging would be making the factory more friendly for English speakers. There could be more signs and labels in English as well as there could be both languages on the screens in production. Also, the intra news could be done better, not only have the English version on the very bottom of the news which, according to the interviews can make an employee feel like they are being thought about, but not cared about.

Also, the other tools could be also investigated and how they work in English as they were described to be “not perfect, but manageable”. When the tools used for work are functioning properly it is easier to work, and the employee could turn out to be more efficient.

When thinking about the work community outside the office and factory a package could be compiled about the activities that can be attended in office or outside office hours. The package could be provided during the onboarding process as a way to make case company X more appealing and to show all the possibilities that the case company X has to offer. To make it visible that there are activities and case company X is supporting the work community’s well-being also outside office which would possibly make the case company X again more attractive workplace for foreigners and others.

As discussed, the lack of resources was a concern with the superiors and managers as well as with the case company X’s human resources services. There could be a required amount of networking “out of office time” for teams so the work community could be created, and it could be felt stronger. Also, this would help with the networking, and it would increase the sense of belonging within the work community and team.

Another way to increase the sense of belonging and sense of work community would be weekly or monthly meetings inside teams with the superiors, so there would be time to discuss with the team. It is clear that everyone is busy, but it is important that employees feel like there is enough time for them and that they are

being heard and valued. It should not be even considered a question that if the superior or manager has time for their employees.

Lastly, the case company X's human resources services need to check and investigate if they have enough resources to help all the employees and their increasing needs. It is important that employees could trust to the team which is assigned to help them.

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## APPENDICES

### Appendix 1. Interview 1.

*How easy do you feel like the normal daily functions are for you as a lot of the information provided here is only in Finnish? For example, how easy it is for you to go to the lunch or using the work healthcare or any of these daily functions you may need to use?*

I can't see any problems in booking something or connecting with the people or someone else. I think English is enough but of course a lot of information is in Finnish. Actually, if you have a phone you can have some apps for example Google translator and with that you can do anything.

*Have you noticed any daily functions and practicalities that lack something that needs to be changed or that just doesn't have enough information provided for you in English?*

I think it's not information because a lot of people in Finland speaks English and I didn't see any problems with my work or with my everyday life around the factory.

*What tools do you use in your work for example computer etc?*

I have access to a phone and my mail and Microsoft teams. I have actually helped in my last position my boss to close some contracts and connection with the customers. I do not use the platforms or mails a lot, but I use them when I need to. The tools I use work well in English.

*How do you feel about being a part of the work community?*

I don't know. I need this one because my work does not need a lot of communication right now. That's of course bad because I hoped when I started to work I'll have a lot English skills and a lot of communication skills but it's not needed in this job and of course I worry about it. I listen to a lot of podcasts and after my work I'm meeting with some people taking some courses. I don't know in my work I think it's enough. it's enough of skills it's enough communication and when I need something I ask and anyone's help to me.

*Do you feel like there is a work community?*

I don't know if it's needed it's in the work right now because you take the order and you make this order. You finish that order and what are the part of team and what you need to get in team. Of course, if my colleagues asked me about to do something, I do not see any problems for help or change my order or someone else. I don't see any problem. I'm part of team maybe, I think so. I don't see any problem in this connecting and communities. If I need something, I ask my boss and colleagues and all of them try to help, If I need it of course.

*Do You have any regular conversations with any of your team members or do you have basic communications and conversations outside work related things?*

Time by time we talk about other things actually it was basic communication, and it was first months. Maybe after that with someone speak about something and not in tough with work. I'm not seeing problem. I think it's normal from Finland.

*Do you feel like you are as involved in the team as others that are in your team?*

In this period of life, I try to understand the basic principles for Finnish life and basic levels may be for Finnish people understanding and Finnish people way. you know its Russian, Ukrainian people and Finnish people has a very difficult subcultures and very difficult watching on the other processes. I have big experience for work in the field but anyone in other groups not work in the field and not understand how it works in the field and how it's working. I have seen maybe a big corner I think so on the other ways on the other processes in global case company X I mean. Now I'm learning for the basic Finnish life and so. I think for this way and this step it is enough for me.

*How did the relationship with the other members of your team start?*

All on the factory is friendly and I do not see anyone give bad looks. I don't know but what I would talk to you about it. In other life in it's not I haven't any words for talks about basic principles of this life yeah because it's a very difficult subculture and very difficult work and very difficult way. You know I worked the last seven years I keep in touch with my customers and with my colleagues to do work for their self and then for more working time anyone is not paid and it's normal for the Russian and Ukrainian subculture and we don't think about it. We are thinking of how to make your personal plan.

*Do you feel like you're being understood?*

Yeah, I think so. Maybe my English not so good but I tried to develop it day by day and in step by step. I try to learn it and to development in this way right now because you know I came to Finland in the end of the March in this year and then start to live in Kristiinankaupunki. When the started the courses for Finnish language it was two times in the week four for two hours. I tried to learn in this one, but I understand one moment if I start to learn Finnish, I lost my skills in English. I make decisions for myself to make better level in my English and after that thinking about Finnish. My wife actually learns Finnish on Monday she has started courses from TE-toimisto.

*if you have any general problems with your work or anything where do you get the support and do you get enough support?*

You know I have some Friends who lives in Tampere more than seven years from Ukraine case company X. They work in Tampere now and they support me if I need something. I can't see any problems because now I can use Internet resources and I have I have access for all resources, and I haven't seen any problems for reading something or understanding something. Actually, you know if I feel some little bit problems when I can't translate chapter from Finnish to English, but I think it will be good.

*If you have any work-related problems do you feel like you get enough support with those problems?*

I haven't had any problem and I can't see any problem you know. I have worked in case company X and I understand all processes at case company X. How it's working with HR of course because I build my personal team like myself and found my team members and I found my test engineers and I know how it worked inside. I know what I must to do and I know what they must do and I I don't see any problem because I know how it works. You know when you make first steps in the new company and you don't understand how it how you can do something where you can find something.

*How do you feel like you were welcomed to the team?*

I was. Of course, I understand it's subculture. Some points and some basic moments I see it's only subculture. Everyone is very friendly.

## Appendix 2. Interview 2.

*How easy do you feel like the normal daily functions are for you as a lot of information here is provided in Finnish?*

I can surely get along no issues. I think the vast majority I can either get in English or somebody has already told me what it is. I think the vast majority of things I'm pretty clear on certain things that come up in Finnish they would be nice to have nice to know but maybe not a must and that's why it's OK.

*How do you feel for example about the work health care, lunch, booking the rooms or anything like that?*

Booking rooms is not a problem it works through the outlook. If we need to put some special rooms like VIP one for example that can be done through our team assistant that's no problem. Lunch there is a bit of a translation there so again it's not an issue. Medical system I haven't really used so I'm still to find out. I don't think it is super simple even though it has been a believe digitalized to a degree but there is a phone number that you need to call and they kind of speak English. I'm not 100 sure. I haven't really used it much. I did my covid injection but other than that not really.

*Have you noticed any of the daily functions and practicalities that lack something?*

Not insurmountable so yes some of things could be in English but maybe would then be detrimental to somebody else who doesn't speak English, so I think it's OK, it is sufficient.

*What tools do you use for your work and do you feel like they're all functioning well in English?*

Not perfectly. There are I think the majority of the tools that we have they have some kind of an English version, but it might not be a problem of English versus Finnish. This might be more of a general issue of having a whole bunch of different things that were developed for their own respective purposes and then there was an attempt clearly to connect them somehow and it's not seamless. So, this whole bunch of things that are not perfect, but I mean yeah kind of manageable. All the basic ones that are really essential for the actual job are perfectly fine and

the less essential ones less critical ones all kind of not ideal but again it's not essential.

*How do you feel about being a part of the work community?*

It's a good question. There are some people who are naturally talking to each other more and some who don't. I don't think we have a culture here of doing many things together outside of the office at least I don't get an impression on that. I understand there is an ice hockey club of some kind but other than that I'm not aware of any other things. Maybe they're not well advertised, and somebody does something else, but I don't that I've never heard of anything. The ice hockey that happens with apparently on Friday evenings. From that standpoint there is not much going on and I don't think it's specific to the foreigners I think it's just generally no culture of trying to do things together. That's just my observations.

*Do you feel like you are a part of the work community?*

Well, it's not a binary question I don't think. I am socialising with some people for work do agree that suits me, I guess. But I don't feel like a huge sense of belonging to the to the environment and the factory simply because I don't think we've had any events together. We've had a team event in our own team. As I said I interact with certain individuals that I work with as well but other than that I don't see any bigger common things happen.

*Do you feel like you are as involved in the community as others?*

I'm not involved much but I don't know if the others are. As I said the only thing, I'm aware of that is happening is the ice hockey. Maybe there's something else, but it's either not widely advertised or maybe it's advertised through channels that I'm not aware of or maybe it's advertised in Finnish which again would be difficult for me to spot.

*How did they relationship with the other members of the world community start?*

It is either through common works or purely motivated initially because of some collaboration needs. In the case of some individuals, they were proactively reaching out just to get to know each other.

*What kind of situations did you notice to arise when getting to know the members, if any?*

I would say it's not much different than anywhere else in the world so it's perfectly normal. Some people get along very well some people don't get along that well you know. It's I don't see any difference to anywhere else materially.

*Was it easy to get into the community?*

I would say it was not difficult so where I was for actively trying to do something it was possible to do it and where others Proactively did something clearly there was enough engagement on all sides. So, I don't see any you know inhibitors so it's easy enough.

*How well do you feel like you're being understood?*

Pretty well. I don't see any understanding issues.

*Where do you feel like you get the support for your general problems if there are any issues?*

If there are any issues, I would normally reach out to our team assistant or to other colleagues. Those usually work. They are helpful and knowledgeable with pretty much everything so whenever I have questions, I ask.

*Do you feel like you get enough support?*

Absolutely. I can always get the support that I need it's not necessarily coming automatically but when I need something through a little bit of effort, I can get what I need.

*How did the team members welcome you to the team?*

pretty well I would say. Everyone showed some kind of interest in me as a new comment so yeah very well.

*Have you noticed any differences between different teams?*

Yes, what I'm saying is really related to just our team. As regards the other teams I don't have such wide experience to say to generalise. Some people are as I said

interested and are reaching out. The others I believe only reaching out if there is a specific need work related needs, so it depends.

*How has the leader shipment felt like from your superior or superiors?*

What happened back in the days when I started to work here is, I got introduced to a lot of people by our let's say management. That was deliberate clearly deliberately done and that went very well so I was obviously quite a bit bombardment by information in the first several days, but it was necessary to get going quickly. Worked pretty well.

*What do you feel like your superior has done to make your adaptation to this work community easier?*

I guess the majority of it was introductions. There was this kind of introductions directly one to one to various people saying OK here we go this new member and please get to know each other. Maybe you can talk about this topic kind of to facilitate the introduction. I guess that was maybe how it was done.

Do you feel like there were anything that your superior has done to make it harder for you to adapt?

No.

*What kind of educational opportunities do you know that there are for you?*

In my case of there were couple. There was an IMD programme that's run by the IMD university and I was enrolled into that programme which is around the leadership skills summit leadership programme is what it's called I believe. So, that programme and then there is a separate one around by the SMR our business area. That I also got involved with and participated in that workshop over four days. Both of them were pretty good. Overlapping a little bit to a degree but generally these two I'm aware of and I've done them now.

*Do you feel like you have the same possibilities when thinking about the education as Finnish speakers?*

Yes, in fact I guess it might be even easier for me because over those programmes that I am aware of are in English so there are no issues for me whatsoever. Everything I am aware of that could be relevant for me is held in English.

*How well do you feel like you are included to different projects?*

Very well. I haven't actually got know anyone in our company who would struggle with English to in agree that it would inhibit work related exchange and therefore there is no issue whatsoever in that perspective.

*How do you feel about the case company X as an employer?*

Pretty good. I mean a lot of things are available in English. There is a relocation package that's provided by the company which includes support with settling in. That is not perfect. There are some issues with that. The intention is good, and parts of the execution are very good, and it is certainly very helpful and without it foreigners would struggle. But even with it there are some issues so which could be dealt with better and maybe that was a specific feedback so clearly that area can be improved a little bit.

*How do you feel like as an employee is this the kind of workplace that you would like to be in for a long time?*

It's a good question because the reality is, I don't speak Finnish and whilst I have now started to learn it a little bit, I don't have aspirations to become fluent. The language is unlike any other language that I speak, and the reality is also that there is no immediate necessity to learn it.

People understand you when you speak English, people not just at work but also in your day-to-day life in the supermarkets and anywhere else. For us the majority understands and can communicate in English so there is no urge real urge to learn Finnish. And because of that and the fact that to learn it would be a big commitment and that wouldn't be a necessity to communicate. The reality is I think vast majority of foreigners never learn Finnish to any degree including myself. I'll try to learn it to some degree just to understand what's going on around me, but the bottom line is I don't think we will be well enough integrated in the society to make it a permanent home. That seems to be the reality right now. Despite the fact that there are quite a few foreigners, also not just talking about myself, I don't see that there are many others who are viewing this as a permanent home.

Now to your question long term like what long term is, is a bit of a question mark. it works well so far as everything is fine but let's see what the future brings it is hard to say.

*Do you feel like there is anything that the company could do in order to help you feel more integrated?*

Not really. I think the company is doing enough. I think it's just time will tell whether there's going to be more foreigners coming to make Tampere more an international city and if that happens of course naturally people will gravitate towards it more. It's kind of self-fulfilling prophecy if you see what I mean. So, let's see let's see. I think the company is doing what it should be doing. Doing more probably would be too much and doing less would not be sufficient but I think it's doing well. That's my impression.

*How do you feel about the onboarding process here?*

I was going through the on boarding process during the Covid-19 times which I'm sure infected that somewhat. There is some deficiency around it and these deficiencies are mainly around having a centralised. Either in the form of some kind of one guidance document or something like that. That would be very clear as to what the onboarding should include. Like that whoever starts, knows exactly what are the things that he or she needs to do or what somebody else needs to do for them. That is kind of all over the place and there are bits and pieces of information coming from different directions which makes it a bit difficult to follow and even to at the end of the day it's not clear. Even that has everything been done now or not. I still keep on finding interesting things even though I've been with the company for 1 1/2 years now. I found out that I actually should enter my holidays into certain system aware of until two weeks ago. So, naturally I haven't been doing that and nobody told me that I should.

So, yes there are some issues around that onboarding process. Maybe, I don't know what it is these days and now when people actually working physically. Maybe it has become a little bit better. I just think it needs to be organised a little bit tighter. That there is less slippage and kind of less things falling through the cracks.

*Do you feel like the on boarding process helped you with a sense of belonging here?*

No. I don't see that there is much connection between the two. You know onboarding is really around, in my opinion at least, administrative and practical

matters. Where the sense of belonging usually comes through interaction and longer-term interaction. So, for me there's a two slightly separate things and of course without the onboarding it's difficult to get everything else but it's just the very first technical step.

### Appendix 3. Interview 3.

*How easy do you feel like the daily functions around the factory out for you as a lot of the information is provided in Finnish?*

That's a challenge at times. Yes absolutely. It's getting better I would say there are more and more things that are actually there in two languages but there's still a number of things that come in probably Finnish. That's a struggle with some things.

*How do you feel about for example the work health care?*

The healthcare in overall in general how it works in Finland is very confusing. I have had assurances from Finnish colleagues saying don't worry it's confusing for us as well. It doesn't make it very easy. It's a challenge. So, I went and got my eyes tested to replace my glasses this year. When they were doing the eye test, they found something in my eye, and they said I need to go get it checked out. So, in order to do that I need an appointment with a specialist, but they get an appointment with specialist I had to get and see a doctor. And then so I made an appointment to a doctor. No, you can't do that I can't do that you need an occupational health doctor. OK. So, then I found occupational health doctor. Oh no you need a specialist occupation health doctor. So, took three doctor appointments before I could get the referral to a specialist to get on have a look at. It's just not clear embed I was not actually to be honest it's not explained. So that's a part of the integration particularly people coming from wherever. How does this system work? Because it's great that we have Mehiläinen here, but you can't get an appointment there for three weeks for the doctor and nurse can't give you references to specialists. It's a challenge to try and figure out. What to love about it is I can renew my prescription on the app and do it so it's fantastic but trying to make appointments to do things is a challenge.

*Do you have any other daily functions in your mind that lacks something?*

Wouldn't necessarily be daily functions but it's certainly a regular situation is anything that comes from government or government organisations in two languages Swedish and Finnish. I use Google translator fine to try and get an understanding, but it doesn't always function correctly, so I end up bringing those documents in. I used to annoy our team assistant with everything. She always

used to say she is not supposed to be looking so I said I really don't care I just want to know what it says. Also, for most of the stuff now I go to HR director. Also, because she's obviously at a certain position so you can ring up to that organisation and talk to them but that is the challenge. These things that even though you take so problems say to Vero, Kela anything that probably was more along the lines of or you can apply online for the residence permit in English that's fine we can work with it but anything you deal with like the DEV when it was registration it's all in Finnish so it makes it really difficult. And other people I know are more so people with partners and or families and kids in school. They really struggled with things. They don't get the answers that need because they don't know the questions they have to ask. If you ask the question you get an answer. Yes, it won't necessarily always make sense or appear to be logical to you, but you got an answer, but you only get answers to the questions you ask. And there's a lot of things you just don't know you need to ask.

So, that would also be one of the common problems or challenges around the factory that you have noticed, the lack of languages?

It's interesting so we did walk around the mansion, walk around the safety and walk around before the iSeries production line was finished. So, I was with colleague and we walked up, and my colleague would ask these people to just have a talk with us. My colleague would ask them questions in Finnish and or English and then told me what they were saying. I just asked the question as if the parties translate and then they'd answer me in English. It's like I can understand because they may not necessarily be using English on a daily basis. That's also one contributing factor why my Finnish is just going backwards is because everybody speaks English anyway, but I think in production it's very much different as most people just stay with the Finnish. It can become a challenge like in most of the notices and most of the stuff that's on the screens is put only in Finnish. There's some that are actually a bit of both, but it needs to change.

*What tools do you use, and do you feel like they are functioning well in English?*

It is the most regular things either is Teams or Outlook there is SharePoint documents as well, but they put on the English. Intranet every now and then. I just really, someone mentioned something over here there's an announcement coming up I have a look at it. I see that there's either two separate announcements or one. One thing I have noticed is emails that come from HR Nordic services is one

email and just goes “scroll to the bottom for English” so it's like yeah, we thought about it but super bored with public communication. The one thing I have found is the working relationship and getting inquiries with HR director is fantastic, but HR Nordic Services isn't just near on giving assistance.

*How do you feel like being a part of the work community?*

Well, I have a relationship with most of the people here from before the time I actually started living in Finland because in the roles I had before this one I interacted with people from Tampere and Tokyo. In that role and then specifically when it was the BLM in Australia range, I interacted with people here, so I knew them. It was still quite a surprise to me with from working with and then visiting to actually working here. Still quite a shock to be honest and it was for someone who's actually dealt with it, so it takes a while. The interesting thing is like here there's no such thing as a hierarchy in Finland. Well, there isn't to a certain stage. The expectation is you tend to tell everybody what you know as soon as you know it but doesn't necessarily go the way. What I find strange is as soon as the work-day is finished, or the week is finished you see nobody and there's no such. Ok, firstly there's one thing that's probably existed along with situations but there is no socialising or anything. Coming from typically where I've been living and working is you will probably on a Friday afternoon go and actually just have a social wine down. Now it's more so the expats to do it than anybody from here.

*Do you feel like you are a part of the work community?*

I think probably the other part of it is because I'm in the management team is also probably a bit more of a separation. So, I can say even there's no hierarchy the reason more of a social interaction perspective. Because I get it people want to probably go and spend time complain about management. I get that. But I think there's more of a separation that was there and probably more isolation from the positional sort of things rather than social things.

*Do you feel like you are as involved as other members of the work community?*

In the office, yes.

*How did the relationship with other members of the work community start for you?*

Well, like I said because I was the BLM in Australia, I already knew a lot of people. Some people significantly more than others. Some I knew more because they were specifically involved in my area but then other area managers I kind of knew so that's sort of developed more when I moved. So, I had that sort of understanding and knowledge beforehand.

*Do you feel like it was easy to come here into the community?*

In some ways yes and in other no. I said even though I've had exposure for things would be pretty good, pretty easy there are issues and challenges there. More so from the expectations of interaction and flow of information.

*What kind of situations did you notice to arise when you first came here, did you notice anything like weird or different?*

In some ways it still felt like I was actually working from Australia because of the Covid situation and the only people in the office was the management team. So, it still took a while to develop that team relationship and dynamic. And - they were willing to take certain calculated risks and opportunities, but we need to follow certain process. So, it took, and I mean in some places it's still taking time to get people to do so. That is fine considered things but you to come to me with options don't just come to me with problems. ? If you're coming to me for the solution, I don't need you in that position. So, and I think that was probably more of a challenge for people to understand because predominantly in the previous way things were. There was a zero tolerance for taking chances. I think that's probably a thing in the cultural district 120% of the answer and that is going to work before decision.?

*How well do you feel like you are being understood in here?*

I feel like I have to explain things a couple of times. I think for a number of reasons when things get quite busy and hectic, I have a tendency to talk very fast. I need to get to the point, and we need to do it quickly and this is what I want. But sometimes it's how I'm saying it that needs to be really refreshed and clarified. So, I still see that some people it's easy and others it's. If you have to keep reminding this is the situation, I do get a bit frustrated when people are telling me something, but they don't get to the point quick enough. I don't have enough oxygen in the

day to wait for you to get to the point. I can't I want to say that but I'm not that just that that gets the frustration, so it's a matter of let's get to the point. At some days there is time for a coffee and sit down and talk about it but it is not now.

*If you have any general problems where do you go to get support?*

It depends on what it is. If it's a logistical or administrative thing I'll probably go to team assistant but I will probably go main to HR director. I wouldn't go to HR services because they don't answer. I have had some things where I've been through to offer assist. But to be honest when getting to the region and getting to the country and settling it in was nowhere near enough and I found that extremely lacking. Occasionally some of the documents and some of the government things have actually gone to them (HR services) even I have actually got a respond but most of this stuff I'll probably convert and ask form HR director.

*Do you feel like you get enough support?*

I think what's missing and not so much necessary myself, but I think in general people who are not just the people from Africa, Australia or India or expats but people from outside Finland is a person that understands what the situation is. That people move from another country to Finland. Even some people of automation here from Germany trying to understand what is required is a challenge. So, a resource that knows the issues and challenges that a person relocated to Finland is going through. I think that resource needs to experience to himself cause to my knowledge not one person in the HR services has never lived outside Finland. I think that is absolutely essential because you cannot understand what it's like.

*How did the team members welcome you to the team that you are working in?*

I think they were a bit hesitant to start with. I'm not sure that they were necessarily comfortable with some things in a way it can be direct and hold people accountable. Waiting for information so will be told to leave and make the decision and provide information or lose the slot. I made certain decisions so well the prioritisation was done by me so don't go complaining to other people about it. So, I think that's a bit different to what they're used to.

*Have you noticed any differences between different teams with the welcoming?*

Nothing that's evident for me. It might be something is behind the scenes, but nothing is necessarily evident to me.

*How has the leader shipment felt like from your superior?*

Last year was a little bit of still developing. I was sitting here and that I need to actually work in on which that has actually changed through time and this year with all of the issues and challenges and ?? it because this type ? all those things actually communicating and working through it. So, it's been noted, and I have mostly positive feedback.

*What do you feel like your superior has done to make your adaption to the world community easier?*

He's cognizant of the fact that I'm here by myself with my family still in Australia. He's aware of that situation. There's no real deep and meaningful touchy, feely conversations. He is very much a private person, so the expectation is if I had an issue and I go to him he is not going to come and actually place an arm around the shoulder and just say yeah hopefully ? we can have some coffee an ?? that's not his style. He is cognizant of the fact that I have a different situation going on.

*Do you feel like he has done anything to make your adaption harder or more challenging?*

The adaption probably not so much. He's been through some of those things as well. I have actually asked a few questions about work situation. When he first moved here there was even less things that was in English. So, some things have changed through it. So, if you see things that you think are actually challenging you need to raise it as it is not going to happen unless you actually raise it ?? to keep pushing. He is very detailed person a very hands-on person that's probably taken more depth to in comparison to on previous manager in Australia, who basically just left me alone to do my job as long as I was getting the results. My superior now, he wants to know what we can do together.

*What kind of educational opportunities do you know that there are for you here?*

Outside internal case company X leadership courses. Not really any other one it is?? cultural language things which I want to revisit, but I think that they can be

done a bit differently and it's more of a group of people rather than individual ? teams in there 'cause they don't get that interaction. Yes, mainly the leadership side of things/courses I'm taking.?

*How do you feel about the onboarding process here at case company X?*

To be honest it is like here is a card ?? finish that off and heading and I still have so. ? I find it strange. I don't know how to explain it. I mean so be honest I think some portions of it for example say phones and computers access stuff none of it was done. Now did might be slightly different situation because when I started the person who recruited me the day after he signed my contract he left and then the HR person was dismissed as I came. So, nothing was arranged for me in advance. I know there's a thing here about certain phones are certain levels and in the above this you pay, and you have your own contract. But certain things could have been arranged and actually done in advance up to certain level and if it's not suitable then we could've changed that. So, I had our team assistant actually walked me through head over finance and a head over this and that. I found it strange because typically where I come from the manager has a checklist of everything to actually provide. To walk the person around introducing to everybody to show them the systems and show what's going on. If the systems of the management doesn't use to sit down with somebody who actually uses those. ? So I find the process here is quite clinical and separate. With one of my employees, I just made the decision to ?? up to the particular level and that was all there and done and dusted and she end up changing ? This is something that needs to be addressed.

*Do you see any connection between the onboarding process and your sense of belonging here?*

Me, personally no. because I've just had been here a number of times. so, under the things that are on the introduction, test mine ?? changed with the various promotions that was stood for their business, so I give this ??for some people who have never been here before or has just been here once there can be.

#### Appendix 4. Interview 4.

*How easy do you feel like the daily functions are for you as a lot of the information is only provided in Finnish?*

I think a lot of the general case company X information is provided in English, so I think that's OK. I don't think there's like a struggle there. I would say relocating here to Finland to the site in particular a lot of the site-specific information is only available in Finnish and I think that can get a little bit challenging. When say it's like information is not available on the Internet you can translate that content quite easily but if it's you know like printed information that's maybe posted around the site then yeah that's a little bit challenging. But yeah, I mean overall it's not to say it's something that impacts like your day and day stuff too much. Maybe some examples things like initiatives that are being held at site like many health and safety or you know this one going on in the cafeteria at this week for like chemical safety training or something then we had absolutely no idea what's going on with that because it was only available in Finnish. In that scenario then you have to ask someone what this is about and can you explain it. Maybe one challenging one if you're not familiar with this system is like our Pronestor booking system that's all in Finnish you can do like an auto translate on it but it's not always a hundred percent accurate it's just like a Google translation, so that one's a little bit until you kind of get used to the system a bit challenging. The lunchroom I guess is another example, I mean I think they do their best to kind of provide the translation like every day or like the boards and stuff but if it's a special initiative going on or for example, they've got like promotions on the tables in the cafeteria then generally that's only in one language.

*Do you recognise any common problems or challenges or anything at the factory in terms of language?*

In my experience I think generally it's been pretty good. I think there's certain departments within the business where communication is a little bit more challenging and it's typically people working in roles that are less international maybe like it in terms of roles in lengthy assembly or the factory whether not spending a lot of time with people from other nationalities. But that's just the nature of their role and so there's not really an expectation that they should be able to. I think in

my experience like generally it's been quite easy to get around and to communicate with all of the people that I work with day to day I don't find it particularly challenging. It might be different depending where you work in the business.

*Which tools do you use for your work and are they all functioning well in English too?*

Most of the tools that I use are things like the Intranet a lot about online based platforms which can be translated relatively easily. I think all the others that I use are international ones anyway things like you know for travel, safety stuff. I think they're all international websites and our team has spread across multiple locations anyways, so you know so typically they're not Finnish based systems or programmes that are using anyway.

*How do you feel about being a part of the work community?*

I think case company X has a much more diverse and international group of people working here crossing multiple departments and divisions than I expected it to be. Obviously, the majority of people are still locals so I think it's been generally a lot easier transition and easier to collaborate with people here than I thought it would be in terms of language and background with a lot of expats. Everybody here has been very helpful and very welcoming at certain times of the professionals and it's been quite good working environment.

*Do you feel like you are a part of the work community?*

Yes, for sure.

*Why do you feel like you are a part of the community is there any specific things that comes to mind, what makes you feel like you are being a part of the community?*

Like I said I think people were very welcoming very willing to assist even if you come across you know a language barrier challenge occasionally it's still kind of willing to work with you and help out. So that was that was a really nice experience I thought it would be a bit more difficult than it was. Overall, I think it's just a really nice environment working here.

*Is there anything that makes you feel like it's hard to be a part of the community or anything that would make it more challenging?*

I think it's not just me, but I think it depends where you come from in the organisation before and what kind of working and lifestyle culture that you're used to. I think the culture in Finland in general not necessarily in case company X is quite different to the ways it operates you know in other areas of the business. I think it can be a bit challenging in terms of the expectation of things like workload, working hours and how inflexible people are in here or rather how not flexible people here are willing to be with those things. I think it's something that as an expat relocating here, you're aware that those things are going to be not a challenge but you're aware that they're going to happen, and it could be a different working environment of what you're used to. So, wouldn't say it necessarily a challenge but it's I think the working culture is probably the number one thing that stands out here and it's very different to most of the areas of the business.

*Do you feel like you are as involved as others?*

I would say probably more than most people. I work with a really huge range of departments within the business not just within our division but across all divisions or areas of the workplace including a lot of our common site projects as well outside of our division. So yeah, I would say even on a day to day basis I'm probably working with a broader range of people than most people would be.

*How did the relationship with other members of the work community start? Who did the initiative?*

I already worked for case company X in another country before for a really long time as did my direct manager here. So, we both already knew a lot of people based here in Tampere, both professionally and personally so, I guess our experience might be a bit different to other expats in the business coming here. Where we already knew a lot of people, we didn't have to meet a lot of people for the first time and so those relationships already existed for quite a few people.

*Do you feel like it was easy to connect with the people you did not know already in beforehand?*

Yes. I professionally, yes definitely, like I said everyone was very welcoming and collaborative. I would say one thing that surprised me a little bit was even the

people I knew really well before moving here for many many years. That it's this I don't know if it's because it's like a work relationship or if it's like that back living in Finland now, but I was quite surprised that those relationships didn't continue to be personal relationships outside of the workplace where they had been before. So, since moving here actually, we were just having this conversation yesterday with some other expats. Relocating here we kind of thought those people would be the first people to reach out and introduce you to like the community outside of work and maybe invite you to do some social things and that wasn't the case at all. That's you know that's fine, that's their permission to have the work relationship as the priority. But I think that's something that probably surprised a few of us that we had known a lot of people for a really long time from working in other locations and then did not have that continued relationship when we came here. I would say it's just a cultural thing. I'd say if the situation was reversed like you came to my country the first thing people are going to do is, they invite you to come to my house, meet my friends, to meet my family have a BBQ, let's have a drink or something like this, and try and make you feel welcome outside of the workplace as well. That's not something that happens here which is just you know. We expected that especially with the new colleagues that we hadn't met before, but yeah like I said a little surprised that the ones that we knew quite well it also happened with them too.

*How well do you feel like you're being understood here?*

I think I think most of the time it's quite easy to be understood and to get your point across and to have your opinion your say. I think maybe for people that I don't know so well or for people that are that are Finnish themselves and maybe not as well like integrated into the international business I often feel like I need to, how do I say it, like be a bit more conservative with my approach with my opinion so they don't think I'm being so like aggressive or forward and that's just a working culture thing. If you come from other cultures that are a bit more extroverted you can kind of say your opinion and whatever and no one's going to be offended or anything like that, but sometimes I feel like here I need to bring it in a little bit and be a bit more tactful with my approach. Generally, it's not too bad we have quite a bit of us people working here that it's, you kind of take those things into consideration.

*You mentioned that you use Intranet. I'm curious how do you use it or in what kind of situations you need to use it?*

So, I was a key user for the Internet in my home country before moving here so that was a really big part of my role working in communications and marketing team before. Pretty well experienced with both the user experience and also like publishing content on there as well. Now in this in my new role I don't use it anywhere near as often. I actually just checked it this morning for the first time this week. Usually, I would be on there multiple times a day checking content, adding content that kind of stuff. I would say it's a bit of a mixture of when you get to a certain role in the business you never have as much time to check the common platforms. I definitely wouldn't use it now as a manager I wouldn't use it as a primary tool of communication to find out information or to go searching for information. I think it's a really complicated platform for anyone in the business in any language. I just, it's too much information on there. I occasionally use it now for site-based information around Tampere that's when it gets a little tricky because it's only in Finnish and of course you can like google translate it but it's not it's not necessarily correct most of the time, so you often have to get a second opinion. I think the Tampere site itself is quite well set up there's a lot of information and it's kept relatively up to date by multiple people here in the at the site updating it. So, I think that the information is there. It's always of course easier to ask somebody to get some help than go looking for. I think the hardest thing with the language thing is if you're searching for something. Obviously, my search is going to be in English and therefore you don't get the results because the results are not in English but that's going to be the case for anyone from any language.

*Where do you get support for your general problems and do you feel like you get enough support?*

That's a complicated question. I get direct support for day-to-day stuff from my immediate team around me so that's multiple people in multiple different roles. I would say our assistant is probably the best source of knowledge for our division and our department because they've been here a really long time. They're experienced and they often know information that's not available on the Intranet or you know. I would say the people around you highlight the immediate information. If we need something beyond that I guess the resources are probably usually by HR team for something. If it's like to do with site-based stuff or personnel-based

stuff they are not typically the most responsive team, so I would only reach out to them if the if what I needed wasn't urgent, if it was something that could wait.

*Do you feel like there is enough support provided for you?*

I guess it depends on what aspect. I would say when I moved here at the start, absolutely not, there's no way and I know that's across the board for a lot of people relocating here. Not unless we asked pretty much. So, that was a bit challenging not only as someone relocating here but this is also my first time managing a team as well and finding the information even now. I have to ask what am I supposed to be doing at what time, when doing like what do I do when, who do I send this to. The information is not it might be on the Intranet but like I said you could do better searching for that. I think that process could be a lot better for both expats and for new managers as well. I think this is kind of expectation that you already know what you're doing and that's not the case at all. I'm still working through a lot of those challenges particularly in relation to managing a team. Yes, I guess that's from like the relocation and the management like the HR side of things. Day to day stuff, I would say it's not a matter of do we get enough support. I would say it's a matter of are there enough people in the business to provide support. I think as a business we're quite lean and don't have a lot of resources to be able to support. From a variety of perspectives so, yeah. I don't know the best way to say it. That can be a bit challenging when there's a lot going on there's a lot to do and there's no one to really rely on or to lean on for support with like day to day kind of stuff.

*When you were talking about the HR and that related support, do you feel like there is a lot of information not being provided unless you know how to ask the right questions?*

Exactly, we always say as expats that is and it's not it's not even a case company X or an HR thing. Yes, it's a moving to Finland thing. If you don't ask the right question then they're not going to volunteer the answer or information to you.

*How did the team members welcome you to your team?*

It was it was a really welcoming environment. It was really nice I mean even before I moved to Finland and I was still in my home country when I got the role, and I did my first couple of weeks remotely from that because I was waiting for

the visa process and everything to take place. I had you know members of the management team here already call me, reach out to me before I even started to welcome me to the team. Say congratulations, that was really nice and didn't really expect that some of those people we had never met before face to face. That was that was super nice and then when I got here this is a bit different work environment it was still during Covid. So, the office was mostly empty we had still had restrictions on who could be here and how many days the week. I think if I had come different time it probably would have been a different experience like a lot more people to connect with. It was still an overwhelmingly positive experience. I think it does help that I already knew several people in the team including my current manager who I had worked with before, so we already had an established relationship. Certainly, everybody else seems very welcoming.

*Did you notice any differences between different teams?*

Yeah, I think my own team, our division team were a lot more welcoming a lot more supportive than, not to say that the others weren't, but they were the ones, even though it wasn't their job. They were the ones who helped me kind of get through all the day-to-day stuff you know. They took me around the site, did the introduction, took me to meet key people in the business and more like the connecting kind of side of it.

*How has the leader shipment felt like from your superiors?*

I think it's impacted a little bit by being a bit resource constrained and not having as many resources in the business. You can certainly feel just feeling of people just constantly being like way too busy or only having a few seconds of time for you at a time. I know I am also like that with people as well. So, it's nothing is mean or nothing on their side and you can necessarily control. I do I think that's something a little bit different from working in other areas of the business. Here it's just "go go go", and there's so much happening with so few resources that I think does less time for that connection with people in leadership positions. Generally, though everyone in that leadership kind of role is very collaborative, they're very willing to help you out when they can and when they have time to do so. One thing I do think that the general team could benefit from is a little bit more networking time with each other, whether that's a social thing or whether that's in a team bonding kind of experience. I think especially having to come back from the

Covid situation, where there's lots of new people the business and most people been working from home for a long time. I think they realised that they could spend a bit more time re-establishing those personal connections, it makes your way of working in your daily life a lot easier and a lot more personal.

*What do you feel like your superior has done to make your adaption to the work community easier?*

My manager, like I said we already have existing relationship from working in another sales area together before. So, that's probably a bit different scenario to a lot of people that we already knew each other quite well for a long time. He was like extremely welcoming when I came here, he is also from my home country too so that helped in terms of being able to relate to the business and to moving to Finland. He himself was an and I think it's obviously a resulting in already knowing each other was extremely welcoming you know, always made sure I had like a way to get to work. Especially during Covid the transport things was a bit difficult. I don't know, he kind of went above and beyond but I think it's more because we already knew each other quite well.

*Do you feel like your manager did anything to make your adaption more challenging?*

Maybe. I would say it's like, I was saying about being a bit short on resources and time it's probably the challenge there he looks after a huge team on demanding team as well. So, we didn't get to do a lot of the settling in processes directly as we should have done but then I was able to do those with other people in there in the department of the division instead. I don't think he went out of his way to make it more difficult.

*Do you feel like you get enough support from your superior?*

Yeah, I think it's quite similar answer. I think everyone is doing their best given the current circumstances.

*Do you know what kind of educational opportunities you have here at case company X?*

Yes and no. I know there's a lot of emphasis generally placed in case company X in general on developing like sales skills and leadership skills but not necessarily skills that you would use in your day-to-day tasks. For me and my role that is not sales-based training that's required and it's not a division and it's not a Finland thing is it's a case company X thing. Typically, if I would want to develop my professional skills set that's related to my exact job, I'd probably have to go outside of case company X to seek external course. But I already know that it's not a lack of information. I think with the education they do provide in terms of like leadership courses and stuff. There are so many to choose from. I'm on one at the moment actually and in the middle I'm about to start the second module of the leadership course. I didn't even have to register for it. Someone registered me for it and was like "guess what you're doing this now" So, that was kind of nice. Because if I had to do it myself, I probably would have put it off and you know not prioritised it. That was good that they kind of took the initiative and identified "OK this is the person that needs to be doing this." And then the other thing that was really nice moving here part of your expat contract is that you can. Well, I think actually anyone in the business can do it. Is language courses as well so that was really nice to have like an introduction to like Finnish language and culture as well and something that I bought the opportunity to continue doing if I want to keep the course going. Yeah, I think if you're familiar with the HR process and workday and those kinds of platforms and if the information is generally easy to find in my experience.

*Do you feel like you have the same possibilities to get equivalent education as the Finnish speakers here?*

Yeah, I think so as far as I know.

*How well do you feel like you are included in different projects?*

Oh wow, I'm included in way too many projects. I wish they would stop including me. I don't think there's any, for me in my role in particular there's no challenge with being included in projects it's overwhelming actually the amount of projects said from a marketing based role that we get asked to participate in. A lot of the time we actually have to decline them and say no because it's just not physically possible to take on anymore. A lot of them are not necessarily related to my products or my division. So, they can be like common projects for the site and then

our involvement from a marketing perspective is usually because there's nobody else to support the business. So yeah, no challenge in being in my end.

*How do you feel about the onboarding process in general?*

I think there were a lot of challenges with that, some because it was during the Covid period. So practically a lot of things were not possible for example there were a lot of areas of the business that I physically wasn't even allowed to go to like production and the test mine, key areas for my job. So, that made it a little bit tricky. Also, that most people weren't working here at the site when I moved here so most of our division, pretty much anyone from HR but like I hardly saw anybody in the first three months I was here except those who were coming into the office. I think that side of the onboarding could have been improved a lot. Obviously, there was the Covid challenge but there was not really any alternative way of working it was established it was kind of like "oh you're here good luck". Once you had your access card then it was like "alright you know, sort it out yourself now and do whatever you want to do". On the relocation I think of all the people that I know who relocated around the same time. I think I had probably the best experience with the service provider that they choose to use for relocating expats. Mine was a generally positive experience and quite pain free. Although I would say the external provider that they're using is if is not proactive with supporting. They are very reactive if you need something and you have questions, in my experience they were always there to help you and answer, but it was not really proactive. For example, if you're looking for an apartment or a house or something like that then a lot of the responsibilities placed back on to the person who's moving or they're just a little bit slow to respond and you kind of miss a lot of opportunities because of that. But in general, really the onboarding was not too bad and considering there were a lot of practical challenges at the time as well. I don't know how it compares to if I was to move today if it would be the same or better.

*Do you see any connection between the onboarding process and the sense of belonging here?*

Maybe. It is hard to answer like I said I don't know with my onboarding experience that's a bit hard to comment. I guess it's there's a bit of a connection between us feeling welcomed and helped being settled in and for me that was handled by a

lot of the other expats and in terms of being welcome to the business and all of the information I need to know about site was kind of managed by those in my team and those closest to me rather than our official channels doing that.

*Do you have any suggestions on how to make the integration process more efficient?*

I think it would be really nice for anyone relocating, not just here but anywhere, to have someone kind of meet you face to face when you first arrive. Maybe, I don't know if that's from like the HR department or whoever it is and kind of have like a bit of a buddy system would be nice. Maybe to have someone like allocated to you and making sure your experience is like seamless and everything is taken care of. Making sure you're introduced to the site to all of the right people, that you do your safety induction tour and all of those practical kinds of things. Maybe having a bit of an expat like welcome pack or something would be nice. I mean I got something when I first arrived here, but it was more like I don't know where it came from if it was my team or if it was HR but there was not really that much information in there. I think if you would've relocated to other areas of the business in other countries and stuff, I think they do a bit more comprehensive service like that they really try to spend a little one on one time with you and welcome. Again, I don't know if that's just because of the time when I moved here or any of that normally happens, I don't know.

I would say when I have had questions or have had challenges and I've reached out to those people in those channels the response is generally 9 times out of 10 the information is on the Intranet. It's like a bit of a do-it-yourself thing, like fine it is there for a reason. It's a bit of information overload at the start. Right, so if you're trying to not only settle into a new role and to a new location and you also trying to like to establish your team and a way of working with them. Then that's a lot to be managing at one time. So, I think the process could be a little bit more like a bit more one on one and a bit more caring I suppose.

*Do you see yourself as a long-term employee here at case company X?*

Yes, I hope so. My contract is a little bit different. I'm not on a fixed contract, like a lot of expats around a two- or three-year contract. I'm not so it was always my intention to stay here longer term as long as they'll have me. We kind of, coming from a country that's completely opposite to Finland in a lot of ways. We kind of

managed, my partner and I kind of manage your expectations a little bit and said “okay, let's just get through the first year, see how we like it and then we'll see how we go from there.” We really loved it. We had a great time so now we've gone to “OK, well let's see how we feel in a couple of years in time.” We will reassess and see if it's still going well so yeah. I think we love it here and we have no new intention to relocate in short-term.