

IMPROVING HRM PRACTICES IN FINLAND FOR IMMIGRANTS

Experiences of Immigrant Workers

RAO UMAR FAROOQ

Bachelor's Thesis
October 2011

Degree Programme in International Business
School of Business Administration and Services



JYVÄSKYLÄN AMMATTIKORKEAKOULU
JAMK UNIVERSITY OF APPLIED SCIENCES



Author FAROOQ Rao Umar	Type of publication Bachelor's Thesis	Date 05.10.2011
	Pages 41	Language English
	Confidential NO	Permission for web publication Yes
Title IMPROVING HUMAN RESOURCE MANAGEMENT PRACTICES IN FINLAND FOR IMMIGRANT WORKERS		
Degree Programme Bachelor of International Business		
Tutor SAUKKONEN Juha		
Assigned by SAUKKONEN Juha		
Abstract <p>Immigrant workers are crucial for Finland. These people come from different countries and cultures and face many problems in adjusting socially and also in the work.</p> <p>Aim of my research is to find out the problems related to HRD which immigrant workers face on job, the reason, why these problems occur and to find out their suitable solutions.</p> <p>In this research, qualitative approach was adopted. I interviewed many immigrant workers who have been working here in different companies. These immigrants were well known to me.</p> <p>I found out the problems which they face which HR Department can easily solve. The research showed that the problems are because of poor communication, cultural gap, and difficulty in understanding laws, insufficient training, language problem and different working behaviour. Things are not told or not made clear for immigrants.</p> <p>These issues can easily be solved by HRD, if suggested measures are adopted.</p> <p>This research is valuable for the human resource people and for those companies who have immigrant's workforce in Finland, and also for those companies who wish to enter into a foreign market with Finnish managers. .</p> <p>This research is valid in towns and small cities like Jyväskylä, but in large and more multicultural cities, I recommend a research on bigger level should be conducted for the valid results of those cities.</p>		
Keywords HRM, Immigrant workers in Finland, HRM problems, betterment of immigrant, immigrant workforce, diversity in workforce, Managing workforce diversity problems, Pakistan		
Miscellaneous		

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1 INTRODUCTION

The Author came from Pakistan to Finland in August 2009. Since then author has been both studying and working here The Author worked in two different services providing companies and observed closely their working methods, policies and procedures and behaviour towards their local and foreign employees.

Before coming to Finland, the author had been working as Human Resource Executive in a Textile company in Pakistan for about 2 years. So, the author had what is required to observe the above mentioned things.

Finland is a developed country and still growing. Its multinational companies are growing day by day. It is moving towards industrialization, as the country and its economy mainly depends on forest industry, production industry and services sector. In the future, it will grow its services and production sector in order to meet the tough and challenging conditions, because the forests industry will ultimately decline slow and steadily. When the production and services sector boost, the country will need more human resources, and also if the services and production sectors grow enough and decide to cross the border, then they will need many more workers who should integrate in the company and work comfortably. Due to that scenario, this may occur in the future. The author decided to write this thesis, how we should deal with immigrant/foreign workers here in Finland, so that in future we should be ready to rely on them and they should easily integrate in the Finnish companies.

The aim of the thesis was to find out what problems foreign workers face regarding Human resource management, in Finland. They were asked how these things should be done in order to make their life easy here in Finland and the author will also give his own personal findings and suggestion too.

During the research process few problems occurred. Few people were hesitant to share their problems, as they thought they might be in trouble after speaking something about their company. This fear was felt in few Immigrants. Also, this research can be very helpful to companies and HR departments, especially in the Jyvaskyla region.

1.1 THE AUTHOR'S MOTIVATION

When the author came to Finland, he had some exposure of HR, and relevant studies as well. In Finland, The author worked in two different service providing companies. The author not only worked in those companies but also he kept studying their working methodology and how their Human resource department was working. Soon the author started comparing their Human resource department to the one back in Pakistan. The author was a foreigner and had way different culture to the one in Finland, so The author found many things different and very difficult here. Human Resource department was quiet different here for me, and it was not working the way the author had worked in Pakistan. The author was expecting something different from human resource department, but they were doing quiet other way. The author learnt that there were many things which Human Resource department should have told me as a foreigner or a new employee, but they did not make them clear. The author also found that the local or Finnish employees were not having those problems regarding Human Resource Department which the author was facing. The author started to find that these are the things which are different and that the author should have been papered in such a way so that the author should not have faced all these issues. Few times the author paid penalty on tax, because he did not know the rule and the law. The author came to know about the labour union after one year. Initially he kept receiving a salary slip, but the author knew nothing except the total figure, that how much amount will come into his account.

The author also met a person of a hiring company in Helsinki, who informed the author that they have hired many software engineers from India for a company in Helsinki, but those engineers arrive in Finland and after a short time they change their company and jump to another company xyz. These things made his mind, that the author will conduct a research and will compare the differences of HR working and also the problems and issues which we immigrant workers face here in Finland. Because this can help the future coming immigrants and also to someone in Finland if they want to seek any help for their immigrant workers

Supporting Fact

“Some facts and figures put by the government officials show that in next 20 years’ time, an additional 100,000 immigrant workers will be needed in Finland to fill the vacancies in Finland”

1.2 RESEARCH METHOD

In this thesis, a qualitative method of research was used due to the nature of the topic. The author selected qualitative because he wanted to be very specific in his research and with his results. Ragin (Creswell 1998) declares that the qualitative approach relies on few cases and many variables when the quantitative approach studies few variables and many cases.

The purposes for using an inductive qualitative approach were 1) to summarise extensive and varied raw textual data into a brief, summary format; 2) to establish clear links between the research objectives and the summary findings derived from the raw data; and 3) to develop a model or theory about the underlying structure of experiences or processes which are evident in the raw data (Thomas, 2003). This is clearly seen in the process of qualitative data as the research questions and assumptions are explored through extensive interviews and the results formulated into a conceivable conclusion.

“Qualitative research is an inquiry process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem. The researcher builds a complex, holistic picture, analyzes words, reports detailed views of informants, and conducts the study in a natural setting” (Creswell, 1998).

The purpose was to strengthen the preliminary idea for more valuable results. The observations were conceived and implicated to affect the research results through a qualitative data analysis.

The author avoided the quantitative approach because that give very scattered results. Moreover the author wanted to have a personal contact with all the persons who have been included in this research, so that they may not miss any point of the question. The qualitative approach gave exact results. The author focused on the main points while interviewing these people and got the answer of every part of the each question. In the quantitative approach, there were chances that people would answer few things and miss the others.

The result pursues to answer the research problem. In practice, qualitative method was executed through eight to ten interviews among the Immigrant workers from different industries. At the beginning it was known that the qualitative analysis requires precisely considered questions, otherwise the research results would easily indicate

towards a false direction. In addition, the qualitative research easily delivers broad or unspecific answers, and those should be considered critically. For these reasons, the purpose was to ask as direct questions as possible, and therefore the questionnaire included simple and direct question.

The selection of the interviewees based on the author's personal contact with these people. The author knew about these people and knew that they are working in different companies. The author wanted to select people of different back ground and culture who have been working in different companies under different conditions. Because the author thought that people of different background and culture will have different observing approaches, and they might have faced different problems. That was the main reason for selecting these people. They all come from different countries and work in different companies. They were also easily available without any communication problems. The author had no communication problem with them.

Questions asked during the interviews enabled the research result to be as close to the truth as possible. All interview results were conducted in English.

On the basis of the analysis the research results became visible and this made it possible to proceed to the summaries.

The research follows the traditional research approach, which includes presenting the Problem, collecting and analysing data, and answering the question (Creswell, 1998). The research was conducted based on the literature review, which declared that Immigrant workers are crucial for Finland and that Finland will need many thousands Immigrant workers in future.

2 WHAT IS HUMAN RESOURCE MANAGEMENT?

The author simply defines Human resource management as *“a relationship between employees and employer”*

Gary Dessler wrote in his book *“Fundamentals of Human resource management”* that; *“Human resource management is the process of acquiring. Training, appraising. And compensating employees, and of attending to their labour relations, health and safety, and fairness concerns”*

Human Resource Management consists of the following main parts:

For the following material the author has consulted Fundamentals of Human Resource Management by Gary Dessler, Human Resource Management, Diversity in the workforce by Michelle Ryan, People Resourcing- Contemporary HRM in practice by STEPHAN Pilbeam & Majjorie and Human Resource Management- Perspectives, Context, Functions and Outcomes by Ferris Gerald R. & Ronald Buckley M.

CONDUCTING A JOB ANALYSIS

Here HR managers and representatives determine the nature and specification of each job in their company: What an employee will have to do and what are the requirements of the job.

In the previous job as HR Executive, the author conducted the job analysis and introduced proper formats for them.

PERSON'S SPECIFICATION

In the person's specification, HRM managers find out the qualities, skills and education standards which are required to fulfil a specific job. I also conducted this practice in my previous job and developed the forms for each job in association with the line managers. These helped a lot in finding the right person for the job.

Otherwise, they had no proper procedure of measuring the required abilities of the candidate for a vacant position.

JOB DESCRIPTION

In the job description, Human resource managers list all those function which a person will perform on the daily basis or any time of his/her job. This is also an important task of HR managers because it informs the candidates what is expected from them. One sample job description which I developed in my previous job is given below.

RECRUITMENT, SELECTION AND INDUCTION

These are some other main functions of human resource management. These functions start from the emergence of a vacant position and then advertising a job through the proper channel, screening the CVs, conducting interviews and then short listing the candidates, and then finally hiring a suitable candidate after the negotiation

period. When a candidate is finally hired, then comes the Induction period. In the Induction programme, a hired employee is passed through several stages of introduction, he/she is informed about the company policies and procedures, is informed about certain safety measures. A newly hired employee is then given all the necessary training which he/she will need during his/her tasks compilation.

When the author joined his previous work organisation in Pakistan, they had no proper policy for the recruitment and selection and Induction process did not exist at all. The author made a recruitment policy and then designed proper formats of different hiring forms. That company was not using electronic sources at all for their hiring processes. They were depending completely on print media for advertisement or personal references. The author then regulated their recruitment procedures, calculated the minimum required staff in each department. The author started advertising on the hiring websites. Then the author developed the electronic databases of CVs. After few months we had enough CVs stored in our database that we did not need to advertise every job.

Recruitment process also includes staff budgeting. In this process Human Resource Department identifies the minimum required staff for every department.

PERFORMANCE APPRAISAL

Performance appraisal is another important segment of Human Resource Management. In this segment of HRM, the HR managers and representatives appraise the performance of employees annually or semi-annually. The frequency of this appraisal may vary from company to company. The employees are appraised, and then some of them are given incentives and promotions on the basis of their excellent performances, while some others are given new targets, warnings or demotions, if necessary. There are several methods for the appraisal of your employee. Usually, line managers appraise their employees and mark their score on the forms, provided by the Human Resource Department.

When the author joined his previous organisation as HR Executive, there was no performance appraisal method in that firm. There were more than 600 employees in that firm, the administration and hr department used to consult each file, every month and used to find out the performance appraisal date, manually. And then line managers did not know how to fill the form properly, they used to fill the form and mark the score 2,3,5 even without reading the form.

There was no custom of asking the employees about their performance and problems in their jobs. Line managers did not know the purpose of the appraisal. Even people with the same score in their appraisal form were getting different incentives and increment. In many cases even though the scores and rating of an employee was poor, still no line manager was suggesting the training for that employee and in many cases even after having very bad scores some employees were getting huge increment. There was no fixed period of appraisal, it was being done on the wish of GM and administration and HR department.

Then the author along with my HR team introduced new process for performance appraisal. The process included the following things.

- The author and his HR team introduced a computerised data base appraisal system, which was able to indicate the employees every month to be appraised according to their date of joining.
- Provided training to all line managers and told them the importance of appraisal forms, the scoring and how to give proper score and how to suggest a proper increment according to the scoring.
- The author and his HR team made some necessary changes in the appraisal forms and added training columns.
- Then the author and his HR team made salary slabs and introduced the right percentages for the increment according to the scores.
- The good things in this process were that we made a very well functioning appraisal process for HR department. This system encouraged employees as they started to get their appraisal done on the right time with out any delay and would get increments on time.
- This system helped line managers to be unbiased and to take decisions on the basis of scores.
- This system helped the management to take decisions about the requirement of training to the employees, suggested by lines managers.

REMUNERATION, PERKS AND BENEFITS

Human Resource Management deals with the salaries of the employees. When a new employee is hired, HR managers negotiate and settle the salary of new employee. Similarly Human Resource Management is responsible for allocating all the perks and

benefits to the employees. Whatever employees get, including their salaries, comes from Human Resource Department. This is just one side which employees see, when they receive salaries. The other part of making salaries and budget allocating is done behind the scene. Human Resource Department allocates salary budget for each department and for itself as well, and helps a lot in overall budgeting of the enterprise. This may also be called as Strategic Human resource Management.

When the author joined his previous work organisation in Pakistan, they were making salaries manually. Perks and benefits were not defined, it was up to the director, and he could give any one extra benefit without mentioning any criteria. Some people were working at senior level but were getting less salaries and benefits. Others were working on junior level in a different department, but they were withdrawing higher salaries and were entitle to more benefits. There was not parity in the division of salaries and benefits. The author developed the salaries system, defined different salary grades and put the workers into relevant grades. The author and his HR team defined the benefits and perks for each grade which brought equality and parity in the salary system. Later on the HR team developed software for salary making process and then connected that software with the time office.

TRAINING NEED ANALYSIS AND TRAINING

Technology has become so volatile. Things happen around us very quickly. One thing which is valid today may become invalid tomorrow. That's why large enterprises have to keep themselves updates in each and every aspect, in order to remain in the business. And one of the most important ways to remain in the business is to keep your employees updated and well trained with all the latest technology and concepts. Solution lies with Human Resource Management. Human Resource managers conduct training need analysis in their firms and then find out which employee needs training and of what type? They then conduct the training of their employees and keep them updates with the latest technology, laws, rules, and concepts. The training process may vary from company to company.

In the previous organisation of the author, training of the employees was being conducted randomly but training need analysis was not being conducted. They were inviting trainers randomly from different institutions. Training was provided only to the management staff. Workers and lower staff were not included in that training programme.

The author started a proper training programme there. That included training for everyone. Training need analysis were conducted, people from the management were given the surveys. Those surveys indicated their shortcomings and highlighted the areas of required training. Newly recruited management staff had to go through one month training programme. For example people of marketing department had one month training schedule. In that training programme new employee had to spend few days in each segment of production department. New employee was given some learning criteria, which the employee had to meet before moving to another department. In this way new employee would complete his/her extensive training in one month. After one month's extensive training schedule, new employee was able to do all the tasks required in his/her job. For the workers who had to operate on a machine, training programme was mainly one machine focused. Newly recruited worker had to work and learn on different parts of the machine.

Other than that training analysis were conducted and if any employee or the whole department needed some training, HR department used to arrange those trainings for them.

MOTIVATION

Human Resource Management teaches us how to keep the employees motivated and why it is so necessary to keep the motivation. Human Resource Management not only motivates the employees but also tells us how important it is to keep them loyal to the enterprise. Motivation is basically a tool to get the maximum and constant output from your employees or a barrier in the decline of their performance. With this tool, employees feel very much associated with the company and their loyalty towards the company remains high, hence they do perform better in their job and they do not change their job very easily or very frequently, which is always a great plus for any company. Employees are the main asset according to the Human Resource Management.

In the previous organisation, the author and his HR team had started good policies to motivate employees. They had some bonuses and gift vouchers for those employees who were performing excellent. Moreover we had some gifts for those employees whose absent rate was less than a defined ratio. In the production department we had some bonuses for those employees who were meeting their hard deadlines; this scheme promoted an atmosphere of competition and brought very good results.

CAREER DEVELOPMENT AND SUCCESSION PLANNING

Human Resource Management is also responsible for the growth of employees inside the company. In Human resource management we not only appraise the employees but also give them a career path to follow and tell them about some indicators showing them, where they should stand in the next five years or in next 10 years. On one hand, this is very beneficial for the employees, that they know where exactly they should be in the next few years provided they give excellent performance. On the other hand, this practice is very useful to the company as well. A company identifies its future leaders and assigns them relevant roles and responsibilities.

In the succession planning, some employees at middle management level and at junior level are identified to take the leading role in future or to replace their immediate bosses when needed. This is also a segment of strategic Human Resource Management.

In his previous organisation, the author and his team had planned succession planning very well. They had a junior person for all the positions other than labour. For each manager, there was an assistant manager, for every operator there was an assistant operator and vice versa. Production was 24 hours there. Assistant manager had to supervise his department in the night shift. In this way they were getting full time training and could replace the Manager any time when needed.

HEALTH AND SAFETY

In a workplace, where lot of employees work, they need a safe, healthy and secure work environment in order to prevent health hazards. Human Resource Management people make sure that their employees remain safe in the work place, so they adopt different measures to avoid health hazards, and where they can not diminish the potential hazard; they provide training to their employees so that they may minimize the potential risk.

There are some other functions too, which are performed by HR department, when they have to deal with multicultural workforce.

According to the Management Study Guide HR has following challenges in dealing with multicultural workforce.

In his previous organisation, the author had developed excellent health and safety programme. That organisation was a production unit, so health and safety issues were extremely important for the workers. The author developed the safety training programme, which continued around the year and every worker was given safety training. Once every worker had been trained, reinforcement programme continued. We invited people from civil defence department who gave very proper training. This programme helped a lot in reducing the rate of accidents.

HANDLING OF MULTICULTURAL WORKERS

Another main function of HRD is to deal with people from different countries, ages, race, ethnicity, language, colour and religious believes. The most difficult thing in handling such a workforce is to deal with everyone equally, keep them happy and motivated and to retain them. In fact the duties of HRD increase a lot in case of immigrants. Workers from different background and culture make multicultural workforce.

MANAGING CHANGE

When people work at a place for long in similar conditions, they develop specific sort of nature and working behaviour and also the approach towards the immigrants. When they are told to change that specific behaviour, they resist. This is one of the important tasks of Human Resource Department to change their behaviour and to manage the overall change in the company regarding technology or other things.

RETAINING THE TALENTS

World has become a global village today. This globalisation has given opportunities to skilled workers that they may work anywhere in the world. They will work where they find maximum benefits. So it is important to have skilled workers from different parts of the world in a company and more important is to retain them. In order to retain them , they should be treated fairly and properly.

CONFLICT MANAGEMENT

When people from different thoughts, different colours, language, religion and approach will work together, they are high chances of conflicts between them.

Human resource department has to manage that conflict and has to work in order to keep all of the immigrant workers happy and out of this conflict. Human Resource department has to create harmony integration among the workers so that conflict should not arise at all. However it is very difficult to stop the conflict from arising, in this case more important thing is to manage the conflict.

EQUAL EMPLOYMENT OPPORTUNITIES/EQUAL TREATMENT

Another important function of Human Resource Department regarding the immigrant workforce is to provide them with equal employment opportunities and then to treat them equally. Treating immigrant workers fairly is not enough in this case; they must be treated equally, which is a challenging job for Human Resource Department.

Human Resource Department should offer similar job opportunities to local and foreign employees; no one should be preferred or refused on the basis of colour, language, religion or race.

GRIEVANCE HANDLING

One more important function of Human Resource Department related to the work force is grievance handling. Grievance handling is considered an important part of every business, there should be some rules and regulations to avoid the unlawful terminations in every business. Sometimes it becomes necessary to take disciplinary action against some employees who do not perform well or on the misconduct grounds.

So in essence it is vitally important to have written disciplinary rules and procedures in place in the workplace. If problems do arise, which is quite possible, these procedures should help deter employees from making employment tribunal

claims and ensure that Human Resource Department is dealing with employees as fairly as possible.

Grievance handling in case of multicultural workforce becomes even more important because sometimes it can affect the relations between two or more ethnic groups or countries. Moreover multicultural workers make the goodwill of a company and spread it around the world, if some of them are treated unfairly; they will leave the job and will spread negative information about your business, company and country. They can also drag your company in the court.

LABOUR RELATIONS

Human Resource Department has to keep good relations with the labour force. Only then HRD can realise the real problems of workers. In case of multicultural workforce it becomes even more important because immigrant workers face lot of problems and cultural shocks, which Human Resource Department can understand only if they have good relations with the labour force. By having good relations with the labour force Human Resource Department can avoid the conflict to a great extent.

In his previous organisation, the author had developed very good relation with the labour force. The author had an open door policy for everyone. Lowest level workers could approach us any time. This policy helped a lot in improving the working conditions for workers. When he had developed good relations and workers became frank with him, they could inform his about any issue and problem easily. This policy resulted in a huge decline in the employee's turnover rate. The author and his HR team were able to bring employee's turnover rate from 17% to 2%, which was a huge success.

3 THE RESEARCH QUESTIONS

- a) What are the problems and issues regarding HRM in Finland?
- b) How different is the working methodology in Finland as compared to your native country or to those where you have worked before? Describe the positives and negatives of the Finnish HR system.

- c) What are the suggestions to improve the HR system in Finland and to make it first priority for Immigrant workforce?

4 MIGRANT WORKERS

Different scholars and researchers have their own different views about the definition of the term of Immigrant worker. This term usually applies to those people who migrate from one country to another or seek a temporary accommodation as a precondition of employment. According to the United Nations definition, migrant workers are “people working in a country other than their own country of which they hold a citizenship, and they lack a citizenship or resident status. In that new country”

4.1 POPULATION AND WORKFORCE

The current population in Finland is 5.3 million. The population has a growing trend in Finland.

In 2008, 59,530 new babies were born in Finland, which is slightly more than in 2007. The total Finnish workforce is about 2.7 million, of which 49% are males and 51% females. Despite the high birth rates, women are active in working life. Thanks to Public Child Care services and a legal right to work shorter days, women can have a career without compromising with family life.

The average retirement age from work is 59 years. This is slightly lower than in some other European countries

4.2 WORKFORCE WILL SHRINK IN COMING YEARS

Confederation of Finnish Industries EK has published following facts.

Already in the next few years Finland will experience the phenomenon of a shrinking workforce because the number of workers going out from the Finland will increase than the new entrants.

“The availability of workers will become harder and harder both among large companies and small and medium sized companies,” says Satu Ågren, an expert within EK’s Education and Labour Unit.

In order for EK and its member associations to have an impact on ensuring that companies have access to a properly educated, trained and sufficient number of workforce, it is essential to obtain up-to-date information about the labour situation and the types of expertise that is required.

4.3 AGING WORKFORCE

The following information have been taken from the Helsinki Business Hub website under the name of general information about Finland.

Another important factor in the long run, why Finland will need more workforces from other countries in the future is that its own workforce is getting old. The graph shown below shows us the age distribution of the Population of Finland.

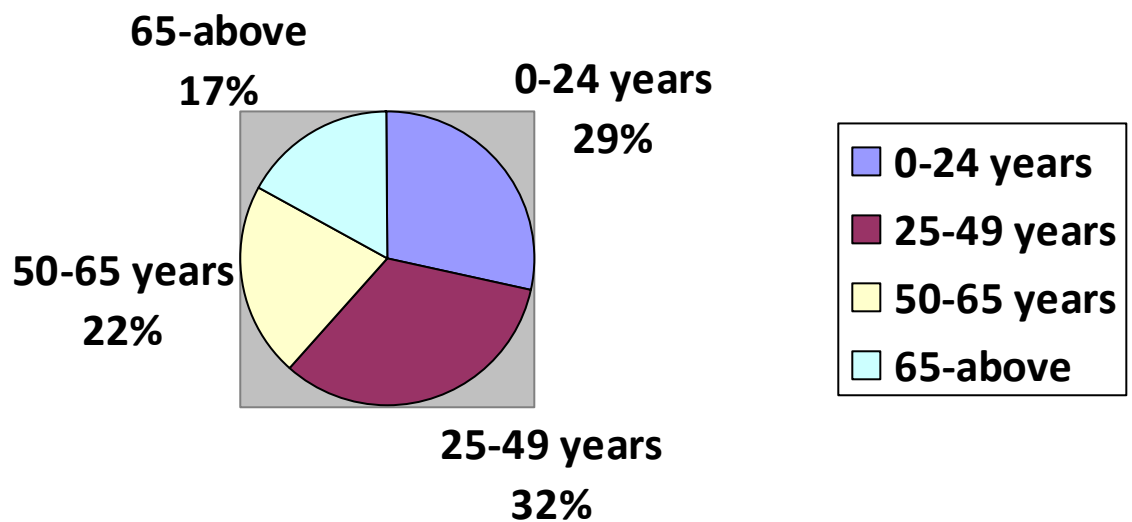


FIGURE 1. Age Distribution of the Population (Helsinki Business Hub)

The graph shown above shows clearly that 17% of the population has already passed the retirement age, and they are unable to work, other 22% of the population is about to enter in their retirement age.

And now in the graph below shows the age distribution of the Finnish Work force.

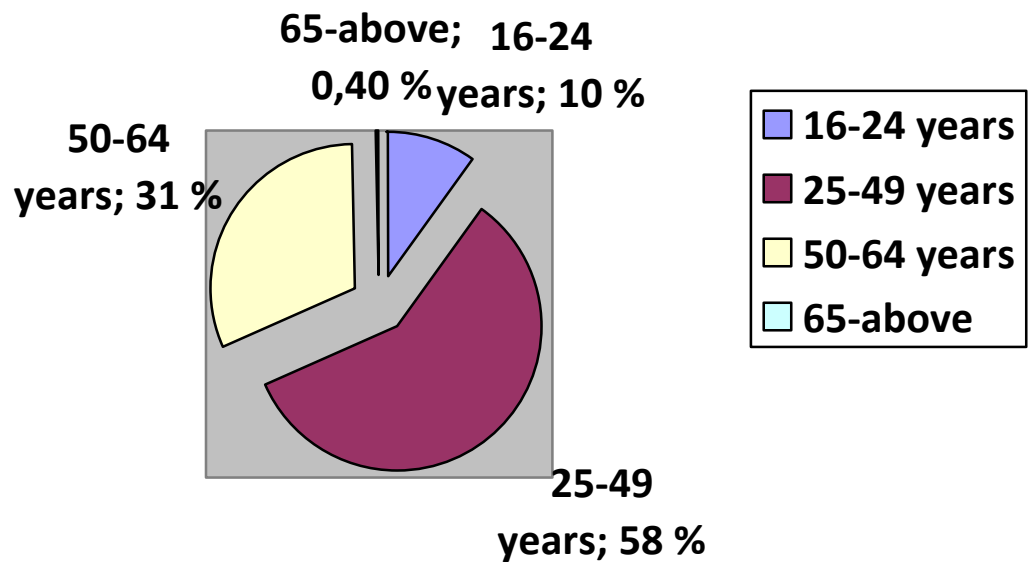


FIGURE 2. Age Distribution of the Workforce (Helsinki Business Hub)

This graph shows that 31% of the total workforce will retire in the next few years, and then we shall need immigrant workforce in Finland to fill this gap because trend of job in lower age groups is bit low. That is why we have to plan from now here in Finland, how we shall make this country a good option for the immigrant work force.

4.4 INTEGRATION OF IMMIGRANTS IN EUROPE

A study of how Europe integrates foreign workers has exposed wide variations in the welcome foreign workers receive. The following study was published in an article by BBC.

The European Union backed a research which found Sweden doing the most to help migrants settle - and Latvia the least in Europe.

Overall, EU nations are doing less than they could and to what they should, said researchers acting for a consortium of 25 organisations across Europe.

The study of policies across the Europe ranks countries on key factors affecting immigrants' lives.

The Migration Integration Policy Index was produced by a consortium of European organisations. It was led by the British Council and the Migration Policy Group located in Brussels.

It measures policies to integrate an estimated 21 million immigrants across 25 EU member states by using 140 indicators including:

- Immigrants' rights in the workplace
- The opportunities for permanent settlement
- Permission for family to join them
- Laws to combat racism and prejudice

The five states with the largest number of immigrants - UK, Germany Spain, Italy and France all ranked in the top half of the table, with Italy coming out best among all.

Among them, these five are thought to be home to at least half of all the migrants across the continent because of more favourable conditions.

But overall, the study found that only Sweden scored highly enough to be classed as a nation entirely favourable to promoting integration.

While many other states had policies the study said were laudable, each in turn appeared to fall down on at least one key area.

Among all the states which were observed, nine had policies classed as little favourable, five were middling among the good and bad and 10 nations scored very low.

Sweden scored 100% on the rights which it gives to immigrant workers but missed out on the top rating for long-term residency laws with a narrow margin.

In contrast, researchers found Latvia restricts immigrant workers' rights and gives immigrants little political say in the running of the country.

Researchers scored Sweden and Portugal highest among all, on policies allowing immigrants to bring in members of their family - but Austria, Denmark and Cyprus scored lowest.

4.5 FROM WHERE WILL FINLAND GET FOREIGN WORKERS?

The writer of this article took part in a very interesting seminar in June on Immigrants in Finland. The outcomes from that seminar are given below. The seminar focused on the real challenges Finland faces with respect to its aging population and allowing foreign workers into the country.

- 1) In the future, it will be tough for Finland to attract skilled workers from other countries, while keeping in mind that many countries in Europe are already facing the tough competition.
- 2) The only immigrant workers that Finland could attract could be from the Ukraine and Belarus.
- 3) This difficulty with attracting immigrant workers can be a huge threat to the Finnish economy.
- 4) Immigration policy makers simply do not realise how crucial these workers are to the Finland and what challenges Finland can face in the future.

The present debate on immigration issues in Finland is at its initial stage. The prevailing attitude appears to tilt towards arguing why it is such a bad matter without grasping the real issues.

A lot of matters and policies will have to change in Finland before a greater number of immigrants come to work in this country. The indifference and racism of some Finnish people is not harmful to these immigrants as they can always find work in other countries.

In the end, these attitudes only end up damaging the Finnish economy.

4.6 WHY IS IMMIGRANT WORK FORCE IS IMPORTANT TO FINLAND?

An article published by Ice News on 24th April, 2008 gave the following information. If we look at the history, we shall find that Finland has traditionally been a country of emigration. The latest trend of emigration was towards Sweden which started in the early 50s and almost ended up in the late 70s. In Finland, the population of immigrants is on an increasing side, but it is increasing slowly and steadily. These figures of international migration can be obtained from the immigrant's migration statistics reports. Some facts and figures published by the government officials show that in next 20 years' time, an additional 100,000 immigrant workers will be needed in the Finland to fill the vacancies in the Finland .one more report showed some more interesting figures, that the whole Europe will need 56 million immigrant workers by the end of 2050.

Rauno Vanhanen, the head of Finland's employment policy planning programme gave his predictions in Kaleva, a provincial daily newspaper..

He said that, in the future, Finland will need a lot more number of immigrant workers than we think, some of these workers we may find within our local community who are currently unemployed or who are not an active part of the present Finnish workforce. He believes that a total of 400,000 workers will be needed if the country does not want to face a shortage of labour force in the future. These 400,000 workers will include the Finnish workforce as well. According to him, it will be a very tough challenge because the required figures are high. Nevertheless, we shall make it if the working life of all Finns is extended from its beginning, to its end and in the middle. We not only need more workers, but we also have to be more productive.

According to the department of Statistics Finland, the employment rate in the Finland was about 71.5% in 2007. Mr. Vanhanen is appealing to the currently unemployed workers to join the Finnish workforce, on the other hand he is encouraging the currently employed ones to be more productive, work more, and push back the retirement years as much as they can, in order to avoid the workforce shortage.

5 PROBLEMS IDENTIFIED FROM INTERVIEWS

Here are all the problems which were identified from the interviews.

5.1 HIRING

To get a job, you cannot rely only on online application. Many times online applications are not entertained. You need physical interaction to get a job.

For the immigrants, opportunities are limited. Good opportunities are not offered to immigrants. Sometimes very strange or discriminatory things are put in hiring.

5.2 INDUCTION/ORIENTATION

Induction system in Finland is very poor. When someone is hired, he is not told each and everything about the company and especially the policies and procedures of the company about certain things. Even employee sometimes does not even know his peer employees and senior employees. If he is given something in written, everything is given in Finnish language, even if the worker is a foreigner, he is expected to speak and read full Finnish Language, which is not appropriate. Rules and regulations are not made very clear to the employees. Sometimes employees do not know their rights and obligations and rules and regulations. Here you learn things by your own mistakes and experience.

Hence, they always remain in confusion. Rules vary person to person.

5.3 POOR COMMUNICATION

Another thing where Finland HRM is poor for the immigrant workers is communication. Things are not communicated properly. Only part of things is told, and when you actually go to work, then you find out the remaining more than half things. This may have many reasons, one solid reason can be the language problem, as

I cannot speak Finnish and most of the Finns cannot speak English or at least good English. Although this is a problem, things are not made clear and certain at the time of hiring. Even some times job conditions are not made clear. Immigrant workers some time get into big problems just because of poor communication from their employer. Even tax laws are not told to employees.

5.4 TRAINING

Training programmes are although conducted in Finland. However Training manuals are not made. It depends on the person who provides training, what he/she teaches you. Record of the training is not maintained, what have been taught during the training session. In this way, every time, different things are taught. Training session vary from person to person. Every trainer cannot learn each and every thing by heart, and since no training manuals are provided, they teach few things and forget some others, and finally when new employee makes a mistake on the basis of poor training, a complain is lodged against him/her. I have been a victim of this scenario, where my trainer forgot to show me few places and ultimately some complain arose against me.

5.5 LANGUAGE PROBLEM

Immigrant workers cannot speak and understand Finnish language initially. And when they come here, all the documents are given in Finnish language, even the tax papers, salary slips and other important documents are given in Finnish. Immigrants do not even know what they are supposed to write and what are they filling. This is a big problem and can lead to a serious situation some time.

5.6 NO INTERACTION BETWEEN EMPLOYER AND EMPLOYEES

Employer does not know employee personally here in Finland. Employer does not know about his her employee's birthdays, festivals, religious or national days. They just get work from their employees and leave them. They are not aware of their social

life; do not even ask their employees can they manage easily in the salary which they get from this job? Or do they need more work? This may be a culture in Finland, but this is something where Finland is different from other countries, and a foreigner worker would feel a lot about it.

On the Christmas our boss used to send messages to all the employees to greet them we also did the same. She knew there are number of Muslim employees working under her capacity. And she knew our religious days and festivals, but she never greeted or wished us our festivals. We never received a card or chocolate from our boss on our religious holiday, the local workers did.

5.7 NO CAREER DEVELOPMENT

A cleaner will always remain a cleaner; he is never told or given a career path or a development plan. A newspaper delivery boy will remain on the same job even after spending 6-10 years on that job. This is what I have seen, here are some examples.

Mr Haseeb Ahmad has been working in Itella Posti Oyj, since last 5 years as a newspaper delivery boy. He delivers newspapers early in the morning since last 5 years or so. He has never been given any promotion, nor has been told about a career path that if he meets so and so standards, he can be promoted to those positions or after 20 years where he will stand.

Mr Xyz has been working in Itella Posti Oyj since last 10 years or so as a newspaper delivery man. Never promoted to any senior level, nor was told about a career path.

There are many cleaners in Lassila and Tikkanoja oyj who have been working in the same position for last 3-5 years. But was not promoted to any senior level position. They were never told by their boss, where they will stand in next 10 years. This is strange; these companies keep their employees in dark about their future with the company, even though they meet the highest standard level of the company, very unlike to other parts of the world.

5.8 SUMMER LEAVES, CHANGED WORK CONDITIONS

Summer and winter timings of work vary a lot. During the summer, most of the supervisors go on holidays without making someone in charge behind them. For the immigrant workers, this is very strange and difficult situation, when they need some help or guideline, there is no one to ask.

5.9 POOR DEFINED HIERARCHY

The companies which I have seen had poorly defined hierarchy. It was hard to find out who was senior and who was junior. Even in my company, I knew my immediate boss only. I was never told who will be the in charge in the absence of my boss. I faced many difficulties regarding this issue. Here are two cases which should confirm my point.

5.10 NO REWARD/INCENTIVES FOR WORKERS

When you do a bad job, in any part of the world, you may get a show cause notice, a warning or something just like that. Similar is the condition in Finland. But if you do an excellent job in any other part of the world, you may get some incentive, reward or appreciation letter.

But, in Finland, on the basis of my research I can say that companies feel shy in appreciating their employees and they hardly give some incentives or rewards to their employees.

There might be some companies practicing rewards and incentives, but it is not too common in Finland.

5.11 TALENT MANAGEMENT IN GLOBAL VILLAGE WITH GLOBAL WORKERS

Every organization today has to be deeply concerned about selecting and retaining competent, committed people - also known as talent. Accurately describing what talent looks like in a specific organization in specific jobs is the first major step in creating an effective approach to HR Applications.

Competency technology allows an organization to implement HR Applications or Talent Management system that integrates Staffing, Performance Management, Succession Planning, and Development in a way that increases the percentage of outstanding performers in the workplace.

In this 21st century world has become a global village. People now get more chances of work globally than before. Skilled workers migrate like birds. Offer them excellent salary with good perks, they will fly away. So it's becoming hard to retain skilled employees and specially those who have some international exposure. In case of Finland it will get even harder to retain or attract such employees. So the HR managers must derive some policies and procedures to retain those employees.

5.12 POOR WAGE AWARD

Wage awards are very poorly managed in Finland. Many workers, who work outside in freezing weather, get paid less than those who work in the offices at room temperature. This is very strange, everywhere salaries are calculated on different criteria's and one of them is work condition. For example a cleaner here in Finland gets 8.29 Euros per hour, and a person working in a market gets around 10 Euros per hour. If you compare it with neighbouring country Norway, there a cleaner get almost 24 Euros per hour while a person working in a market gets around 14 Euros per hour. So salaries are higher for those who have physical work. But this thing is not calculated properly in Finland.

5.13 POOR LABOUR RELATIONS

Human Resource managers do not have good relations with the labour force. Most of them have adopted closed door policy and they do not encourage the direct approach of their workers to the Human Resource Department. In this way workers cannot find a solution to their problems and they cannot convey their problems to the Human Resource Department which is there to solve the problems of employees.

6 CONCLUSION AND SUGGESTIONS TO IMPROVE HRM FOR IMMIGRANTS

Finland will face a shortage of workforce and it will be really hard for the country to attract new immigrants in the future, which can really damage the economy of Finland. You may attract new people or not, but you can try to retain those which you already have here. And if you will make their lives easier, then you may attract more and more immigrants as well. Immigrants will play a vital role in the Finnish economy.

Law, rules and policies in Finland are quite good, however the main problem which immigrant workers have been facing is the delivery of these things, either they did not know the policies, laws and procedure or they were not told about them. Finnish people do not communicate enough with the immigrants. By implementing the suggestions given above, we should make the life of immigrants much easier, and we should continuously keep finding the problems and should communicate to a greater extent with the immigrants in order to keep them contented and loyal. Immigrants are like birds, if not taken care of properly, they will fly away.

On the basis of the research results, the following solutions to the problems are suggested. Some of these suggestions were given by the interviewees.

1. Equal employment opportunities should be strictly implemented in the organisations and foreigners should also be given good opportunities
2. For the recruiting, use one method which you think is easier. If you cannot look after the e-application, then ask for a printed application only or ask the candidates to come for an interview.
3. Re design the orientation and induction programme, it is not working at all for the immigrants. Make it more informative and give all the relevant information in the

orientation programme which your employees will ever need during their job. Give these things in written form and in a language which the immigrants understand. A short test about the understanding at the end of the orientation programme can be very helpful.

4. Improve the communication with the employees. Do not expect them to be the same as Finnish workers and that they know everything. They are new in your country, treat them as ‘‘blank sheets’’ and improve the communication with them. Possibly, arrange some training programs for your HR employees improve their level of understanding and update them with international standards. Or send them to some other countries, for example Asia or the USA, so that they may feel themselves, what are the differences between their communication level and their target countries..
5. All the policies and procedures should be told to the immigrants at the time of hiring, they should be given hard copies of all the policies and procedure, in the ENGLISH language. Initially it is important to do so, until they start speaking and learning Finnish language. You cannot get signature on the forms, which they do not even understand, this is very unethical. You will have to translate your documents into English.
6. Tax laws should be taught to immigrants properly. HR should give proper information to the employees regarding tax laws and tax ratios. You can coordinate with the tax department, so that they may arrange some information in English and some other languages for the immigrant workers.
7. If you have to give documents or salary slips to your immigrant workers, give them in the English language, so that they may know what they are? And if they have to fill the forms, they should know what are they filling in?
8. Wage awards should be redesigned according to the work conditions. Those workers who have tough work conditions should get paid more than those who work in easy and comfortable work conditions. Those who do physical work should get paid better.
9. If supervisors have to go on summer leave, then do so by making someone in charge behind you, otherwise immigrants get stuck and they do not know whom to contact.
10. Communicate properly and if something is told to you by an immigrant, do not take it lightly. In Finland you often work without any pressure and in a very relaxed mood and environment? Immigrants are not used to work like that. They work under pressure, on a priority basis. And if they come to you and ask you to do something, please listen to them. Sometimes you have enough time to do it, but if you say that it

will be done in a week and immigrants just do not like it at all. If you have to do something, and then do it straight away, do not push it forward.

11. Introduce some cultural activities in your organisation. So that immigrants may feel more integrated in the organisation.
12. The HR department should empathise and do some mentoring of the immigrant workers. Make them feel comfortable in your culture and teach them about your culture, norms and traditions. Workers should feel like they are at home.
13. Performance appraisal should be conducted in a proper routine and workers should be informed about the performance. If you conduct it secretly, at least informs your employee, how is he/she working, and what he/she needs to do in order to achieve more.
14. Cover the understaffing in the organisations, so that if one supervisor goes on a leave, there should be someone else to replace him/her.
15. The working hours should not vary too much between the summer and the winter season.
16. There is a lack of career development in HR departments here. Human Resource Departments should guide their workers about their careers. HR should plan all their employees where they will stand in next few years.
17. There should be some collective efforts from the government for making immigrants comfortable in Finland. There should be some continuous study and research on immigrants to decrease the problems..
18. Try to hire those people in Human resource department who already have international exposure.

In the end, the author interviewed about ten people in his research work. All of them were working in different types of companies and were from different countries, but all of them were working in Jyvaskyla. So it is possible that this research may not be partially or fully valid in other regions of Finland or even in Jyvaskyla. Anyway the author found out some issues which can be valid in every region of Finland.

Generally speaking, the results are valid as far as the basic issues are concerned. If anyone wants to continue research on this topic in future then the author would suggest him/her to include these questions in her/his research but not be limited to them, and find out questions from immigrants residing in other cities, like Helsinki and Tampere. The author believes, results from those cities will vary from the results in Jyvaskyla.

As far as the employers are concerned, they can use this research as general guidelines to solve the basic problems which the author found from those limited interviews. If employers want to go deep into these problems, they can ask the similar question from their own employees. They should hire immigrants with open hearts; these people are very skilled and make a big difference.

Another thing which the author came to know during this research is that Finland will need a lot of workers in the future because of its aging workforce and some other factors mentioned above. Now where should these workers come from? There can be many options to the Finnish policy makers, but one option is to bring workers from Pakistan. In Pakistan 60% of the population is below 25 years of age. If companies or the Finnish government invite them to come and work in Finland, they will easily come here for work. They are young and will be able to work many years in Finland. Norway invited a workforce from Pakistan in the 1970's. Now their third generation has taken over from them. All the labour force in Saudi Arabia and UAE comes from Pakistan. These people are so hard working and they can easily adjust in different cultures. The Finnish government can find skilled, semi skilled, highly skilled workers in Pakistan and can invite them to come and work in Finland. Pakistan currently has a total workforce of 56 Million People from the total population of 187 Million.

Pakistan is rapidly emerging as a leading sourcing nation, and currently ranks eighth among top outsourcing countries in 2010. It is becoming a key destination for software development and information technology services, such as medical transcription and call centers. Pakistan's strengths lie in its English speaking workforce. Finland can get skilled workforce in the areas of Accounting, Business Management, Administration, Human Resource Management, Marketing, Medical, Mechanical Engineering, Electrical Engineering, Civil Engineering, Automotive Engineering, Textile Engineering, Chemical Engineering, Agriculture, Forestry, Mining, Teaching, Nursing, Software Engineering etc.

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APPENDIX.

Interviews of Immigrants

Here are some information which I collected by interviewing immigrant workers, who have been working here in Finland in different companies. I interviewed them and asked them questions mentioned above, and then wrote their personal learning's and experiences. Here is what I obtained from them.

Name: Syed Haseeb Ahmad

From: Pakistan

Employer: Itella Oyj, working since 2006

Previous Employer: Real estate Company in Pakistan

Q 1.What are the problems and issues regarding HRM in Finland? (Focus on hiring, induction, training, salary etc.)

Answer:

Hiring:

When I came to Finland I visited once the itella oyj for the job. But I could not find a job. Then I visited them again and I filled the form for the job, and then kept following for the job, I kept calling them almost every week for the job. But always was denied for the job, may be because the person who used to attend the phone did not have enough info about the job or maybe he was not well aware of the English language. For the initial one year they did not give me any job.

After one year I visited their office again and I met their senior supervisor, who asked to fill the form again which I had filled last year. But I think they had misplaced that form. That supervisor then took the interview in Finnish language, at that time I did not speak any Finnish at all. He had hired me, but when I came out of office I did not know that he had hired me or not.

Training:

The person who gave me training gave excellent training, although I had some little problems in training as they did not give me any written material for the training.

They gave me one page which had all the info but that was in Finnish and was very messy.

When they hired me they did not give me enough hours. I could not even afford my food from that job.

Poor Induction Process:

When they hired me they did not give me info about the rules and regulations. They did not even tell me about the tax card and the tax ratios. For initial 5, 6 months I did not know that I have to submit a tax card too, and the tax office kept charging 60% tax from my salary, which was more than half salary. I think it was duty of HR department to inform me about the tax card. I needed money, but HR department did not help me at all, I was a foreigner and I did not know the rules. Then I emailed the labour union about this problem in summer, they replied me after 1 month and said we all are on summer vacation, contact us after few weeks. All their phone numbers were on answering machine. This was a really serious issue for me; there was no one whom I could speak to.

Tax office was referring me to the employer, employer was referring me to the labour union and labour union was on summer vacation. In such a condition, a foreigner who does not know much about the rules, regulations and offices, where to go, will certainly not feel good. Similar was the case with me. No one was solving my problem.

Salary:

The sector where I worked is too much underpaid. Work conditions are extremely tough but salaries are low, and also the salary making system is very difficult to understand. The salary slips which they send us every month are very difficult to understand. They put a lot of material in the salary slips and make it very complicated for us to understand.

Q 2. How different is the working methodology in Finland as compared to your native country or to those where you have worked before? Describe the positives and negatives of Finnish HR system?

Answer:

In my company Managers/ supervisors go on summer leaves at the similar time and without informing their subordinates that they will be on vacations and person xyz will be in charge. I worked in Pakistan before coming here, and if someone goes on leave, he/she informs his/her subordinates or peers that in his absence who will be in charge and responsible. But here in my company they do not inform us. This is their

attitude or I can say a trend in Finland, but it is a serious issue and a huge problem for me and similarly it can be a huge problem for any immigrant. Even if you go to UK, to work in a company and do the same thing, go on leave without making someone responsible, you can be in a big problem. I personally call it an attitude problem, or maybe it happens due to understaffing.

In Finland generally they have one person for whole department who becomes so powerful, whenever he/she wants, he/she goes on leaves and after him/her there is no one to replace him/her, hence all the work halts.

Induction process is not up to the standard, they did not give info about the tax laws and other rules and regulations.

I work on my own car every day and deliver newspaper. If my car is broken during the work, or if I meet an accident, company will not pay me anything in lieu of loss. I find it a bad practice.

All those workers or students, who have “B” category of visa, do not have access to MOL office. People in MOL office ask you about the visa category, in case of “B” category, they do not even give you information about your own rights.

Communication problem is another negative mark. Things are not properly communicated or not made clear.

The working method is very different; I am very independent during my work. There is no one watching or observing me. This is a positive thing and gives confidence.

Information flow system is not efficient, that is a negative point.

No information about the performance appraisal, promotion is given to me since last five years.

Company treats us equally, there is no differentiation for local or foreigner employees, and there is no racism at all. There are some issues, but they are functional issues only.

Q 3: What are the suggestions to improve the HR system in Finland and to make it first priority for Immigrant workforce?

Answer:

- Immigrants come here to work, give them as much work, as they want. If you have extra working hours or places, put them online and someone will select them and will do that job. Instead of hiring new employees every time, provide more hours to existing employees.

- Make policies more clear and understandable especially for foreigners.
- Inform immigrant workers about the tax laws and other rules and regulations, also inform them about labour laws and labour union.
- Improve induction programme.
- Improve salary system and make it simple.
- Cover the understaffing of the organisation. When one supervisor goes on vacations there must be someone in charge to replace him/her. This is very important.
- Working hours in summer should not change; they should remain similar as in other days in year. Only Finns want to enjoy sunny days, not immigrants, and immigrants face big problems due to these varying working hours.

Here is some information which I collected from second interview. The person wishes to hide his/her personal information.

Q 1.What are the problems and issues regarding HRM in Finland? (Focus on hiring, induction, training, salary etc.)

Answer:

I did not face any problem regarding HR, I found everything same here as it was in India. Nothing is different. I focus mainly on my work, not on the surrounding environment.

Q 2. How different is the working methodology in Finland as compared to your native country or to those where you have worked before? Describe the positives and negatives of Finnish HR system?

Answer:

I think everything is good. I can't say what is really negative or positive. But communication is a big problem; things were not clear regarding HR.

Q 3: What are the suggestions to improve the HR system in Finland and to make it first priority for Immigrant workforce?

Answer:

I cannot suggest much about HR, but if they make things more clear it will help a lot.

Here is some information which I collected from Third interview. The person also wishes to hide his/her personal information.

Q 1.What are the problems and issues regarding HRM in Finland? (Focus on hiring, induction, training, salary etc.)

Answer:

- All communication is carried out in Finnish, when you come here initially you do not know anything about Finnish language. But all the material which is provided to you is mostly in Finnish language.
- Tax papers are also given in Finnish language. If you are not very fluent in Finnish language, you cannot understand what you need to fill in those papers, and if you do some mistakes, you do not even know about them.
- Salary papers are also in Finnish, you can just read the figure, and how much is the total, nothing else.
- You learn thing when problems occur, you are not told about many things, and are kept unclear. You learn by your own experience and mistakes, which is not very good thing. This is the problem with their orientation system. They do not give proper or enough information in the orientation. I have a very good example of it. When I was hired in my company, they told me that I have a medical cover. Once I got sick, and I went to the agreed private institute for the medical treatment. After the treatment they told me to pay their charges, I said I have a medical cover from my company. They then told me, you can only be eligible for this medical cover if you first visit the private doctor of company and then come here, but now you have come here directly, so you will have to pay here. This thing was not clear for me, as my company only told me that I have medical cover and nothing else. Ultimately I had to pay there. So I learnt from my own mistake, it could have been told by the company.
- It's not easy to get a job here as an immigrant. In my previous workplace, immigrants were not given good or equal opportunities.
- For the hiring, even if you have fully filled the online forms, still you need a physical interaction with the employer. Applications on websites are not much entertained.

Q 2. How different is the working methodology in Finland as compared to your native country or to those where you have worked before? Describe the positives and negatives of Finnish HR system?

Answer:

- Hierarchy is less complicated, as far as my organisation is concerned. It is more like a flat organisation and we have fully independent work, which is a very positive thing.
- By giving this independent work opportunity, our employer actually makes a trust relationship, which is very motivating for me and I feel more associated towards my company and become more loyal.
- In my organisation, working conditions are human friendly and flexible. If you are sick, just call and tell that you are sick and not coming. It is not like my home country, where you cannot take a leave unless your conditions are extremely severe and serious.
- Working hours are very friendly and flexible here in Finland in my organisation, where in my home country the work hours are so tough. Here you can go home when you have finished your work, but in my home country we have to be in the office for at least nine hours and sometimes we have to do extra work as well. So here I get more time for my family.
- Another good thing is about the social security system. Here in Finland if you lose your job, labour union will keep paying you for 500 days, which is a very good thing. Back home in my country, union does not pay you this much.
- More holidays here as compared to my home country.
- Work place supports education. You can easily study next to your work. You can even take study leaves for a certain period and you can get half salary. This is also a very positive thing.
- Orientation is not enough, you learn by yourself, as things come up.
- Communication problem is another issue.
- When immigrants come to Finland, they face a lot of cultural problems here. They come here from quite a different culture and find it hard to settle down. Initially no support is given to them in order to settle in this culture.

Q 3: What are the suggestions to improve the HR system in Finland and to make it first priority for Immigrant workforce?

Answer:

- HR should sympathise and should make the new employees comfortable, as if they are at home. Companies should provide them some mentors, who can be helpful for them. These mentors should be Finns, to teach them more and more about the Finnish culture and some policies.
- HR should provide some counselling for these immigrant workers.

I conducted few more interviews as well. I interviewed some workers from Africa, who are working here as cleaners and some European workers from other part of Europe, who have been working here in Finland. Some of them did not want to highlight their names and other things, so I shall just put here what were the outcomes of their interviews.

Q 1.What are the problems and issues regarding HRM in Finland? (Focus on hiring, induction, training, salary etc.)

Answer:

They say that when a person comes to another region or part of the world, of course things are not the same there. Many things are good in Finland, but there are some issues too. When we came here and started working, we were not told about many things. Things were not very clear for us. We did not know about the policies and procedures at all. We did not know that 20 hours per week condition is necessary in order to get medical treatment from the company.

Initially, when we did not know the Finnish language at all, communication was a major problem. All the documentation was in Finnish and we knew nothing what are we filling.

One person told that when he started working he was not given proper induction and training. A girl was working before me on that place, and she gave me some training, she did not have any written material for me. She just told me orally and forgot few things. After some days I got complained for something which I was not even told.

One worker said that he has problem with the working hours. In the summer, when all the local employees are on holidays, company gives me lot of hours and put too much burden on me, and after the summer, there is nothing to do.

One worker said that company just takes work out of me, they do not own me. I do not feel too much integrated with them.

Q 2. How different is the working methodology in Finland as compared to your native country or to those where you have worked before? Describe the positives and negatives of Finnish HR system?

Answer:

- Working environment is very independent, a very positive thing
- Salaries never get late, always on time in your account, this is very positive and encouraging
- If you are not feeling well, you can get paid sick leaves, until you are fully fit. This is very good trend here in Finland.
- You are fully insured during the work, if something happens to you or if you do some damage while working, it is fully covered. You do not have to pay it from your own pocket. This is very positive thing, back in our country, if we do some damage during work, we have to pay from our pocket and we are not insured at work.
- Communication is a big problem, things are never clear for us; this is one of the negative things.
- Training programs are not proper or not enough.
- Our work is manual, but we get paid less than many other employees of different sectors, who work easily and at room temperatures.
- We have been working as cleaners for more than 4 years now. We did not get any promotion.

This is what I got from the interviews of these people. Now I shall put them into findings.