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The recruitment process of foreign workers

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<p>Case study was implemented for Posti in the mail delivery section, since it has a high number of foreign worker and the emphasis was on the recruitment process of foreign workers.</p> <p>The purpose of my thesis is to discuss the recruitment process of foreign workers and show the value foreign workers can bring to the Finnish labour market. The research also discusses the different bureaucratic requirement and their variation within EU citizens, non-EU citizens and refugee/asylum seekers and the reasons for them. Research discusses the cultural implications and integration processes for foreign workers.</p> <p>The empirical part of my thesis includes the data from Posti's workers in mail delivery section. Interviews were conducted with the recruitment manager at Posti and with a foreign employee in the mail delivery sector at Posti. I analyze the recruitment process at Posti and indicate knowledge required for it.</p> <p>Recruitment questionnaires, as well as Geert Hofstede's theory and the data about immigration to Finland, are used as secondary sources in the empirical parts. I have used the secondary sources also to discuss about the value foreign workers bring to the company.</p> <p>In addition, my thesis discusses the various requirements and legal aspects of hiring a foreign worker and challenges and benefits coming with it.</p> <p>Based on the research, high amount of foreign worker indicated the process is already working but some small suggestions and an integration program was suggested for the future.</p> <p>In conclusion, my thesis offers a view on how recruitment process is implemented at practical level in a relative big Finnish company.</p>	
Keywords	Human resources, foreign and recruitment process.

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1.Introduction

The topic of my thesis is the recruitment process of foreign workers at Posti. I intend to explain the variations and legal aspect of the recruitment process of foreign workers, but also which values they bring to the company.

According to the national statistics, Finland had a total of 402,619 of immigrants in 2018, (Statistics Finland 2018). During the past 20 years, the Finnish labor market has seen a significant increase of workers from different nationalities and different backgrounds.

In order to succeed in a recruitment process of foreign workers, recruiters need to have wide knowledge of bureaucratic requirements which vary from EU-citizens, asylum seekers, refugees and non-EU-citizens. Being able to work in Finland requires in some cases work and residence permits.

The whole recruitment process is opened step by step and different variations and the value of each part are discussed. To be able to understand the recruitment process, Finnish employment situation in the target market is also discussed. My objective is also to explore the possible benefits foreign workers may bring to a business organisation.

1.1 Purpose

The purpose of my thesis is to discuss about the recruitment process of foreign workers. My objective is to speak about necessary knowledge and expertise needed for a successful recruitment process but also point out the value the foreign workers bring to the company.

As a practical example of a recruitment process of a foreign worker I have included a case study of Posti with a special focus on the mail deliverers. The main purpose of the case study is to show the value foreign workers bring to the company. I will also discuss how to make the recruitment process more suitable to foreign candidates.

1.2 Structure

Chapter 1. Discusses the purpose of my thesis, research questions and research methods.

Chapter 2. Discusses the target market and the value foreigners bring to the market

Chapter 3. Discusses Human resource management

Chapter 4. Discusses Employer checklists

Chapter 5 is the Posti case study

Chapter 6 is the data analysis

Chapter 7 is the conclusion.

1.3 Research question

The following research question are answered throughout my thesis.

(1) Do foreign workers add value to the Finnish business organization/firm? (2) How do the bureaucratic requirements for recruiting foreign workers vary for EU citizens, non-EU citizens and refugee/asylum seekers. This question intends to show the variations of the requirement for different target groups. (3) What are the reasons for different bureaucratic requirements? (4) What are suitable/functional recruitment methods or processes for recruiting foreign workers. This question discusses the cultural impact and integration of foreign workers.

1.4 Research approach

As a research approach, I have chosen a descriptive study. The aim of a descriptive study is to describe the problem/topic through characteristics and categories. (McCombie's 2019)

My research questions include "How do the bureaucratic requirements for recruiting foreign workers vary for EU citizens, non-EU citizens and refugee/asylum seekers", as the applicants are categorized in different categories by their nationalities.

The descriptive research method adopted in this thesis includes a case study on Posti. A case study is often focusing on a specific group, and in my thesis the case study is concentrating on different nationalities of workers in the mail delivery process.

The research methods that I have used in this thesis are mixed, and they include primary and secondary data analysis and focus groups. The primary data is collected specifically for the case study of this thesis in Posti, the secondary data analysis is based on the data collected for other purposes. The secondary data is used both in empirical part for data analysis and regarding Hofstede's theory in relation to nationalities.

My research focuses on the recruitment process of foreign workers in the Finnish labor market.

I have adopted both quantitative and qualitative research methods in my thesis. My data is collected through secondary sources, which are quantitative since they are based on numerical values which can be put in order, categories and can be measured. I have also included in my thesis few questionnaires which include *yes* or *no* answers or other values which can be categorized into different groups.

(McLeod 2019)

The empirical data is used since the results are delivered from experience and observation.

Values in secondary sources are in number format and primary sources in open ended questions. (McBurney & White 2010: 391)

My research includes secondary sources since the data used in the thesis is not collected for my thesis but for other purposes. The secondary data is the data which is already available and has been collected for the use on someone else. (Juneja)

My research includes also a part of primary data which include the interviews with specific candidates. The interviews have been made for the purpose of my thesis. 2 persons have been interviewed and they both were relative to the case study.

1.5 Literature review

There is a plenty of available literature concentrating on various recruitment processes. At the same time, it is very difficult to find enough relevant literature about the value foreign workers bring to the Finnish labor market.

Various aspects need to be discussed to understand the whole process of recruitment. The Finnish labor market has to be analyzed, and different requirement for different candidates are analyzed closer.

During the writing process of this thesis various research materials were used and relevant information was collected from Finland's immigration website to be able to understand the whole picture.

A research by Kaplan & Haenlein (2009) was used to get a fuller understanding of the evolving role of social media in recruitment processes.

Armstrong's handbook on human resource management practice was used to get the relevant idea/picture of human resources and what are its' main functions. (Armstrong & Taylor 2014: 3-35)

Relevant statistics to support the thesis were collected from Finland statistics.

The Posti case study and Hofstede's theory together pointed out the relative countries and reasons for cultural differences and how to understand different cultures. Hofstede's theory was relevant to understand the differences within the values of difference cultures and nationalities.

2. Value foreign workers bring to Finnish market

To be able to understand the whole picture of the recruitment process in Finland, the Finnish labor market situation has to be explained. Analyzed are the different sectors which have a high need for labor and also how the Finnish labor market is divided. The recruitment process of foreign workers helps to understand for example how these gaps could be filled with foreign workers.

2.1 Target market

The target market is a Finnish market since all the data collected is based on the Finnish labor market. Consequently, this thesis is written from a Finnish perspective.

Finnish markets are divided into 4 sectors:

Public sector

In public sectors employees are employed by the government or by municipalities. (Wegrich 2014)

Private sector

Private sector is a part of the market which is not run by the government but rather by individual companies and firms. (Private sector 2020)

Companies controlled by the state

Companies which are under the control of the Finnish state.

Others

Currently the Finnish labor market has a high demand for jobs listed below:

Audiologists and Speech Therapists

In this field, there is a need for about 2266 workers.

Construction Supervisors

In this field, there is a need for about 3123 workers.

Civil Engineers

In this field, there is a need for about 2142 workers.

Nursing Associate Professionals

In this field, there is a need for about 3221 workers.

Social Work and Counselling Professionals

In this field, there is a need for about 2635 workers.

The Finnish labor market employees already many immigrants and persons with a foreign background. One of the biggest employers for foreigners living in Finland is Posti and especially its postal services. Other similar companies in Finland are for example ISS services and OP financial group. (Finland, European Job Days 2018)

2.2 Value foreign workers bring to the Finnish labor market

A foreign employee is a working person who is not a Finnish citizen. It is employer's responsibly to verify that a foreign worker has a work permit in the country. (Foreigner 2019a) Hiring a foreign worker can be rewarding for companies and employees working there. Reasons for hiring foreign workers can be for example their skills or educational levels. Often one of the main reasons for hiring a foreigner can be the big labor shortage in that specific field. (Achim, Rusdi & Amin 2017: 1-8)

Reasons for hiring foreign workers:

- Higher educational level

A foreign worker may have a higher educational level

- Better understanding of foreign customers

Through hiring a foreign worker, a firm can benefit from expertise about a foreign market through their previous work experience. Companies can also learn a lot about different cultures and working behavior through foreign candidates and employees.

- More candidates

By considering foreign candidates as one of the target group in the recruitment process, the firm can be opened up to a whole new pool of candidates. Foreign workers - especially immigrants – are often seeking for a job which could support them in Finland, and sometimes they also support their family members in their country of origin. Therefore, they might stick to the firm even for a longer time and be loyal to the company who employed them.

- Diverse market

Recruiting foreign workers can be an investment to a better future of the company. Foreign workers usually bring with them their education, background and experience gained in a different culture. Integrating foreign workers can help the firm build a bigger, better and more global workforce.

- Ageing society

Finland has a population which is ageing at a fast rate. It is estimated that by 2070 approximately 1/3 Finns is over 65. Finland has had a relatively big decline in the birth rate during the past years, and it is evident that its consequences will be seen in the futures economy. (Johnson 2019)

In 2018, there were 403 619 persons with foreign background living in Finland. Foreign workers can fill the gaps in the Finnish markets which are caused by the ageing population. (Väestöliitto 2020)

Figure 1.0: The Conceptual Framework of the Foreign Worker Employment towards Organizational Performance

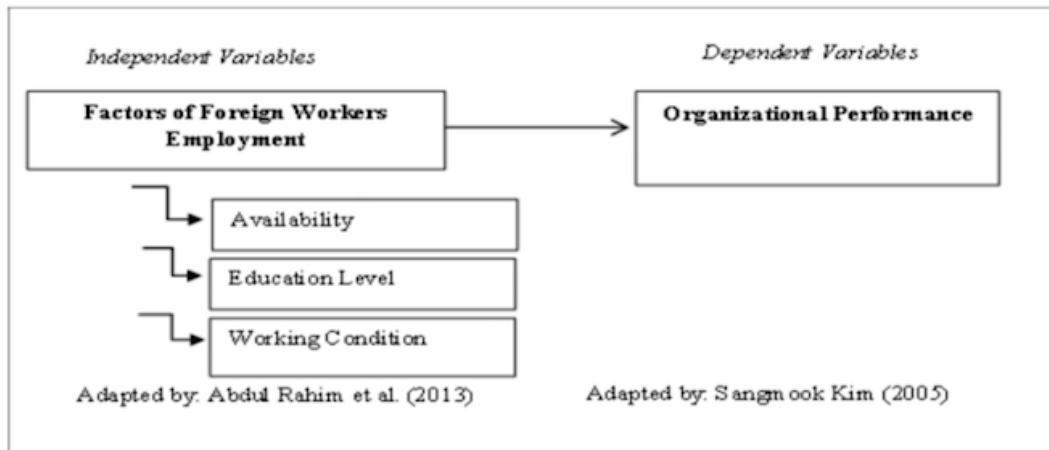


Figure 1: The table below shows different reasons that companies might have for hiring foreign workers (Achim et al. 2017: 5).

2.3 Issues which immigrants face

Unemployment has been one of the big issues faced by immigrants living in Finland. For immigrant is it more difficult to be able to find a job in a foreign country compared to a native population citizens. When Finland's economy is going up, it facilitates employment of immigrants. (Hankamäki 2015: 240-248)

	2019M06		
	Foreign unemployed jobseekers	Foreign workforce	Percentage of foreign unemployed jobseekers of the foreign workforce
WHOLE COUNTRY	29,504	124,396	23.7
Uusimaa	14,760	70,101	21.1
Southwest Finland	2,618	10,103	25.9
Satakunta	595	3,148	18.9
Kanta-Häme	604	2,406	25.1
Pirkanmaa	1,906	7,378	25.8
Päijät-Häme	1,093	3,188	34.3
Kymenlaakso	1,073	3,032	35.4
South Karelia	689	2,252	30.6
South Savo	424	1,401	30.3
North Savo	672	2,276	29.5
North Karelia	700	1,694	41.3
Central Finland	980	2,957	33.1
South Ostrobothnia	334	1,603	20.8
Ostrobothnia	963	4,412	21.8
Central Ostrobothnia	146	726	20.1
North Ostrobothnia	995	3,618	27.5
Kainuu	149	544	27.4
Lapland	590	1,749	33.7
Åland	172	1,808	9.5

Figure 2: Shows the amount of unemployment in different parts of Finland among foreign workers in the year 2019 (Statistics Finland cited in Foreigner 2019b).

The artificial intelligence and automation have influenced labor markets with an increasing pace during the past years. The artificial intelligence can bring along many positive effects but it can also be a threat not only to foreign workers but to all employees. The artificial intelligence eliminates the need for a person and allows a machine to do the same job. This creates situations where people lose their jobs, and for open positions there are more candidates with higher skills (Garimella 2018).

3.The recruitment process

The recruitment process starts with the identification of a need for a new worker, then choosing the recruitment channels, selecting the candidate and lastly integrating the best fit candidate to the company.

I will present in the following chapters elements that are necessary for the recruitment process.



Figure 3: (Gomez-Mejia, Balkin & Cardy 2012: 171) This figure above shows the parts of the recruitment process and how it starts with the recruitment to the selection of the candidate to the final part of integration of the new employee.

3.1 Human resource management

Human resources are a central part of the recruitment process, and its functioning affects the whole company. Well-functioning human resources are an essential part of a good working environment.

The human resource management is the attitude and challenges regarding people's working in the company. The goals of the human resource management are mainly the

giving required help for the company to fulfill their objectives and be a part of creating a positive working environment inside the firm's managers and employees (Armstrong & Taylor 2014: 3-35).

The 5-P model of human resources are crucial to be able to understand how human resource models works. The 5 P model was created by Schuler (1992).

The 5-P model consist of the following elements:

- Philosophy

= how the organization sees human resources

- Policies

= provides lines for everyone to follow

- Programmers

= made for the organization to keep going

- Practices

= acts to fulfill policies

- Processes

= all of the above put into action

3.2 Application process

The application process has to be simple to be able to attract candidates. Valuable candidates might not apply if the process is too long or too complicated.

A recruitment questionnaire by Duunitori (2019) showed that most applicant browse jobs on their mobile phones. Easy applications which can be done through mobile phone result in a bigger number of candidates and thus in more variety. With more candidates, it is more likely to find the best talents.

Also, job advertising has to be simple enough. A good job advertisement states in a clear way all the relevant information about the job. Giving a description which is detailed enough (but not too detailed) can help to focus on suitable applicants in a more efficient way.

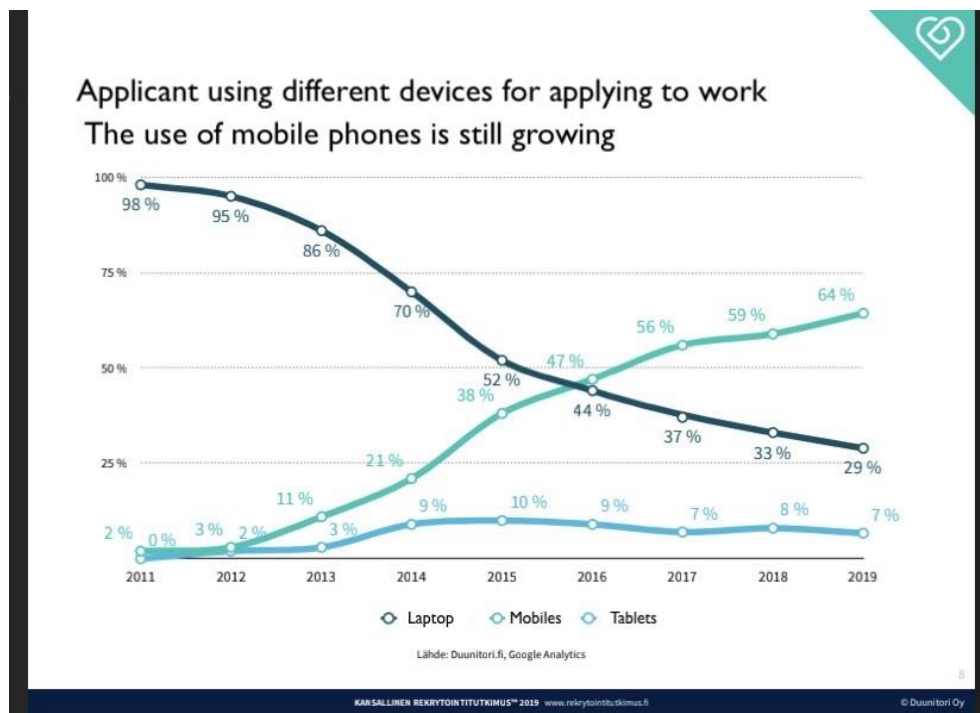


Figure 4: Rekrytointitutkimus 2019 by Duunitori, the questionnaire above has been translated from Finnish into English by the author for the purpose of this research.

This questionnaire made by Duunitori indicates that most people browse through jobs on their mobile phones, while the use of laptops has gone dramatically down in the past years. It is necessary that companies keep up with the evolving society, and it means for example easy application processes, which can be done by mobile phone

The job market is not anymore only firms picking talents, but it is talents picking firms.

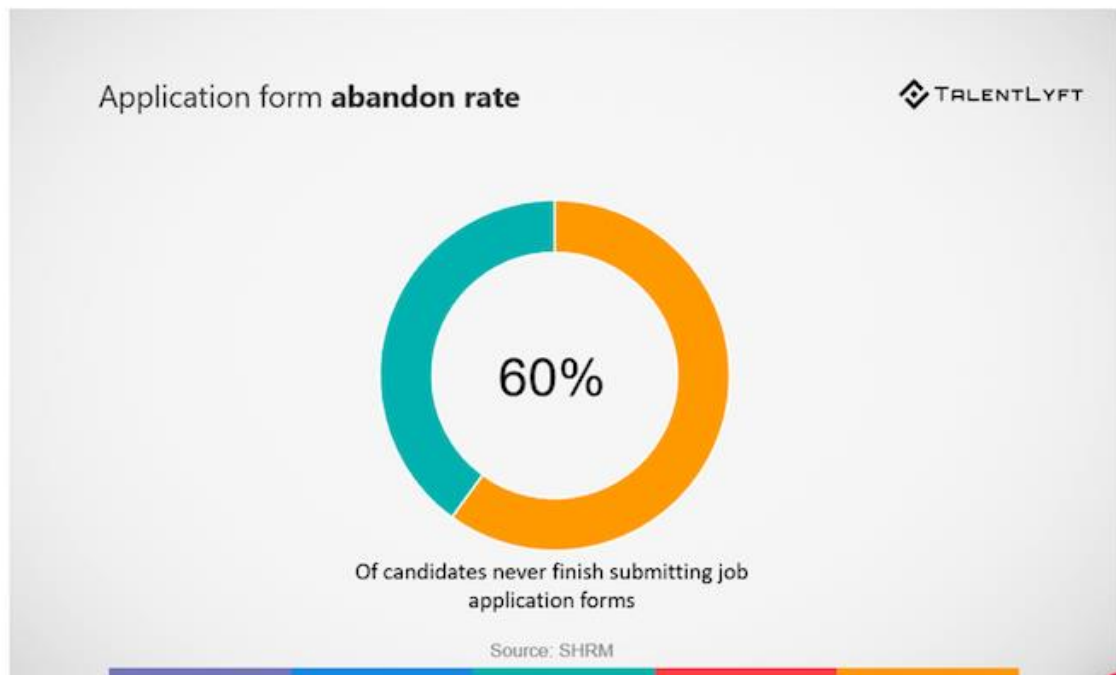


Figure 5: (Zojceska 2018)

Talentlyfts research done in 2018 shows that 60% of candidate never finish the application, due to it being too long or complicated. This way companies lose many valuable candidates, and that is why the application process has to be simple enough to attract candidates. A simpler application process gives firms a wider pool of candidates.

3.3 Legal aspect of the recruitment process

The recruitment process has to follow laws, and there are some specific laws which have an impact on the recruitment process.

The recruitment process has to follow a non-discrimination act (1325/2014). Non-discrimination act states in 3:8 § for prohibition of being discriminated on grounds of persons "age, origin, nationality, language, religion, belief, opinion, political activity, trade union activity, family relationship, state of health, disability, sexual orientation of person characteristics". 3:17 § states that there is prohibition of discriminatory work advertisements. When an open position is advertised, the employee cannot without reasons by law require to have personal characters (Finlex: 1325/2014).

Other important law to follow in the recruitment process is the act of equality between women and men (1329/2014). The law aims at preventing discrimination according to person's gender, pointing out the equality between men and women. It also aims to improve the status of women in working life (Finlex: 1329/2014).

Job advertising should let the candidate know what kind of contract is offered. Under the employment contract act (55/2001), permanent contracts are valid indefinitely unless there is a legal reason for a fixed-term contract (1:3 §) (Finlex: 55/2001).

Fixed-term contracts are made for a specific period of time. A fixed-term contract always requires a clear motivation for its use. Reasons for a fixed-term contract can be for example an internship, seasonal work, substitution or employees own request for a fixed-term contract (Rautiainen & Äimälä 2008).

3.4 Recruitment channels

The evolving society has an evolving way of advertising open vacancies. Nowadays it is not anymore only companies choosing employees, but it is also employees choosing companies. Job advertising requires the right way of marketing the open vacancy.

Next I will present some of the most common recruitment channels.

(1) Current employees

An internal application process gives employees in the same firm a possibility to apply for more desired jobs inside the company. Persons already working in the company have knowledge about the firm and the way the company works.

When hiring from inside the firm, it means that one new job will open elsewhere in the company and the recruitment process starts again, but now for a new position.

(2) Customers

Committed customers are usually already familiar with the products and the brand. Committed customers can be enthusiastic and eager to work in the firm. This recruitment method could work the best in retail stores, for example.

(3) Internet advertising

Internet advertising is cheaper compared to traditional media advertising, and it can attract faster a bigger number of candidates. Internet advertising normally includes also the use of social medias.

The definition of social medias is: "Group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user-generated content" (Kaplan & Haenlein 2010: 61). Web 2.0 is a relative concept discussed in the context of social media. Web 2.0 is a new way to use platforms in the web. Platforms are made better, added new feature, improved by everyone (Kaplan & Haenlein 2010).

LinkedIn is the most widely used recruiting channel of social media platforms. Surveys indicate that 80 % of LinkedIn members are not actively looking for a job, but if new challenges rise, they could be willing to jump into it. Passive job applicants build an applicant pool and could help recruiters find the best talents.

LinkedIn has made applying for job easy, since for specific job applications LinkedIn has created an "apply with LinkedIn" button, which allows the candidate to fully apply through LinkedIn and get updates about the recruitment process to their LinkedIn profile (Salli & Takasalo 2014).

3.5 Selection

The candidate most fit for the position and who fulfills the necessary requirement is selected for the job. Being fit for the job is important but the ability of the person to do the required task is also relevant. The applicant should fulfil both criteria (Gomerz, Balkin & Cardy 2015).

Hiring the right candidate will influence the firm and its future revenues as well, and therefore it is so important to select the right candidate for the job.

The integration process of the worker in the company starts with her/his selection. The integration process for foreign workers is discussed 4.5.

3.6 Employer branding

Employer branding has a big part in the recruitment process. Employees want to work in companies which have values they share and offer benefits for employees.

Employer branding helps find talents. Successful employer branding helps seek the best candidates and has a direct effect on costs.

Employer branding is an investment into the future of the company. When it is done in a right way, it can make a person want to work in a specific firm, even before the open position is published (Salli & Takasalo 2014).

3.7 Candidate experience

A candidate experience is the way a job applicant sees the firm. A job advertisement should include information indicating why the candidate should choose that specific firm. Companies offering attractive benefits can stand out from other job offers.

According to the survey "Työnantajamielikuva 2018" conducted by the recruitment site Monster (2019), the company's image has a big part in the success of the recruitment process.

Effective communication throughout the recruitment process has an impact on the image of the company. Taking care of candidates throughout the process and keeping

them informed is therefore essential. Giving candidates non-pleasant information about the job is never a nice task, but by informing the candidate during the recruitment process is a big part of the firm's image that all candidates value and appreciate, even if not chosen for the job (Duunitori 2019).

4. Employer's checklist when hiring a foreign worker

An employer hiring a foreign worker needs to be aware of the requirements and legal aspects before proceeding with the recruitment. If the rules and requirements are not carefully followed and documents checked, this can lead to high fines. The following chapters will explain the reasons for the necessary requirements and how applicant's background influences the requirements.

A refugee is a person who is in fear of her or his life due to persecution caused by nationality, religion or political opinion, for example. An asylum seeker is a person who is looking for protection and for a residence permit in a foreign state.

Foreign workers need a residence or work permit. In some cases, Immigration Office gives workers a work permit while they are waiting for a residence permit.

The recruitment process with foreign workers is usually divided into three parts. The most typical candidates at Posti are EU citizens, refugees and asylum seekers. The free movement of persons is a basic right for EU citizens based on the EC Treaty. EU citizens need to register in their new country, but no residence permit is required. (Maahanmuuttovirasto a). This category includes also citizens from Iceland and Norway. Nordic countries signed an agreement allowing the free movement of citizens already in 1955, stating that the citizens of Nordic countries can move freely in the countries and work or stay there (Finlex 40/1983).

4.1 Work permit

Finnish immigration services Migri and its website offer information about legal requirements for foreign workers and the 3 typical residence permits which give a person a right to have a work permit. These residence permits are the following:

- The P-permission is a permanent residence permit.
- The A-permit is a non-stopping permit.
- The B-permit is limited for a specific time of period.

During the recruitment process the work permit is checked, and if the person has a valid work permit the recruitment process can continue. It is very important to check the work permits, because it is illegal to hire someone without a valid work permit. It is also important to keep in mind that some work permits state that the person can, for example, only work for 25/ hours a week or only work in cleaning services (Maahanmuuttovirasto b).

4.2 Taxation

Currently there are two types of taxation liability in Finland. There is a general tax liability and a limited tax liability. Limited tax regards persons who have a residence abroad but spend less than 6 months in Finland. The tax percent is in these cases normally 35 %. The person can also apply for a tax card as a limited taxpayer; in this case the tax percent is counted progressively.

General tax liability regards Finnish residence permits and persons who stay in Finland for more than 6 months. General tax is counted progressively. Progressive tax means you pay based on how much you earn. All the earnings you get for one year have an effect on your tax percentage (Finnish Tax Administration 2020).

4.3 Visas

There are some cases where the employee is allowed to work without the residence permit. The stay in Finland has, however, to be legal. A person who has a valid visa can work until the end of a visa-free time. For example, a teacher or a sport judge can work 90 days without a permit (Maahanmuuttovirasto c).

4.4 Cultural Intelligence

Cultural Intelligence (also known as CQ) points out the individual capacity to act in her or his best potential in an environment with diverse cultures. A model by Earley and Ang (2003) points out four main factors which are necessary to understand cultural intelligence. The first is metacognitive cultural intelligence, which refers to a single person's capacity to get and use different cultural awareness. The second is cognitive cultural intelligence which refers to a single person's awareness about different cultures and cultural differences. The third one is motivational cultural intelligence which refers to a single person's motivation towards intercultural situations. The last one is behavioral cultural intelligence which refers to single person's behavior in cultural interactions.

4.5 Integration of foreign citizens

An article published in Job Alliance (2020) discusses processes for integrating foreign workers into companies. The integration of foreign workers is necessary to be able to keep them in the industry.

International recruiting experts have identified the most important parts for a better integration of a foreign worker. When employees are coming from abroad, it is essential to provide them as soon as possible with the day when the job starts.

The orientation plan for the first weeks helps the new employee to fit into the work environment and learn the work faster. Giving schedules for the first weeks is very useful also because it helps employees start catching a work routine as well. It is also essential to present the worker to other workers and make the integration of a new worker as smooth as possible.

4.6 European citizens

European citizen is a person who has a citizenship in one of the European countries. EU citizens can work in Finland without a residence permit. However, EU citizens have to register if they stay in Finland for longer than 3 months. EU citizens are also given

tax cards from tax offices and social security numbers. Moving from an EU country to Finland is made easy for the workers. EU citizens can also apply easily to study in Finland. (Maahanmuuttovirasto a). This also allows Finnish market to grow new talents and learn from different workers. A wider number of workers gives a better change to find the best talents also for recruiters.

4.7 Asylum seekers

An asylum seeker is a person who is looking for protection and for a residence permit in a foreign state. For an asylum seeker, the right to work begins only when the Immigration Office gives her/a right to work. Asylum seekers do not have automatically a permit to work in Finland - they must apply for one.

When an asylum seeker gets a job, employee has the obligation to check if the person has a right to work. The employee then himself/herself is in charge of informing, if the work permit is not valid anymore. An asylum seeker can however do voluntary work, if he/she does not get paid for it. Any paid work is prohibited. This includes also internships if the work permit has not been granted.

However, there is one exception:

if the person has a valid travel document he/she can work in case 3 months has passed since she/he left the application for a work permit. In case she/he does not have the travel document, the right to work starts after a waiting period of 6 months. The law states employer's obligation to make sure the employee has the required right to work. In case a person who does not have the right to work and is however hired, the hiring company can get fines up to 30,000 euros. (Maahanmuuttovirasto d)

4.8 Refugees

A refugee is a person who has a risk of being haunted in his or her home country due to religion, nationality or for political reasons. A refugee needs a work permit in order of being able to work in Finland. Hiring a refugee can give a lot to company's other workers, as it gives them a possibility to learn from different cultures and create diversity in the workplace. (Maahanmuuttovirasto e)

4.9 Non-European citizens

A non-EU-citizen is a person who does not have a citizenship in an EU country. Available work permits vary in these cases. Citizens from Norway, Island and Liechtenstein can work in EU countries and they have same rights as EU citizens. This is because these countries belong to the European Economic Area. Switzerland has a specific EU-Switzerland agreement which allows free movement and right to work in EU-countries. (European Commission)

5. Posti case study

The target of this case study was to focus on a sector which has many foreign applicants, therefore the recruitment process of mail delivers/ newspaper delivers was the most suitable for the topic. The picture of Data 6 indicates that in mail and newspaper delivers more than half of hired people are foreign citizens.

I completed an internship in recruitment services at Posti and I have collected this data and relevant information while doing my internship. I worked in the recruitment sector for newspaper and mail delivery, and this case study is based on the recruitment process in these sectors at Posti.

At Posti's recruitment service the recruitment process gives each applicant equal opportunities. Each candidate is contacted personally and information is added to their job application. Candidates are asked about their current situation and whether they have any specific qualification which could be useful for the job. Candidate's availability to start and suitable working times are asked as well. When choosing who to invite to the second phase of the recruitment process, all this information gathered previously is considered and the candidates who fill all the criteria and have the required permissions can then be hired as workers.

Recruiting foreign candidates is becoming easier in the world of social media and internet. Posti promotes in social media open positions in newspaper delivery, and applying has been made fast and easy by allowing the application either in Finnish, English or Arabic. If foreign workers have a possibility of applying not only in Finnish but also in other languages, it gives a better chance of getting more applications not only from Finns but also from foreign workers as well. If the applications and job description were only in Finnish, the amount of foreign applicant would be lower.

Posti has made videos on their Facebook page advertising jobs in Finnish, English and Arabic. The amount of foreign applications was then almost as high as the amount of Finnish applications. This has been an additional proof of the fact that being able to apply also in other languages than in Finnish attracts a substantially higher number of new applicants.

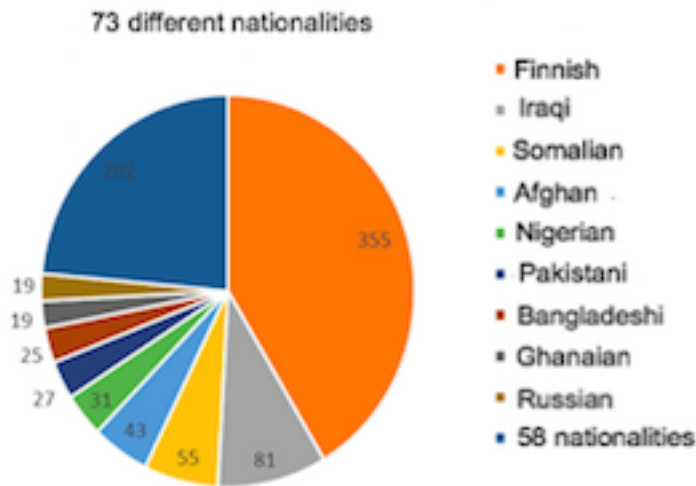


Figure 6. Nationalities of Posti workers

5.1 Application phases at Posti

Posti has its own application process as a part of the recruitment process. The case study in this thesis is about Posti's recruitment processes for foreign workers.

Below I will explain all the stages of the application process at Posti.

1. Open positions

The recruitment process starts when there is an order for recruiting new workers. The order usually comes from supervisors. The number of needed workers is important, as well as the job description and requirements for the job. Once these details have been defined, the job advertising is posted on various sites.

2.Channels for recruitment

For the requirement of workers, the most used platforms are Posti's own website (careers.posti.com), Facebook, Duunitori.fi and Mol.fi. Various channels are used to post open position.

When screening received applications, different platforms are used. The most commonly used platforms are Oiva (Posti's own recruitment system), Hubspot and Giosg.

3. Applications

All the applicant information is collected from the previously mentioned platforms and moved to excel files. Each open position has its own excel file, where all received applications are collected together with contact information and additional notes. Color coding is used for transferring candidates forward in the recruitment process. Color coding is used also when a candidate is considered not suitable for a position.

4.Interview

Most interviews are conducted by phone, since the number of applicants and open positions are normally very high. There is also a possibility to invite for an interview in Posti's recruitment premises, if felt need for it.

If during the interview a candidate seems fit for the position, she/he is invited for the next phase which is the introduction session for the job.

5.Introduction session

Those candidates which fulfill requirements for the available position are invited for the introduction for the work. Before the introduction starts, all required work permits and identification are checked. Sometimes a candidate cannot continue the recruitment process, even if assessed fit for a job, if the work permit is not valid.

The introduction session consists of basic information about the work procedures, occupational health, work devices and safety issues. Once the candidate is hired, she/he is also given a practical introduction in the field.

6. Contract signing

After passing successfully the introduction session, it is time to sign the contract. Before doing that, however, it is necessary that one recruiter goes through the contract together with the applicant and checks that its content is understood. After doing that, the contract is signed and forwarded to human resources and supervisors at Posti.

Once the supervisors have received the signed contract, a new worker is contacted and all the details concerning the starting of the work are discussed.

5.2. Interviews

The interview with the recruitment manager:

I got the opportunity to interview the recruitment manager about the recruitment processes done at Posti. I had drafted specific questions beforehand to help to get the right topics covered during the interview.

Posti recruits many mail/newspaper deliverers, therefore a lot of mass recruitment is done. Mass recruitment requires going through a very high number of applications in a short time. At the same time, it is necessary to dedicate all candidates enough attention and give them a possibility to be heard.

In mass recruitment, the key is prioritizing. Some candidates and applications require more time, while some require less. A substantial part of the candidates in the recruitment process are foreign, and the challenges with foreign workers are mostly related to immigration issues (immigration processes being long and taking a lot of time).

The open positions at Posti are marketed through many channels. For example, some events which are organized by TE-services and Ohjaamo publicize open jobs at Posti. Marketing is a big part of the recruitment process, and for example flyers are made and delivered straight to people's homes. Advertising is done through Facebook pages and Posti's website, and also public transportation is used for marketing. All this is targeted to find new employees to fulfil Posti's need for personnel.

The interview with a foreign worker

I interviewed a foreign worker who moved to Finland from an EU country and works at Posti as a mailman. I asked seven questions covering the recruitment process and integration to the work place.

Firstly, we discussed about the recruitment process from the view of a foreign candidate. The candidate had struggled to find a job in Finland since he lacked the knowledge of the Finnish language. The candidate has asked the Finnish TE-services for help to find a job as a foreign worker with the EU citizenship. TE-services had suggested a recruitment event in which various companies were presenting their activities and recruiting. One of the companies present in that event was Posti. At the Posti stand the candidate was told generally about the job and after that an interview was organized. The candidate did not speak Finnish; therefore, he did not understand all the information, but during the interview he had a chance to ask various questions. All of his questions were answered.

The candidate was a Dutch native and enjoyed bike riding. A work training started slowly with an experienced colleague /teacher who showed how the work was to be done. This made the candidate feel invited and he felt he was welcomed to the company with a smile. The instructions given by other co-workers and explanations in English allowed him to be a part of a team at the work place. The recruitment process was quite fast, as in 2 weeks everything was set up and work started.

Legal aspects of being a foreigner and getting the first job in Finland:

The candidate did not speak Finnish, while most of the information presented was in Finnish. Less information about the job was available in English. The social security

number was relatively easy for him to get, as it took only one morning. The biggest challenge in the work environment was the fact that he was not able to speak Finnish and most people spoke mainly in Finnish to him. Therefore communication was sometimes hard in the work environment. Some co-workers spoke English as well, but not everyone knew English. The lack of knowledge of Finnish prohibited the candidate to work in the area he was specialized because he had worked previously as a personal trainer. No gym wanted to hire as a trainer a person who does not speak Finnish.

5.3 Geert Hofstede's theory

Professor Geert Hofstede made a study in the 1960's to see how different nationalities and cultures affect people's thinking and behavior. (Hofstede 2001)

Geert Hofstede has defined 5 main dimensions of culture

- Power distances (PDI)
- Individualism versus Collectivism (IDV)
- Masculinity versus Femininity (MAS)
- Uncertainty Avoidance (UAI)
- Long-Term Orientation (LTO)

Each of the sectors are compared below to the most common nationalities in Posti. Each quality area is discussed and then compared to the situation in a Finnish labor market. The data presented 5.3-5.3.5 are drawn from the following sources (Hofstede 2001) (Finland, Hofstede Insights a; Iraq, Hofstede Insights b; Netherlands, Hofstede Insights c).

5.3.1 Power distance (PDI)

Power distance is the accepted value of inequality which is shown with persons who have power and with those who do not have power. High power distance means that the country's organizations are centralized and hierarchies are unequally distributed.

A low power distance index means a more equal system. Power is not held by one person but it is shared and divided equally. People expect for the power to be spread. In the context of labor market, low power distance means that there is more involvement with employees and supervisors and most importantly, there is also trust and respect.

Finland has a low power distance (33). Finland is known for being an independent country where everyone has rights. In labor market this means that the management trusts their teams and the teams trust their managers. Everyone's opinion is heard equally.

The Netherlands has a low power distance scoring (38). The Netherlands are known for their equal system in which supervisors trust their members and include them in processes and decision-making parts. Trust is both ways and communication and participation are expected from both parties involved.

In Iraq power distance is (95), and this means that the power distance is high. At the practical level, it means that everyone has a specific place and justification for actions are not needed. Inequality is common, people expect to be told what to do. Power is not divided equally and communication with superiors is not even possible.

5.3.2 Individualism versus collectivism (IDV)

Individualism versus collectivism means the connections which individuals have regarding other individuals in their own communities. High score means that there is a low connection with people who are not their close family. Low score relates to harmony within groups and wisdom.

Finland has a total score of (63) in Individualism. This result means that Finnish people are expected to be in charge of their own wellbeing. Employment is based on success-based development.

The Netherlands scored IDV 80. This indicates that Dutch people are an individual community. People are expected to take care of themselves. Contacts with your supervisors and promotions are based on achievement on the job. Finland and the Netherlands have very similar systems of individualism, even if individualism is a bit stronger in the Netherlands. At the same time Iraq has a value of (30) in individualism. A score of 30 relates to loyalty being one of the key elements. Loyalty is on top and other values come after.

5.3.3 Masculinity versus Femininity (MAS)

Masculinity versus femininity explains the ways the roles are spread in societies between females and males. In societies with strong femininity, good relations have a central role. The masculine societies value high success and being a strong individual. The best way to explain this dimension is doing it by Hofstede's center words: "The fundamental issue here is what motivates people, wanting to be the best (Masculine) or liking what you do (Feminine)."

Finland has a score of (26) in masculinity, meaning it has a relatively high score in the field. A Finnish society is run by success and competition. The system starts already in school and follows you through your professional life. Achieving things and being successful is rewarded.

The Netherlands has a score of (14) in masculinity, meaning that the Dutch society values equality, and promotions are given to people who deserve them. The Netherlands with its score of 14 is a feminine country. Issues are solved with words.

Iraq has a score of (70) in masculinity and it makes Iraq a very masculine country. Issues are not normally resolved by talking but by fighting.

5.3.4 Uncertainty Avoidance (UAI)

Uncertainty avoidance index dimension studies how people deal with unpleasant situations. A high level refers to a more stressed community, while a low level means a more calm and peaceful dimension in a society.

In Finland (59) in the dimension of uncertainty avoidance scores high, meaning that people work hard and keep themselves busy. People require a certain security to their job and personal life.

In the Netherlands, this dimension is of (53). The score is similar to Finland and values are on the same level. Rules are an important part of the society.

Iraq has a dimension of (83) in uncertainty avoidance, which makes it different from Finland and the Netherlands. This dimension is very high in Iraq. In practice, this means that there are straight rules which need to be followed. Time is valuable and people work hard and keep themselves busy.

5.3.5 Long-Term Orientation (LTO)

Every society has challenges regarding the future and the present. Societies with a low score in long-term orientation are not fast to change but rather follow the situation and keep up with the old ways. At the same time, the high scoring societies try to evolve and be prepared for the future and changes.

Finland has a score on (38) in long-term orientation. Traditions are a part of daily life and the future is not fully planned. More focus is put on the moment and getting valuable results.

The Netherlands has a value (67) which is a high value. The Netherlands can be seen as a pragmatic society. People are easily moving with situations and look for getting results.

Iraq has a score of (25) which is a low score. The society is more seen as a normative one. Traditions are respected and result are expected to get fast.

5.3.6 Hofstede's analysis' relevance to thesis and recommendation for Posti

The recruitment process of a foreign worker requires that the recruiter has a necessary knowledge of persons and their cultural backgrounds. For example, values which are obvious in Finland might not be obvious in the applicant's country, and therefore it is necessary to discuss about them during the recruitment process.

Keeping in mind the high level of foreign workers at Posti and Hofstede's theory mentioned above, a bit more extensive integration process of foreign workers could be useful also at Posti.

Considering for example the power distance and values related to it, it could be helpful if someone from a same nationality or similar cultural background would have a role when integrating a new employee. It could be very beneficial for the whole integration process.

Posti has already a wide pool of foreign candidates but in order to get more applicants, some changes could be integrated. Posti's current recruitment process is keeping in mind foreigners living in Finland but some upgrades could however be carried out to make the process even smoother.

Recommendation for the recruitment process would be:

- More information in English about the work
- More information in English about the legal requirements for the work
- A wider and deeper interview process, while keeping in mind the high number of candidates and need for fast screening
- Integration process in order to keep the employees at Posti
- Employer branding (discussed in chapter 3.6)

6. Data analysis

The data used in this thesis is collected from primary and secondary data resources. The first chapter (6.1) is the discussion of primary data and the second chapter (6.2) is the discussion of secondary data.

6.1 Primary data

The primary data is collected for the specific use of the data. The data is collected with the best fit method to solve the research problem (Hox & Boeije 2005). In this thesis, the primary data has been collected by the author for the specific purpose of my thesis and in order to answer specific question about the recruitment process. The qualitative data was collected through two single interviews with two relevant individuals to the case study.

Interview with person (X) was an interview with the recruitment manager at Posti. The second person (Y) interviewed was an employee who works at Posti mail delivery services. He had moved to Finland to find a job and he is a foreign worker who does not speak Finnish. Both interviews were about 45 minutes long and were conducted face-to-face. The purpose of the interviews was to get the different views of the recruitment process. The first view is the view of the recruitment manager and the second view is the view of the person who has been hired for the job through the recruitment process. The author concluded that one company was relevant enough for the thesis, since the case study also discussed relevant information about the recruitment process.

6.2 Secondary data

The secondary data is "an empirical exercise carried out on data that has already been gathered or compiled in some way." (Arthur, Waring, Coe & Hedges 2017: 122). The secondary data is the data which has been previously collected for the use of someone else. The secondary data can be used to add value to the research and it can give detailed information about a specific topic when the target group and the way data is collected are known. Often time and cost are saved when using the secondary data.

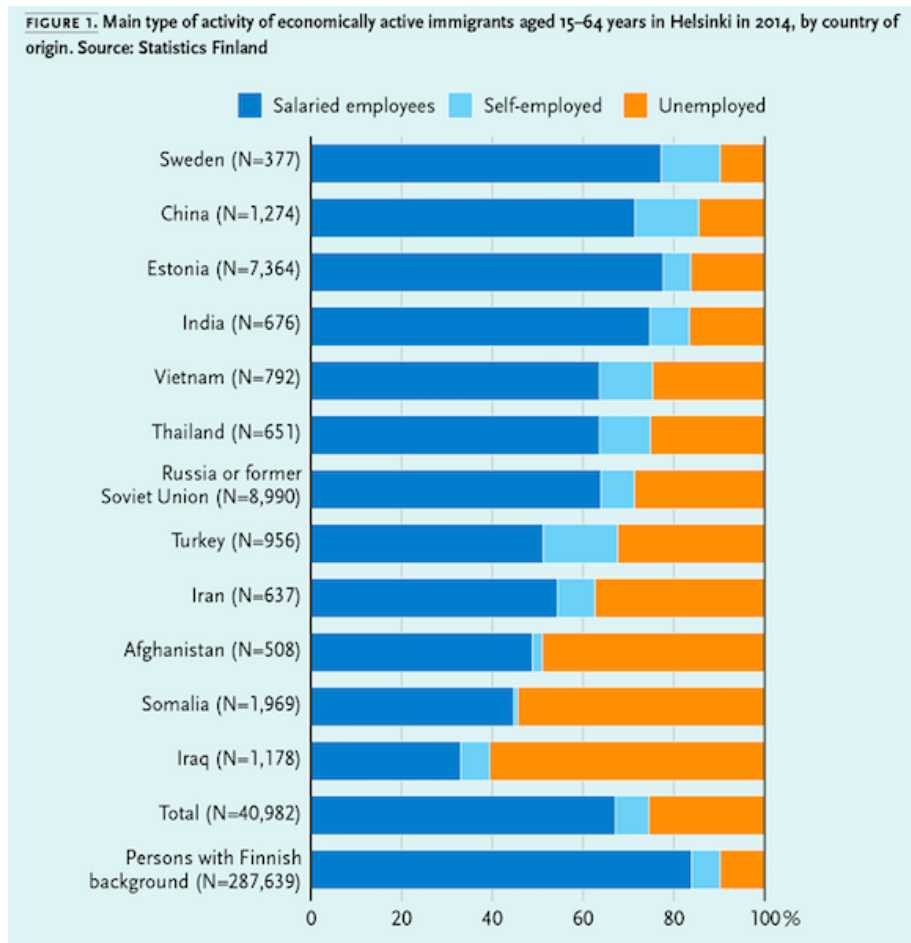


Figure 7. Data collected originally by Statistics Finland. The data indicated above was originally presented in an article by Pasi Saukkonen (2017) who is a senior researcher at City of Helsinki/section of Urban Facts.

The chart shows the variation of employment, self-employment and unemployment of people with foreign backgrounds compared to the persons with a Finnish background. The unemployment rate was highest among foreign people from Somalia, Afghanistan and Iran. This data collection shows that there are many foreign workers who are still unemployed in Finland. Therefore, companies targeting to persons with a foreign background could get a larger pool of candidates. (Immigrants and employment in Helsinki | Kvartti, 2020)

7. Conclusions

The purpose of this research was to examine the recruitment process of a foreign worker and challenges related to it. The research included also a case study done for Posti about foreign employees' recruitment process in postal services.

7.1 Answers to the research questions

Each one of the research question are answered down below:

RQ1 "Do foreign workers add value to the Finnish business organization/firm? "

After carefully analyzing the data and based on the evidence shown, foreign workers do bring value to the company. Foreign workers give a wider candidate pool and bring their talents and education to the company. Foreign workers give a company a possibility to learn.

RQ 2 "How do the bureaucratic requirements for recruiting foreign workers vary for EU citizens, non-EU citizens and refugee/asylum seekers"

Bureaucratic requirements vary between applicants who are EU citizens, non-EU citizens and refugee/asylum seekers. An applicant who is an EU citizen has less requirements compared to other candidate groups. EU citizens requirement is discussed in chapter 4.6.

Non-EU citizens and refugee/asylum seekers have more requirements to fulfill before being able to work in Finland. The fundamental basic requirement is a work permit or a residence permit in most scenarios.

Non-EU citizens requirements are discussed in chapter 4.9 and refugee/asylum seekers requirement are discussed in chapter 4.7 and 4.8

RQ 3 “What are the reasons for different bureaucratic requirements?”

Reasons for different bureaucratic requirements are based on legal factors. National and EU laws need to be respected in all cases and all the permits of workers have to be valid. Otherwise an employee risks high penalties or/and fines to be paid.

RQ 4 “What are suitable/functional recruitment methods or processes for recruiting foreign workers”

Recruiting methods and processes are an important part of the overall process. Right employer branding, efficient recruitment channels, professional screening of candidates and successful interview methods make up together the most suitable recruitment process.

Suitable recruitment methods are discussed in chapter 3.

7.2 Recommendations to Posti

At the moment, there are various foreign employees at Posti which means that the recruitment process of foreign workers has been quite successful in the field of postal services.

My recommendations for the recruitment processes targeting foreign workers at Posti is to increase the amount of information available in English. Adding also information about the legal requirements for foreign workers to work at Posti would give the candidates the required information before even applying for the job.

A recommendation based on Hofstede’s theory is to target also the candidates who already have been hired to Posti and to help them better integrate into the company. Hofstede’s theory indicates that in companies where there are many foreign workers, the integration process for the new workers could be done by someone who shares the same power values (5.4) and come from similar situations or same/similar nationalities.

7.3 Limitations

The data used in this thesis is both primary and secondary.

The primary data consists of the interviews with two relevant persons. X was the recruitment manager and Y was a person hired through the recruitment process at Posti as a mail deliverer. The amount of interviewed people was small, but it was targeted to the right target group to get the most reliable answers. The secondary data was data which is relevant to the research. This data focused to questions related to employment of foreign workers.

The case study gave a real-life example about the recruitment process and allowed to make a deeper research of the topic. It was very positive that I was able to interview the recruitment manager and a person who has been recruited through the recruitment process at Posti postal services.

However, it is a limitation that only 2 persons were interviewed by me, even though they were both representing different parts of the company. If I had a bigger pool of candidates to interview, I would have gotten more reliable results. The work environment at Posti was very inspiring and I learnt a lot as regards the necessary elements of the recruitment process of foreign workers in Finland.

The future of the research looks bright, there are various data existing already and more can be collected and analyzed in the future and the amount of foreign grow and the candidate's pools grow bigger and give more relevant data about current situations.

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Interview question with person X

1 What is the difference between mass recruiting and a smaller scale recruiting?

2 What effect does the recruitment process have on the high amount of foreign workers?

3 Which one is done more often, mass recruiting or individual recruiting?

4. Are candidates given enough time individually when mass recruiting is used?

5 How often is communication done with supervisors on the field?

Q.6 How is Posti advertising its open positions?

7 Does Posti attend often recruiting events and what is the outcome of these events?

Interview questions with person Y

Q.1 As a foreigner how did you feel the recruitment process was made for you?

Q.2 How did you find out about this job opportunity?

Q.3 As a foreigner, did you have any difficulties in the recruitment process?

Q.4 Was the information about the job of easily accessible, was there enough information about the job in English?

Q.5 How did the recruitment process go?

Q.6 What were the legal challenges with you being a foreign worker?

Q.7 Being an EU-citizen, what were the challenges of working in a foreign country?

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