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The difficulties of finding jobs for immigrants in Etelä-Pohjanmaa.

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Thesis abstract

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The study was conducted to understand and find solutions to the problem why the majority of immigrants living in South Ostrobothnia are unable to find a job.

The thesis begins with the history of immigrants. Why do people migrate from one place to another? What happened in 2015, and during the crisis faced by the European countries? What was Finland situation before 2015 and after that? How is the current situation of the immigrants in South Ostrobothnia?

The data collection method used in this thesis study was qualitative, consisting of interviews. The participants in the research interviews were immigrants living in the South Ostrobothnia region.

The conclusion of the thesis explains the main reason for why immigrants are not able to find a job and how different organizations can assist them in resolving those issues.

¹ Keywords: Foreigners, facing difficulties, getting Job, south Ostrobothnia, Etelä-Pohjanmaa.

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Terms and Abbreviations

SeAMK	Seinäjoki University of Applied Sciences.
UNHCR	The United Nations High Commissioner for Refugees.
YKI test	National Finnish language test.
TE-Toimisto	Employment office
EP	Etelä-Pohjanmaa (South Ostrobothnia)
HRM	Human resources Management
IOM	The International organization for migration
FRC	Finnish red cross
BOD	The board of directors

1 Introduction

Finland is a Nordic country, located in Northern Europe. Its neighbors are Sweden, Russia and Norway. Helsinki is the capital. According to Finnish statistics, they have two official languages, Finnish represents 87.9% and Swedish 5.2%. It has a population of 5.5 million people, with a life expectancy of 78 years for men and 84 years for women. Finland is one of the most modern countries, with a GDP per capita of EUR 43,486 (Finland.fi.2019).

South Ostrobothnia is one of the 9th regions in Finland. Seinäjoki is the capital city surrounded with different cities. According to epliito.fi there is 190000 inhabitants in South Ostrobothnia by 31.12.2019. (epliito.fi.2019).

The city of Seinäjoki has approximately 64,000 inhabitants. According to a statistic from kotouttaminen.fi, about 5,000 immigrants live in the region of the Ostrobothnia. The exact number is unknown because it has increased after 2015, when asylum seekers moved from Kauhava reception center to different cities in southern Ostrobothnia (kotouttaminen.fi.2015).

Also, some of the migrants have received the Finnish citizenship. They are automatically removed from immigrants list. Another number which is missing is the group of immigrants who have work permits, and they are living in this region too.

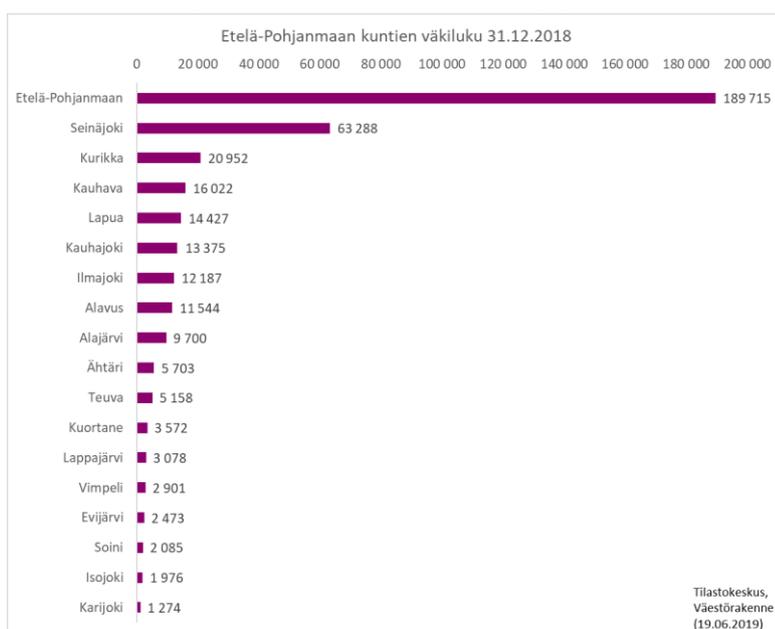


Figure 1 Inhabitants

1.1 Purpose and Objective

1.1.1 Purpose

Both researchers have been living in South Ostrobothnia, city Seinäjoki. One researcher has been living for 12 year and the other one for last 5 year. When the researchers moved new to Seinäjoki, they faced a lot of issues because of the language barriers. they did not know that which organization can provide what kind of assistance. After learning the language still, they were not able to find job in this region.

After facing different kind of challenges, the researchers wanted to understand and figure out in their thesis, that what has been the issue in this region for immigrant in getting job. Is it because of the language barriers or lack of job experience? Does it have to do something with the system or lack of knowledge. Do some immigrants are missing the motivation, or do they have some bad experience?

However, it creates a lot of questions in the minds of different people. Once the research is completed, it is possible to answer most of the questions that occasionally arise in the minds of immigrants and locals.

1.1.2 Objective

The main object of the research is to figure out the answer for the following question.

Why cannot immigrants get jobs in South Ostrobothnia?

In the thesis, the researchers will attempt to answer the question by conducting interviews with immigrants who have lived in Southern Ostrobothnia. The data collected during the interviews will be analyzed. After analyzing the interviews, the answers to the questions will be found. Researchers will be able to find problems and solutions to these problems. In conclusion, the researchers will be able to answer, how different organizations can help immigrants to find work. How they can help immigrants integrate into society and become more successful.

1.2 Necessity of Research

As each year passes the number of immigrants is increasing in South Ostrobothnia. Most of the immigrants who are moving from different countries to this part of Finland have good education and job experience. Most of them speak at least English and their mother language. They hope that they can get job easily and can easily integrate with society. But unfortunately, they must suffer a lot. They do not know which channels they should use to get job.

Secondly, the current population of the country is not looking good. According to Tilastokeskus the population of Finland is decreasing. By the end of 2040 South Ostrobothnia will see a decrease of around 19000 inhabitants in the region. (Tilastokeskus.2020).

If you compare the number of inhabitant immigrants with the whole country, South Ostrobothnia has the lowest number of immigrants which is 2.3% of the whole population. Still the number of unemployed in immigrants are much higher in this region then the locals. The table below showing the number of inhabitants is decreasing each year.

Väestömäärä			
Etelä-Pohjanmaa			
	2018	2019	2020
Tammi	190863	189648	188620
Helmi	190800	189564	188538
Maalis	190744	189492	188511
Huhti	190677	189520	188489
Touko	190754	189541	188497
Kesä	190648	189567	188478
Heinä	190539	189495	188365
Elo	190106	189062	187955
Syys	189929	188898	187831

Loka	189896	188895	
Marras	189839	188812	
Joulu	189715	188685	

Table 1 Number of inhabitants

This is where the necessity of this research arises. During the research, researchers will find problems and solutions. When a new immigrant arrives in the area, they know where to find help. How different organizations and businesses can help immigrants find employment. It is necessary to find the obstacles to apply for a job.

2 IMMIGRANTS AND FINLAND

2.1 History of immigrants

When a person or family move from their home country to live in another country is known as immigrants. Most of the people migrate to different countries in the hope of having a better life. There are different kind of immigrants in each country:

People who move from their country of birth to another country.

People who get married and move from one country to another.

Kids who are born to parents, who have migrated from their home country.

The process through which they become a permanent resident or citizen is known as immigration. Different people must go through different immigration process. Each country has a different immigration process. Countries have their own refugee quote which they must take from UNHCR. Each year countries accept refuge from the war-torn countries or countries with economic and financial issues. When a person migrates as an asylum seeker, they must wait few years before they can get the right to live in that country.

2.2 Why immigrants migrate to different countries

No matter how bad your country is, at the end of the day your own country is your own. It is not easy to move from your home country to a different country, there is always positive and negative aspects of migration. Most of the people migrate to different countries in the hope of a better life. But on reality ground they must suffer a lot before they can have some better life.

People from Africa, Asia and Middle Eastern countries migrate because of different challenges they have in their own countries. One of the main reasons for most of these migrants is War, economy, and human rights. It can be physical war or financial war. Most of immigrants migrate because of these issues from their home country to a safe country, where they hope to have a peaceful life.

The process the immigrants uses to reach Europe or different countries are the most dangerous one. They must suffer a lot, either by the journey they have chosen or by

smugglers. They come to Europe or other countries in the hope of a better life, education, and work. They must work in these countries to support themselves and their families in home country. It is not easy because the money they earn in Europe is not enough to live a life here especially if they have family and kids here. Still they save money and help their families in home countries. They must work at least two different jobs to survive the life in Europe and back home. First, they must go through a lot of hardship of learning the language and even after that it is not possible for them to get the job.

2.3 2015 immigrants' crisis

Over 1.2 million first time asylum seeker applications were registered in the member states of European Union. The United Nations High Commissioner for Refugees defines an asylum seeker as an individual who is seeking international protection and whose claim has not yet been finally decided on by the country in which he or she has submitted it.

Over 75 percent of those arriving in Europe had fled conflict and persecution in Syria, Afghanistan, or Iraq. Some 3550 lives had been lost during the journey according to UNHCR. Even though till today the exact number of people who have lost their life is correct. They start their journey without knowing the future. For example, when people come to Europe from Afghanistan, they illegally cross to Iran and many people lose their life there. Then they must walk for days from Iran to reach Turkey. Their first destination is Turkey. (UNHCR.2015)

After that, they get on the small boats and try to reach Greece. If the boat is made for 10 people, the smugglers put 20 to 30 people. Sometimes they reach safely and some time the boat sinks and many of them lose their lives. From Greece either they walk through different countries or hide in the trucks to reach Germany and so on. In this journey too many people lose their lives. Once they reach Germany then they can hope for a better life.

The numbers increased suddenly so much that most of the European Union countries did not know what to do. It was the beginning of winter and they had to give shelter to these people. Somehow most of the countries manage it. For small European countries it was a very difficult situation. Most of these small countries deported back most of the asylum seekers and the ones which remained still are not too sure for their future. Like Denmark

recently announced that they will deport back immigrants from Syria who came to Denmark as an asylum seeker.

It is a very difficult situation for those families. They have lived for 5 years, learned the language and are working for a better future and now suddenly they are waiting to be deported back.

2.4 Finland before and after 2015 crisis

Finland has resettled refugees for over four decades and has had an annual resettlement policy for three decades. Resettling quota refugees is part of Finland's humanitarian policy and cooperation with the United Nations. The first refugee group Finland received were Chilean nationals in 1973. Finland has been receiving refugees submitted by the UN refugee agency UNHCR since 1979.

Since 2001, Finland has had an annual quota of 750 resettled refugees, with the exception of years 2014 and 2015, when the government decided on an additional 300 refugees per year due to the conflict in Syria. 100 places within the quota have annually been reserved for refugees UNHCR has categorized to be in need of urgent or emergency resettlement.

Refugee determination and resettlement are enacted in Finnish Alien Law. The definition of refugee in Finnish law applies the phrase of the 1951 Geneva Convention relating to the Status of Refugees, and the refugee quota and resettlement refugee selection criteria are the current Finnish Alien Law, which came into effect on May 1. It is stipulated in., 2004 Finland Quarter The most important criteria for selecting refugees are the need for international protection and resettlement.

The Finnish resettlement program also gives consideration to vulnerable groups, for example refugees with medical needs, survivors of torture and trauma and women at risk. No separate quota is allocated for these special categories; they are included in the normal yearly quota.

The usual procedure for selecting quota refugees is through personal interviews conducted on selection missions at the refugees' country of first refuge. The urgent and emergency cases are always selected through dossier selection. The measures relating to

refugee selection, travel arrangements, as well as municipality placement and integration are well structured and organized in Finland. The resettlement process is a cooperative effort between various ministries, regional authorities, municipalities, and international, national and local organizations. Finland's Ministry of the Interior is responsible for making the annual allocation decision.

The Finnish Immigration Service (Migri), subordinate to the Ministry of the Interior, is the agency that implements the allocation decision and makes the final decision concerning admitting the refugees to Finland under the quota. Apart from UNHCR, an important partner in the resettlement process is the International Organization for Migration (IOM), who are responsible for the travel arrangements of all refugees resettling to Finland, and who deliver cultural orientation for those destined for Finland. In Finland, the Finnish Red Cross (FRC) is responsible for receiving the refugees at the airport, and local FRC volunteers assist and support the refugees in the municipalities.

In 2015, Finland received 32 476 asylum applications – an unprecedented number of applications ten times higher than any of the previous 30 years. This number meant that Finland received the 4th highest number of refugees per capita during the 2015 mass migration to Europe, behind Hungary, Austria, and Sweden.

Most asylum seekers to Finland arrived during August to December with a peak in arrivals in September. As in many other receiving countries, the rapid surge of asylum seekers caused strain for the reception system. Finland was not ready for such a big number of asylum seekers. On the other hand, the winter was coming close and due to cold winter Finland authorities had to decide quickly to open as much reception center as possible to accommodate these asylum seekers.

Asylum seekers are not granted the same entitlements for health services as the Finnish residents, but in general the Finnish legislation provides to asylum seekers a level of access to services comparable to most Western European countries.

2.5 Immigrants in South Ostrobothnia

According to Kotoutuminen.fi, there have been 4344 immigrants living in south Ostrobothnia at the end of 2019. The most common languages spoken in south Ostrobothnia are:

Russian	884
Estonian	714
Hungarian	285
Ukrainian	255
Thai	230
English	190
Turkish	165
Arabic	139
Polish	129
Romanian	114
other languages	105.

There had been three reception centers in the region out of which Kauhava reception center was for almost four years. All the reception centers in south Ostrobothnia were closed by 2019.

There have been immigrants who moved as refugees, asylum seekers (who got permit and moved to region) and immigrants who come for work or got their resident permit on work bases.

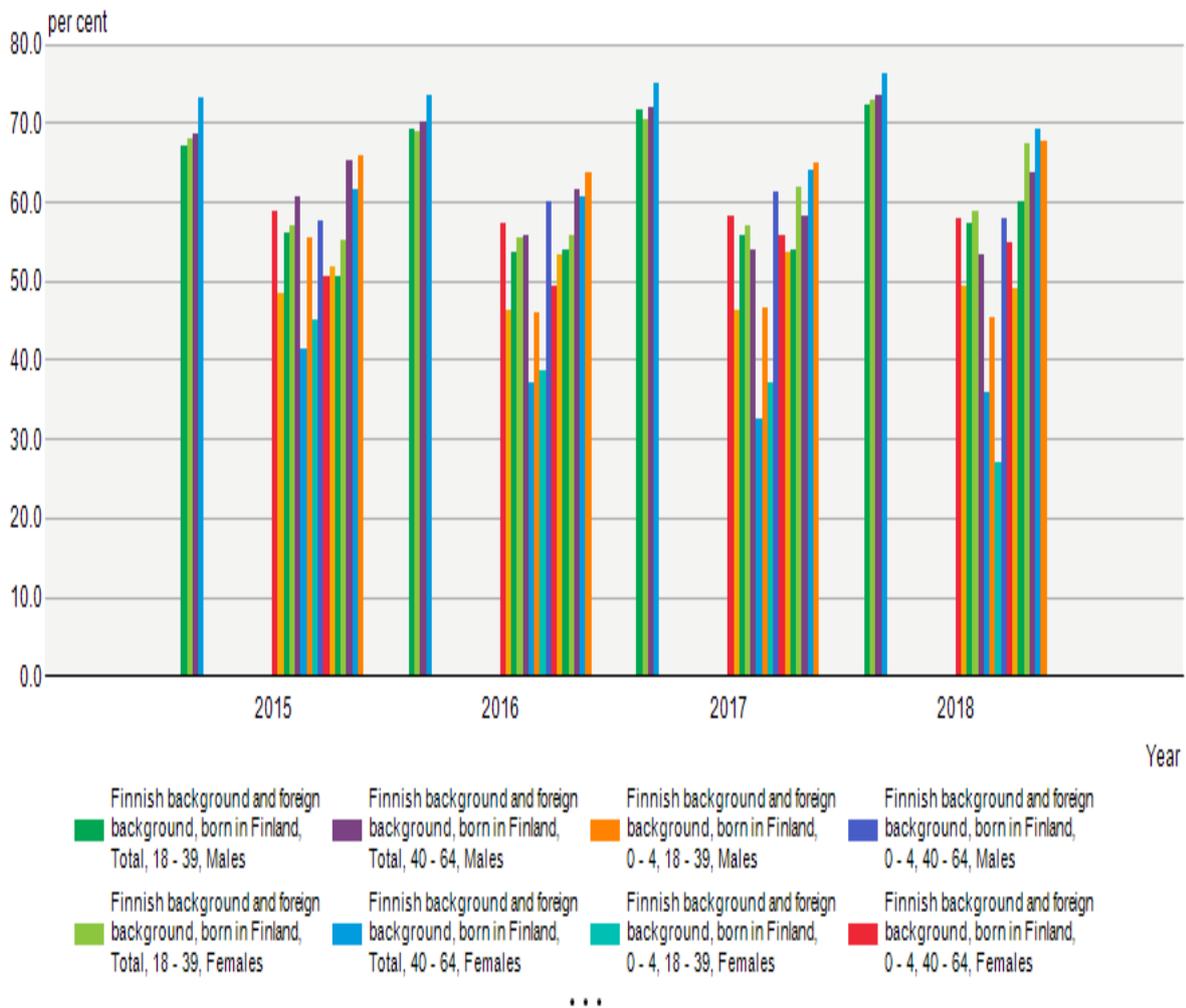
2.6 Life of immigrants in South Ostrobothnia

Most of the immigrants who are living in south Ostrobothnia has a very busy life. Immigrants after getting resident permit must go study the language and do some kind of a job to support their families. They must go through a lot of hardship before being accepted in the community. Sometime even living for a very long time still the face a lot of different issues.

Each immigrant must go through some hardship before getting acceptance in the community. Language barrier itself is a biggest hurdle for some people. Some of the immigrants are uneducated and when they move here, they face a lot of issues in learning the language.

The chart below showing the employment rate for year 2015 to 2018. Immigrants have been very active and have played an important role in the economy of the country and the region. The chart below is for south Ostrobothnia region and statistics Finland is the sources.

Employment rate (Reg) by Area, Origin and background country, Years lived in Finland (only persons of foreign origin, born abroad), Age, Sex, Information and Year

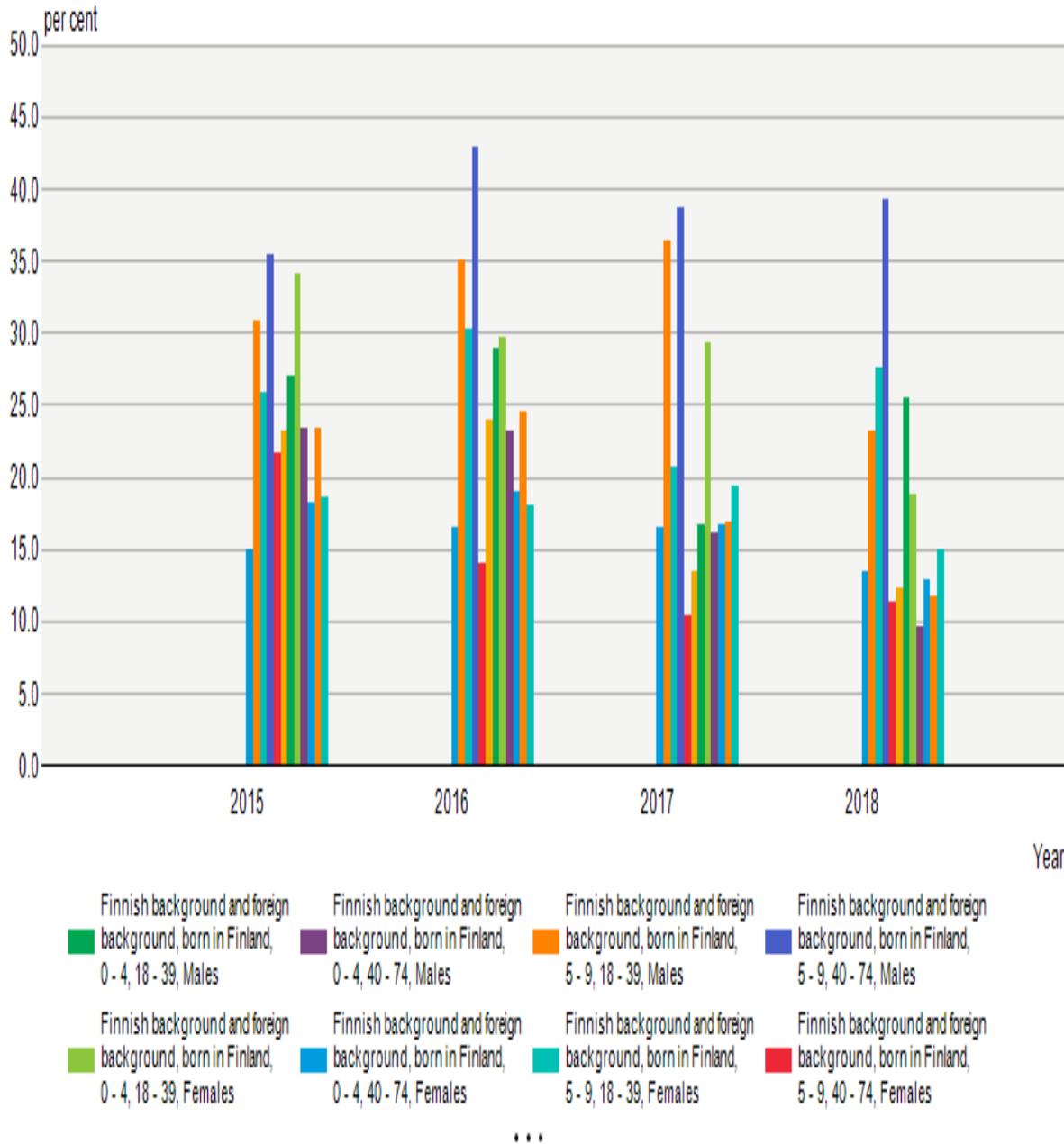


Source: Employment, Statistics Finland

Figure 2 Employment rate

Chart 2, Presenting the unemployment rate has not been that high in the region for immigrants.

Unemployment rate (Reg) by Area, Origin and background country, Years lived in Finland (only persons of foreign origin, born abroad), Age, Sex, Information and Year



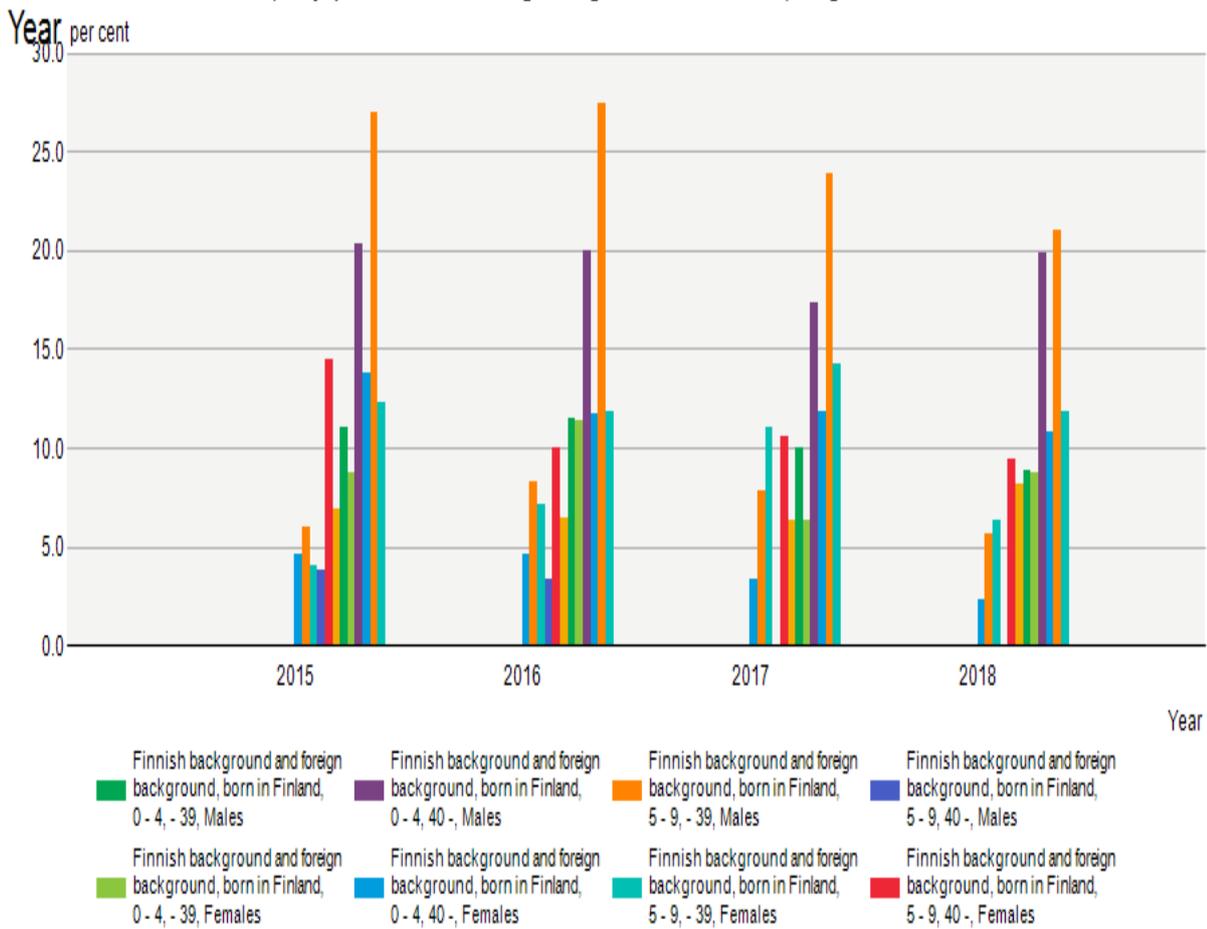
Source: Employment, Statistics Finland

Figure 3 Unemployment rate

Chart 3 presenting the share of immigrant entrepreneurs. In south Ostrobothnia at least 40% of immigrants are entrepreneurs. As the region is known for different companies in the country, most people are really interested in opening their own business. In early years most of the immigrants in the region we interested in restaurant business.

With passage of years the of years the immigrants have changed the path and start looking for different business, that's why now you can see more immigrants as an entrepreneur in different business.

Share of entrepreneurs among employed persons (Reg) by Area, Origin and background country, Years lived in Finland (only persons of foreign origin, born abroad), Age, Sex, Information and

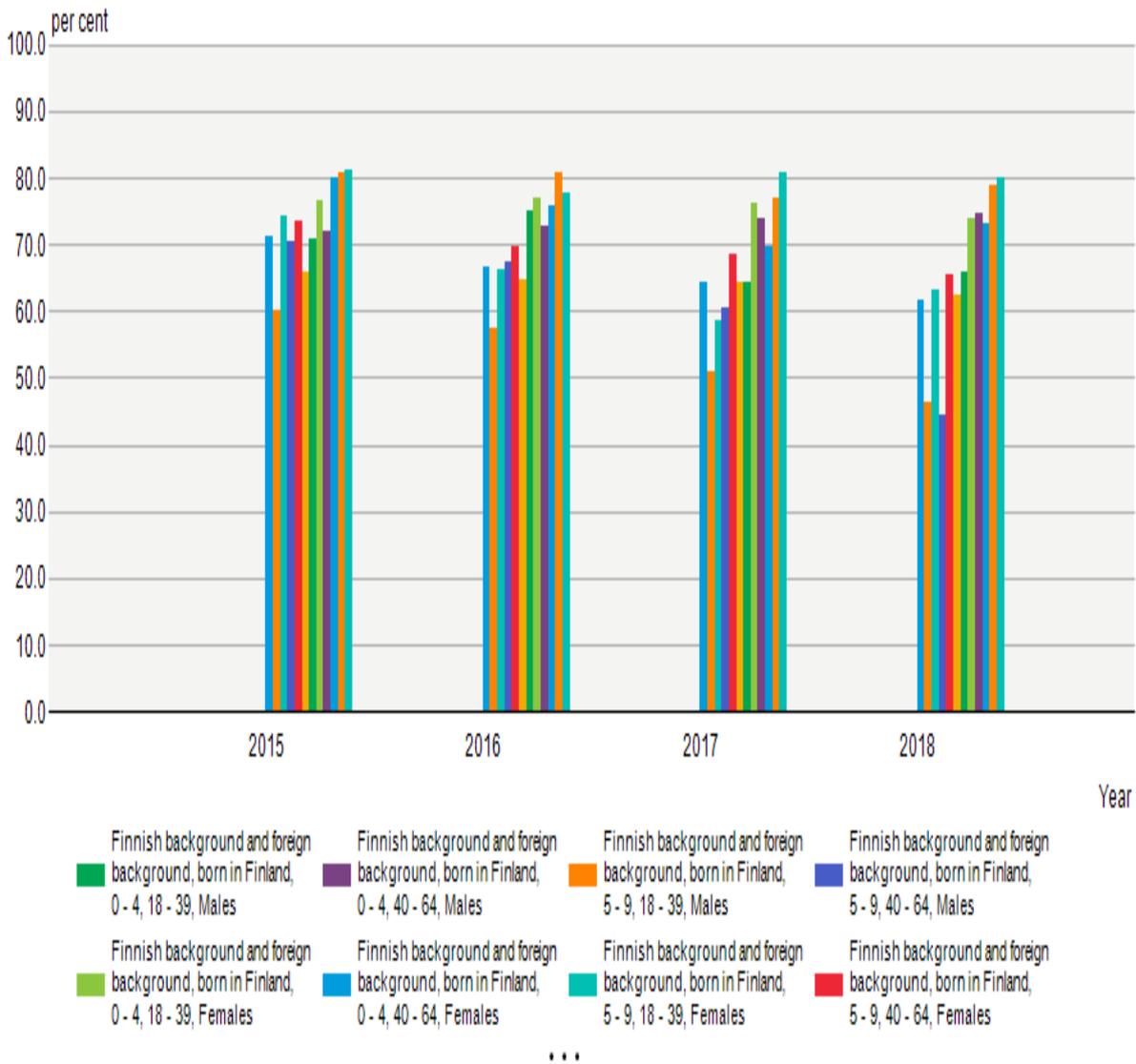


Source: Sysse/sättning, Statistikcentralen

Figure 4 The share of entrepreneurs

Chart 4 presenting the participation rate of the immigrants in labour market. all immigrants have been actively involved in the labour market. Whenever they got an opportunity to work, they have grab it. only problem have been that they must go through a lot of hurdles before they can get a job. Each age group of immigrants no matter of their birthplace has been actively involved in labour market.

Labour force participation rate (Reg) by Area, Origin and background country, Years lived in Finland (only persons of foreign origin, born abroad), Age, Sex, Information and Year



Source: Employment, Statistics Finland

Figure 5 Labour force participation rate

3 Human Resource Management

3.1 Introduction and Definitions

Edwin Filippo defines human resource management as "planning, organizing, directing, purchasing control, development, compensation, integration, maintenance and separation of human resources in order to achieve personal, organizational and social goals.". (Naorem.2019).

According to DiCenzo and Robbins, "Human resource management is related to the human dimension in management." Since every organization is made up of people, obtaining their services, developing their skills, motivating them to improve their performance, and ensuring that they continue to maintain their commitment to the organization is critical to achieving organizational goals. This is true regardless of whether the type of organization is government, business, education, health, or social behavior. "(Chand.2014).

Human resource management involves the following aspects: recruitment, selection, induction of employees, training for employees, training and development, evaluation of employee performance, determination of salary and provision of benefits, motivation of employees, maintaining appropriate relationships with employees, employees, and their unions, Ensure employee safety and health care measures.

Human Resource Management has management functions like planning, organizing, directing, and controlling.

- It involves procurement, development, maintenance of human resource.
- It helps to obtain individual, organizational, and social goals Human Resource Management is a multidisciplinary subject.
- It involves the study of management, psychology, communication, economics, and sociology.
- It includes team spirit and teamwork.
- It is a continuous process.

As a department of the organization, the HRM department handles all aspects of the employees and has multiple functions such as HR planning, job analysis, hiring and job interviews, HR selection, orientation, training, compensation, and supply. benefits and motivation, appraisal, retention, career planning, job quality, employee discipline, prohibits

sexual harassment, human resource audits, maintenance of employment relationships, employee safety and welfare matters, and communicates with employees at all levels. (Naorem.2019).

3.2 Evolution of Human resource management

Before the Industrial Revolution, the community was primarily an agricultural economy with limited production. The number of skilled trades is limited and is usually carried out by apprentices who help the main artisans in the village or community. Communication channels are limited.

The Industrial Revolution (1750-1850) - The Industrial Revolution marked the transition of the economy from agriculture to industry. If the media is giving way to the industrial environment, modernize yourself and increase your resources. A department was established to investigate workers' wages, benefits and other related matters. This led to the emergence of human resource management, the main tasks of which are:

- Worker's wages and salaries
- Worker's record maintenance
- Worker's housing facilities and health care

An important event in the Industrial Revolution was the growth of the Workers' Union (1790)- workers in industry have to work longer hours and lower wages. As the anarchy grew, workers around the world began to protest against it, which led to the formation of unions. The labor relations department revealed that in order to manage the work of the labor on the one hand and manage the work, the human resource management department must have political and diplomatic capabilities. (Naorem.2019).

After the industrial revolution, the term human resource management changed significantly after 1850. During this period, several research reports were published, and many experiments were carried out, giving the meaning new meaning and importance for Human Resource Management. (Naorem.2019).

A brief overview of significant theories released during this period are as follow.

Frederick W. Taylor gave principles of scientific management (1857-1911) led to the evolution of scientific human resource management approach which was involved in:

- Employee's training
- Maintaining salaries uniformity
- Focus on obtaining better productivity.

Research on Hawthorne, conducted by Elton Mayo & Fritz Roethlisberger (1927-1940). (Naorem.2019). The observations and results of the Hawthorne test shifted HR's focus from increasing employee convenience to increasing employee efficiency through higher job satisfaction.

Douglas McGregor Theory X and Theory Y (1960) and Abraham Maslow's Hierarchy of Needs (1954). These studies and observations have led to a shift from an administrative human resource management approach to a more dynamic human resource management approach that considers employees as worthy resources. (Naorem.2019).

As a result of these principles and research, HRM has increasingly become a hierarchical management function, linked to central business operations. Some of the important activities of the human resources department are listed below:

- Hiring and selection of skilled workforce.
- Motivation and workers benefits.
- Training and development of manpower
- Performance related wages and appraisals.

Strategic Human Resource Management Approach:

With the rise of basic technology industries and due to international competition, HRM is now taking on a more important role. Its main achievement is aligning personal goals with business goals and. Strategic HRM focuses on actions that differentiate an organization from its competitors and aims to have a lasting impact on its success. (Naorem.2019).

3.3 Objectives of HRM

According to (Chand.2014), The first objective of human resource management is to ensure that the right people are supplied for the right jobs so that the organization's goals are effectively achieved. This first objective can be broken down into the following sub-objectives:

- Help the organization achieve its goals efficiently and effectively by providing skilled and motivated workers.
- Efficient use of available human resources.
- Maximize job satisfaction and employee self-perception.
- Maintain quality of life in the workplace to make organizational employment a desirable personal and social situation.
- Maintain ethical policies and behaviors both externally and internally.
- Establish and maintain cordial relations between management and employees.
- Reconcile organizational goals with personal goals.

3.4 Purpose of Human resource management

The main purpose of human resource management is to get the job done and deal with the work of the incumbent. To perform work in an organization, the person must be identified. To identify the right person for a job, a notice must be issued that includes duties and responsibilities as well as educational and physical qualifications (Chand.2014). In order to prove the accuracy of invited candidates, they must be checked using appropriate screening techniques to select the right employees. Selected employees should then receive appropriate training to perform their duties and responsibilities outlined in the notice. Next, an employee performance appraisal should be done to find out whether the employee is meeting the desired standards set by the organization. As a result, employees must be rewarded or paid for the work they have done in the organization and their safety at work is the responsibility of the HR manager or safety officer, who must guide the actions taken. Safety measures for workers and ensure that they are followed carefully. Wellbeing and wellness practices are essential in keeping workers happy and motivated, which has a direct impact on their productivity. By doing all of this, maintaining proper and healthy relationships between employees and management avoids conflicts that will affect the overall productivity of the organization.

It is important that membership and not to ignore the employment and labor laws that govern all the aforementioned activities for a job. Violating labor laws will cost the organization and its brand image. Thus, human resource management is likened to a guardian angel for the organization.

The 10 “Cs” of human resources management are: profitability, competitiveness, commitment, credibility, communication, creativity, competitive advantage, competence, change and commitment. The 10-word “C” framework was developed by Alan Price in his book “Human Resource Management in a Business Context”. (Chand.2014).

3.5 Functions Of HRM

A constitution cannot build a good team of experts without good human resources. The key functions of the human resource management team include recruiting people, training them, promoting worker performance reviews, as well as communicating in the workplace, safety in the workplace and much more. The beneficial effects of these functions are discussed below.

3.5.1 Recruitment and Training

This is one of the main responsibilities of the HR team. Human resources managers design plans and methods to hire the right kind of people. They describe the eligibility criteria for a particular job description. Their other hiring-related tasks include formulating the worker's obligations and the scope of the work assigned to that person. Based on these two elements, the employee's contract with the organization is established. When needed, they also train employees according to company requirements. As a result, employees have the opportunity to hone their existing knowledge or develop expertise that will help them take on new roles.

3.5.2 Performance Appraisals

HRM encourages employees working in a company to work to their potential and gives them suggestions that can help them improve the performance of the company. The team communicates from time to time with each employee and provides all the essential information on their functions and also defines their respective roles. This is very useful as it allows them to describe their goals in much clearer terms and thus helps them to achieve their goals with the best possible effort. Performance reviews, when done regularly, motivate employees.

3.5.3 Maintaining Work environment

This is an important aspect of HRM because the mission of an individual in a company is largely dictated by the work environment or work culture that prevails in the workplace. A good working environment is one of the benefits that employees can expect from an effective HR team. A safe, clean, and healthy atmosphere can bring out the best in workers. A friendly environment brings employee satisfaction to work.

3.5.4 Managing Disputes

In the constitution, there are various issues where conflicts can arise between workers and employers. Disputes are inevitable. In such cases, the human resources department will act as a consultant and mediator to resolve these issues effectively. They have heard the grievances of the workers. Then, they come up with effective solutions to get rid of it. In other words, they act and keep things from getting out of hand.

3.5.5 Developing Public Relations

The responsibility for establishing good public relations rests to a large extent with HRM. They organize business meetings, seminars, and some formal meetings on behalf of the organization to build relationships with other lines of business. Sometimes the human resources department plays an important role in preparing the organization's business and marketing plan.

Any constitution without a solid framework for given HRM will face serious problems while managing its regular operations. For this reason, today's organization should devote a lot of effort and energy to setting up effective and efficient HRM.

3.6 Scope of HRM

Human resources are undoubtedly the most important resources of a company or an organization, the simplest and most difficult to manage! The goals of HRM range from assessing the needs of the workforce to managing and retaining them. Thus, human resource managers are responsible for the design and implementation of a number of effective policies, procedures, and programs. It is about developing and managing knowledge, skills, creativity, skills, and talents and using them correctly (Chand.2014)

The management of human resources is not limited to the management and optimal exploitation of human intelligence. It also focuses on managing the physical and emotional capital of employees. With the complexities involved, the scope of HRM is expanding day by day. It includes, but is not limited to, human resource planning, recruitment training and development, payroll management, legal procedures, reward and recognition, labor relations, and more. balance between organizational goals and personal goals.

The scope of human resource management is very wide and extensive. Therefore, it is difficult to define it precisely. However, we can categorize the same under the headings below:

3.6.1 HRM in Personnel Management

This is generally a direct management of human resources, including human resource planning, recruitment, orientation training, orientation, development, transfer, promotion, termination, compensation, dismissal and dismissal, effectiveness, and efficiency. Employee productivity. The overall objective here is to determine the growth, development and effectiveness of each individual contributing indirectly to the development of the organization. (HRM.2008). It also involves performance evaluation, development of new skills, disbursement of wages, incentives, allowances, travel policies and methods, and other related action processes.

3.6.2 HRM in Employee Welfare

This particular aspect of HRM concerns working conditions and equipment in the work area. It involves a wide range of responsibilities and services such as security services, medical services, welfare funds, social security, and health services. It also includes the appointment of security personnel, making the atmosphere worth working, eliminating hazards in the working area, supported by management, job security, machine protection. Hooks, proper cleanliness, ventilation and lighting, sanitation, medical care, sickness benefit, work injury benefit, personal disability benefit, maternity benefit, unemployment benefit and family benefit. (Naorem.2019).

This also involves supervision, counseling for workers, establishing a harmonious relationship with workers, and education and training. Employee welfare is about identifying the real needs of employees and meeting those needs with the active participation of management and employees. In addition, it also takes care of canteen facilities, kindergartens, rest and catering rooms, accommodation, transportation, medical support, education, health and safety, recreation facilities. wisdom, etc.

3.6.3 HRM in Industrial Relations

As this is a very sensitive area, it requires careful interaction with unions, resolution of their complaints and effective conflict resolution to maintain peace and harmony in the constitution. (Naorem.2019). It is the art and science of understanding labor relations, consultation, disciplinary procedures, problem solving with joint effort, understanding human behavior, and maintaining labor relations., Collective bargaining and conflict resolution.

The main objective is to protect the interests of workers by ensuring the highest level of understanding so as not to leave a negative impact on the constitution. It is about the establishment, development, and promotion of industrial democracy to protect the interests of workers and organizations. (Naorem.2019).

The scope of HRM is very broad and therefore cannot be written in a concise manner. However, for convenience and to develop understanding of the subject, it can be divided into the three categories mentioned above.

The management of human resources faces the following challenges which:

Technology

The company's technology is the process that entry is converted at the output as a workforce. Technology and technological innovations that affect the benefits and mobility of labor tasks and the technological innovation revolution need to improve the capacity of workers if the company wants to survive in the global competitive market.

Dangerous and repetitive bonds can be delivered to the robot. The old idea of a job has suffered a dramatic change. (Naorem.2019). The Constitution realized that it realized that it must prepare and prepare many flexibilities of human resources.

Economic Conditions

Economic conditions strongly affect the management of human resources. People, goods, capital, and information circulate around the world, and several constitutions are attempting to become international actors. IBM, Coca-Cola, Motorola, and Gillette make more than half of their operating revenues outside the United States. (Naorem.2019).

The successful ratification of NAFTA by President Clinton will further improve efficiency and markets and create a significantly increased competitive challenge for organizations around the world. India has an outsourcing center for many international organizations. They have successfully used the services of a skilled workforce that is available at a low cost to create a distinct cost advantage for their product. (Naorem.2019).

Overall, increasing global competition and interdependence is increasing the pressure on managers, supervisors, and all workers to become more innovative, quality and cost sensitive. Therefore, human resource managers are responsible for playing challenging roles and creating competitive advantages for companies in the international market.

Social

Changing social trends around the world help to recognize the importance of human resource management for organizations social applications, formal and informal, will have a significant impact on people's attitudes labor in the workplace as ordinary people towards society. (Naorem.2019). The task of management becomes more difficult. This trend reinforces the importance of the role all managers play in selecting and managing talent.

Human resource managers have recognized the importance of conducting their activities in a socially appropriate and responsible manner. Businesses do not operate in isolation. They are part of the community, so social influence should be carefully assessed before implementing a program. If the company believes that an organization is not working for the benefit of the company, it has a duty to modify its activities to meet the needs of the community.

Political

The political scenario affects the performance of human resource managers due to the ideology, attitudes and thinking power of political parties. Political stability is essential for successful business, as it is on this basis that businesses and human resource managers formulate their policies and procedures. Political instability creates unrest and production losses for companies.

The function of unions is important. Due to the positive attitude of unions in India, Bajaj Auto signed a wage and productivity agreement with its internal union in 1996. (Naorem.2019). Through employee awareness, companies such as Polychms, Philips and Mahindra have successfully implemented VRS programs for employees.

Levels of Education

Workers have many expectations for fairness and good work environments. Education employees always want to challenge management decisions and ask questions and want more significant and big votes in decision-making processes.

Education employees often want more responsibility and autonomy. Therefore, the organization must develop a flexible approach to all aspects of the RDH. Directors face a variety of workers.

Corporate Reorganization

In the liberal economy of the world, the reorganization of policies and corporate culture is important because these factors have a significant influence on the specification of interactions between human resource management and human resources. and other parts of the company.

Competitive Advantage

Adequate human resource management practices help gain a competitive advantage. It refers to the unique benefits that a business can offer its customers. Benefits can range from lower prices for comparable services offered by competitors, high quality products, best after-sales service, guaranteed trouble-free performance or even special extras claim the best price. If consumers perceive the uniqueness of services, the consequent competitive advantage. (Naorem.2019).

Quality of Work Life

Quality of life at work means different things to different people. For Professor Lloyed, this means "the extent to which employees of a job in a company are able to meet individual needs through their experience within the company." Several factors can contribute to "quality of life at work". (Naorem.2019).

3.7 Staffing

3.7.1 Introduction to Staffing

Staffing is a management characteristic that deals with the staff of the company, recruitment, selection, investment, education, and development. It includes the selection, training and tracking of effective staff with effective qualified qualification that can supervise a supervisor at all levels of promotions or absences.

The coherent application of effective corporate and leadership policy includes a high level of personal or group fraud, including the work of the Manager. The concept of labor is largely in-depth with managers as well as ranking and ranking workers. It is now recognized as a discreet management function. Previously, it is considered a section of the function of the company. The reason for separation is to give the actual intensive emphasis on the actual humanity of the company. In addition, all business interactions with human resources are difficult to compare with material resources.

An additional, staff supposed practices assumed that technology develops rapidly, increasing the size of the business and is important in the current age due to the complex behavior of people. Frames must be essential to several parts of the practice of employee management. (Rashmi.2019).

3.7.2 Meaning and Importance of Staffing

Staffing refers to the management practice of identifying and meeting an organization's workforce needs and creating opportunities for the continued growth of talent in the organization's workforce. It is a major management activity that gives life and meaning to other management activities. It involves several sub-practices like workforce planning, selection, recruitment, training, placement, promotion, compensation, performance appraisal, etc. These sub-practices are interrelated and form some of the determinants of organizational effectiveness. The primary goal of staffing is to find and maintain strong relationships with employees at all levels of the organization to effectively utilize employees to achieve company goals and to care individual and social satisfaction that he always desires.

According to Koontz and O`Donnell, "The practice of staffing by managers is to structure an organization by selecting, evaluating and developing people appropriately and effectively to fulfill assigned roles. Design in structure". It is the process of identifying, aligning, evaluating, developing, and evaluating people at work. Therefore, the practice of staffing is concerned with the recruitment, selection, training, development, and evaluation of personnel in the company. (Rashmi.2019).

Staffing is the main management activity. Recruiting, selecting, retaining, and training an effective and efficient workforce is essential for every organization. Putting the right people in the right positions enables the organization to achieve its goals. This will help develop skilled and competent workers at different levels.

In the present day, the importance of this management practice has increased due to the increase in the size of the organization, the growth of technology, unions, the human relations movement, and the mass high salary.

Effective and efficient staffing facilitates organization in the following ways:

- It always ensures employee accessibility. Any position can be filled when it becomes vacant with effective workforce planning.
- It enables the right employees with a more efficient and effective head office to be appointed to the right position.
- It improves employee morale and job satisfaction through objective assessment and fair compensation for their contributions.
- It serves for an optimal use of the workforce within the company by selecting the workers through a scientific selection process and developing them according to the requirements of the company. He is trying to reduce the cost of labor.
- It allows the association to adapt to leadership incompetence.
- It ensures the unity and growth of the association by improving the administrators.
- In a dynamic setting where innovations evolve steadily, associations must select people familiar with the change taking place and at the same time those who have joined before must have the mentality to recognize the changes. change. The HR team can successfully respond to this by developing positions that are good for both new recruits and enlisted workers.
- During the implementation of the long-distance plans, the board should decide well in advance on the labor prerequisites. This is encouraged by the staff.
- Good staffing is seen as a help to society as it helps to develop excellent artists through sound staffing strategies researched and created by associations. In addition, it improves efficiency and public interest.

3.7.3 Nature and Features of Staffing

1. Every line manager is to do staffing practice.

This is as important a practice as any management activity, and the ubiquitous job of managers is to ensure that there are a sufficient number of well-trained subordinates to take charge of the various locations. (Rashmi.2019)

Nowadays, every company has a separate human resources department to do the payroll work, and that does not mean senior management isn't interested in staffing. The human resources department only advises and assists hierarchical superiors in employee practice. Therefore, staff allocation is the responsibility of managers.

2. Staffing function is continuously.

Carried out by all managers at different levels. In an organization, the board of directors (BOD) appoints the chief executive officer of the organization, who in turn chooses department heads and departments. Department heads choose their subordinates. Staffing is therefore as widespread a management method as other management method.

3. Staffing is a continuous exercise of the organization.

It starts on the first day of the organization. People are asked to lead the organization at different levels. Vacations due to employee relocation, retirement, death, promotion are sometimes filled. More positions are created as a result of growth and expansion. So, it's a continuous process. (Rashmi.2019).

4. Writers trying to differentiate among personnel management and staffing.

They say that staffing is to fill management positions in the company while human resource management is concerned with planning, policies and procedures and filling operational positions. In practice, this kind of difference is impossible because the principle of both is the same.

5. Staffing is concerned with people elements.

This practice concerns the human resources (HR) of the company at different levels. This human resource is influenced by several psychological, philosophical and social issues. To solve this problem effectively and efficiently, companies must develop certain principles of staff disposition.

3.7.4 Systems Approach to Staffing

Staffing focuses on the current and future needs of the business and try to determine the number and types of requirements of managers. To achieve this goal, the company uses external and internal factors to adopt different methods of recruiting employees, from recruiting to retirement. HR brings business to life and influences direction and control. (Rashmi.2019).

The systems approach views the enterprise as a system in which interdependence and integrated activities are important factors. HR practices take an open systems approach. The systems approach is taken internally, and the organization is linked to the external environment. To keep enough quality for managers, the organization should propose reward systems.

The external environment cannot be ignored in selecting the right type of person as this will have an impact on the quality of management. The number of managers needed is dictated by factors such as company size, complexity, manager's plans and revenue, and decentralization.

The relationship between external factors and the business is successfully and effectively implemented using an inventory that helps businesses:

- Recruitment of needed staff.
- With the aim of placing the right people for the right jobs.
- Placing managers in new posts.

Thus, staffing is an open system which connect the enterprise with the external environment.

3.8 Staffing Process

It is a fact that human resource is one of the best process for every business because in any business all resources like money, material, machines, etc. can be used effectively and efficiently through the active efforts of human resources.

Thus, it is very important that each person should get the right position in the company according to his ability, capacity, talent, aptitude and skills and abilities, it will help the organization to achieve a hundred percent of workforce contribution. (Rashmi.2019).

3.8.1 Steps involved in Staffing Process.

Manpower Planning

Manpower planning means a qualitative and quantitative measure of the workforce required by an organization. Therefore, the planning process in the overall sense consists of the synergies of talent inventory creation and evaluation and the necessary talent development with workers selected for promotion advancement.

Recruitment

It refers to hiring and finding future workers and motivating them to apply for work in a company. This means finding the source from which potential workers are chosen.

Selection

It is to eliminate those who seem to be bleak. The purpose of this selection is to specify whether the candidate is suitable to work in the company. Therefore, the purpose of the selection process is to select suitable candidates for different positions in the company. A well-planned selection process is essential.

Placement

It refers to the placement of a person in the job chosen for him. It involves introducing workers to work.

Training

After selecting the employees, an important part of the plan is training the new employees. With various technical changes, the requirements for employee training continue to increase to keep employees in touch with various new developments.

Development

A strong staffing policy dictates the introduction of a planned promotion system in each company. If workers do not have enough opportunities for growth, they will feel frustrated, which will affect their work.

Promotions

Promotion refers to the employee's graduation to a higher position, including improving rank, prestige, and sense of responsibility.

In addition, promotion is related to raising wages and incentives, but it is not important that it is always related to this part of the company.

Transfer

It refers to the transfer of employees from one job to another without an increase in wages, status, or responsibilities. Therefore, the staffing process needs to be evaluated in a timely manner.

Appraisal

Evaluation refers to the efficiency and effectiveness of the work performed by the subordinates, and also refers to understanding the skills and other qualities necessary for the subordinates to perform the assigned work..

Determination of Remuneration

This is the very important last process because it includes assigning salary, which is a difficult function of the personnel department, because there is no clear way to assign the correct salary.

3.9 Principles of Staffing

Staffing is important not only in finding the right talent, but also in parenting. There is no globally recognized staffing principle. However, Heinz Wehrich and Harold Koontz identified some useful principles to understand and implement effective staffing practices. (Rashmi.2019).

Principle of the Objective of Staffing

The goal of managerial staffing is to ensure qualified personnel who can fill their vacancies to fill the responsibilities of the organization. There is considerable evidence that when these qualities are lacking, results cannot be obtained.

Principle of Staffing

The clearer the definition of corporate roles and their staffing needs, the better the evaluation and training techniques used for managers, and the higher the quality of management. Those companies that do not have established job definitions and training and growth systems will have to rely on outside resources to hire competent managers. In addition, organizations that apply systematic methods to staffing and human resource management will effectively utilize the potential of employees in the organization.

Principle of Job Definition

The more precise the manager's expectations, the better the scope of his position can be defined. Since company roles are filled by people with different requirements, these roles must have multiple dimensions, such as ability, direction, and chance of achievement, that will drive managers to perform.

Principles of Managerial Appraisal

The clearer the variable objectives and required management activities are determined, the more accurate will be the managers' assessment based on these standards. This principle states that performance should be measured against verifiable objectives and performance standards as a manager. The manager's evaluation as manager considers the execution of key management activities within the functions of organization, planning, command, staffing and control. (Rashmi.2019)

Principle of Open Competition

The firmer the organization's commitment to ensuring quality management, the more convincing the competition will persuade all candidates for management positions. Violating these principles has led many organizations to appoint inadequate managers. Although social pressure strongly supports promotion within the organization, as long as the best candidates can be recruited, these forces must be resisted. At the same time, the application of this principal forces organizations to accurately evaluate their employees and provide them with opportunities for growth. (Rashmi.2019)

Principle of Management Training and Development

The more management training and development are integrated with the management processes and objectives of the organization, the more effective the development plan will be. This principle shows that, in a systematic approach, development and training work is related to management practices, organizational goals, and professional requirements of managers.

Principle of Training Objectives

The more precise training goals you set, the more opportunities you have for them. The analysis of training needs is the basis for formulating training objectives, which can guide growth and promote measurement of the effects of training. The principle states that training is company-based and develops personal skills and competence.

Principles of Continuing Development

The more committed an organization is to the pursuit of management excellence, the more it needs managers to practice continuous self-development. This principle shows that in a rapidly changing competitive atmosphere, managers cannot stop learning. Rather, they must continually improve their management skills, reevaluate their management methods, and improve their management knowledge and performance to achieve the organization's goals.

4 Research methodology

4.1 Methodological approach

After defining the research problems and what kind of data is needed to be collected. The aim of the research is to answer the question of why immigrants cannot find job in South Ostrobothnia region. The researchers chose a qualitative method to collect the required information.

4.2 Methods of data collection

A questionnaire was prepared according to the history of immigrants in Finland and the needs after their arrival to integrate into the society, the job seeking process and what could affect that. The survey consisted of questions about background, education and job experience, job seeking, current situation, how to improve the situation and future plan. The survey was done by conducting interviews with 15 immigrants have been living in Finland for at least two years. The interviews took a place in Seinäjoki from 25 Feb-25 March 2021 between 12:00 and 16:00. Each interview took 30-45 minutes. The survey was by interviewing the participants face to face or online via phone call, Teams and Skype. Some the interviews been voice recorded after respondent's consent been obtained if not the answers were written down.

4.3 Methods of analysis

The analysis is based on the country of origin, continent, language, military status, and all background information. Then, when considering the job search process and how active the job search participants are, the data is analyzed using the responses from the interviews.

5 Research Results

5.1 Background

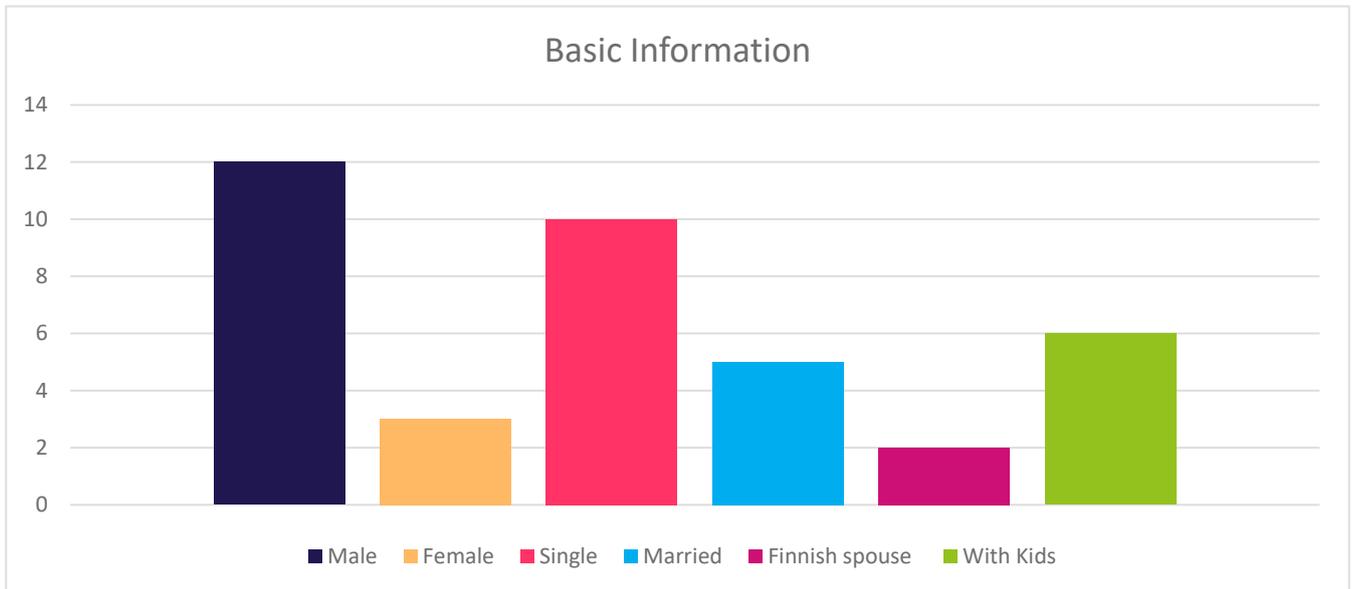


Figure 6 Basic information

The research findings are depicted in this graph. In total there were 15 people who took part in the interviews. Out of which 12 were males and 3 were females. These people were choosing on the following base:

1. they all have immigrant's background.
2. They have been living in South Ostrobothnia for at least 2 or more years.
3. From Each continents the researchers tried to choose at least one person. For example, Africa, Asia, Europe, South America, and Australia.

10 of these interviewees were single and 5 of them were married. Two of them had a Finnish spouse. 6 of the interviewees had their children either born here or have moved with them from their country of origin.

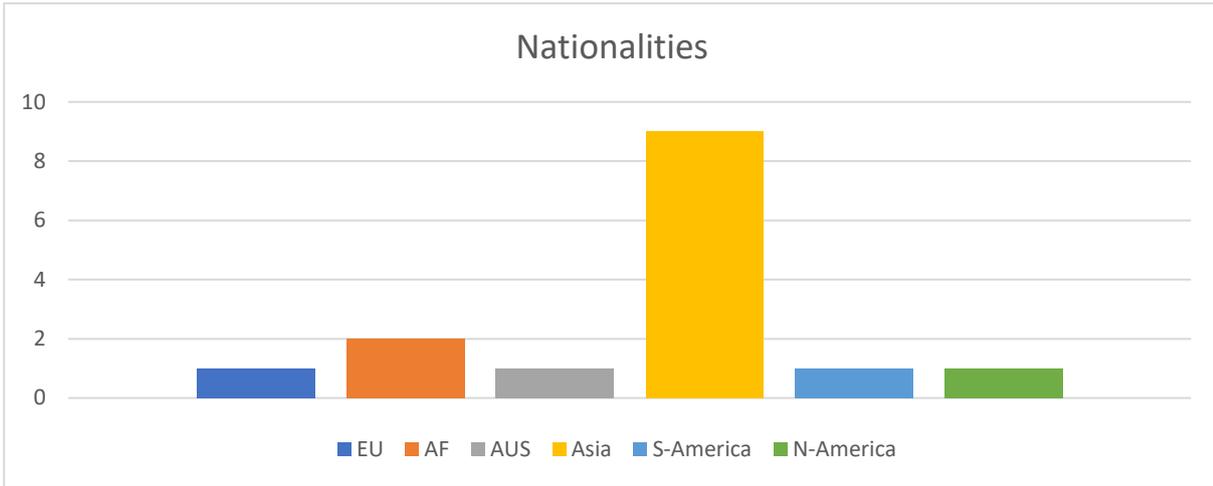


Figure 7 Nationalities

This graph depicts the continent of origin of the interviewees. 1 from the European Union, 2 from Africa, 1 from Australia, 9 from Asia, 1 from South America, and 1 from North America.

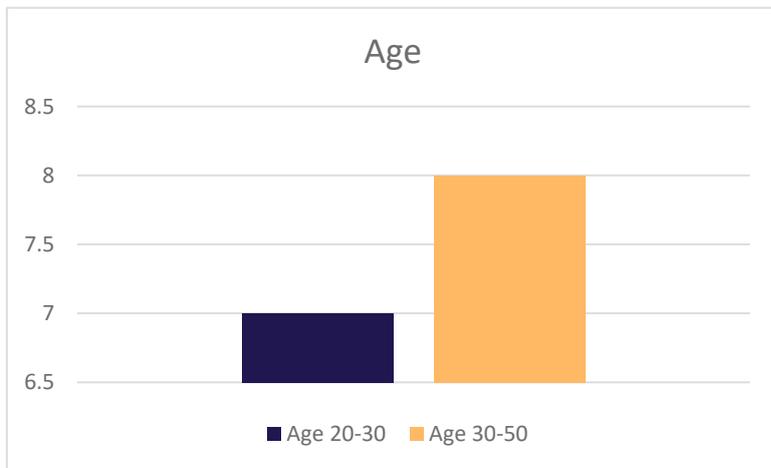


Figure 8 age rate

In this research 15 interviewees: 7 of them (20-30 years old) and the rest (30-50 years old).

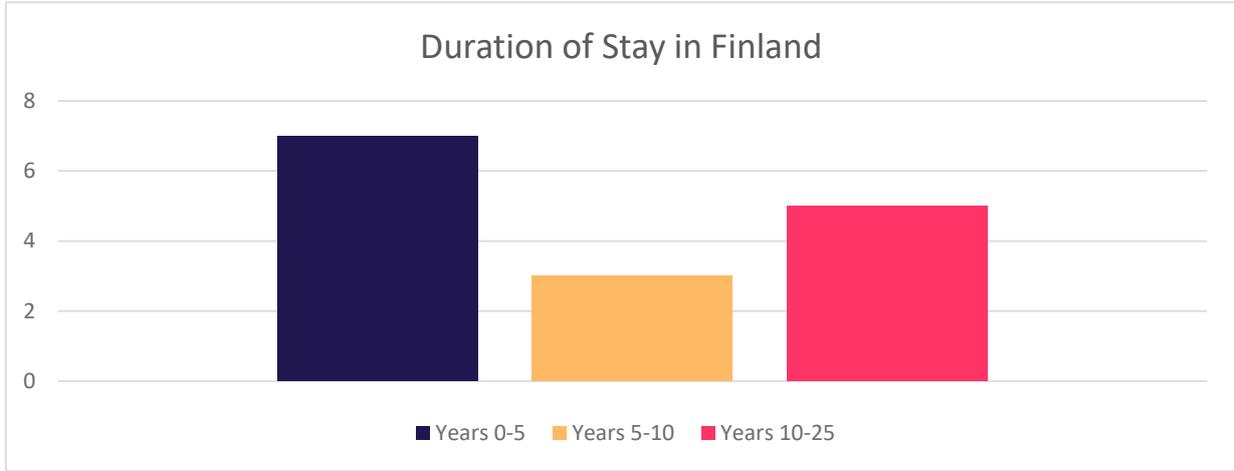


Figure 9 Duration of stay in Finland

According to result of the research the chart showing the duration of stay for each of the interviewees in the region. 7 of them have been living for 0 to 5 years, 3 have been living 5 to 10 years and 5 have been living for more than 10 years. Most of their life they have lived in South Ostrobothnia but some of them have been in some other regions before moving here.

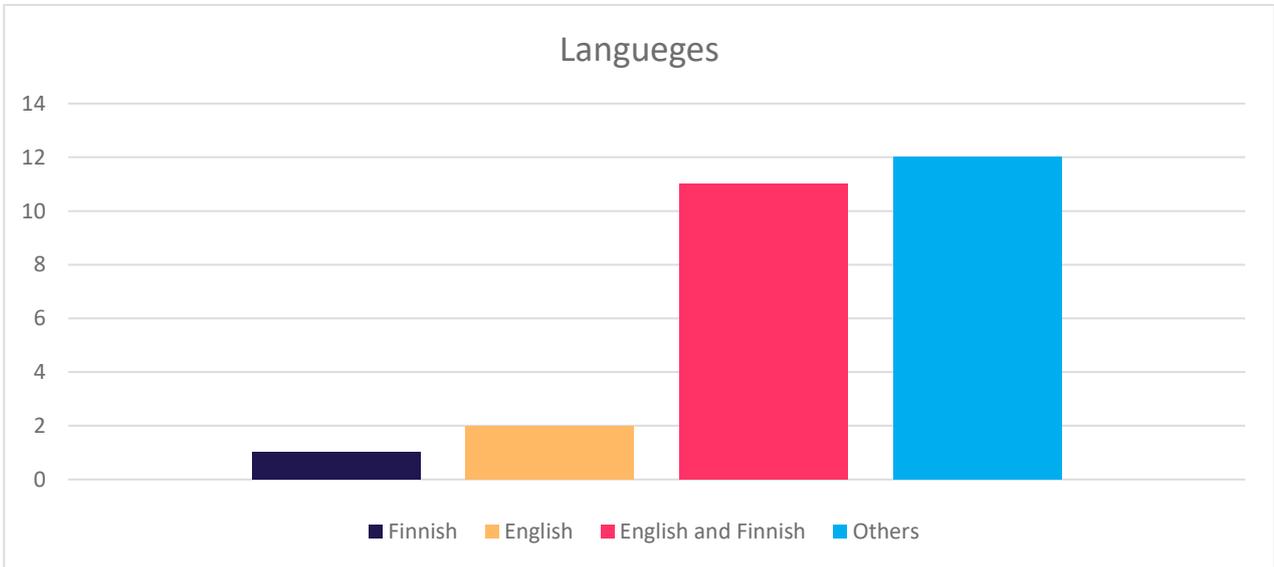


Figure 10 Languages

This chart demonstrating the result of the languages interviewees can speak. Some of these interviewees have multi language skills. They spoke at least 2 or more languages. 1 of the interviewees spoke only Finnish, 2 interviewees spoke only English and other 12 spoke 2 or more languages. Interviewees who spoke more than two languages including their mother tongue also.

5.2 Education and Job Experience

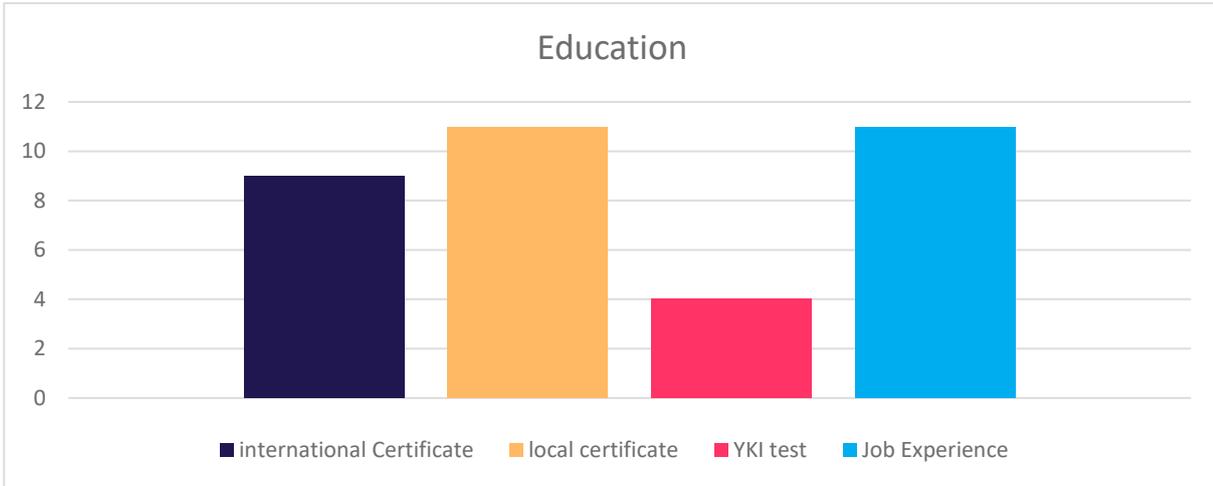


Figure 11 Education and job experience

This study finding explain the interviewees education background and their job experience before moving to Finland. 9 of the interviewees had international certification from either their home country or other countries. 11 of the interviewees have also completed some studies in Finland. Either they have studied in the universities in Finland or have gone to study Finnish language courses in Finland.

11 interviewees had some kind of job experience before moving to Finland. They had at least 2+ years of Job experience in Different fields. 4 of the Interviewees who have been living for more than 5 years have gone for YKI Test (National Finnish language test like ILETS).

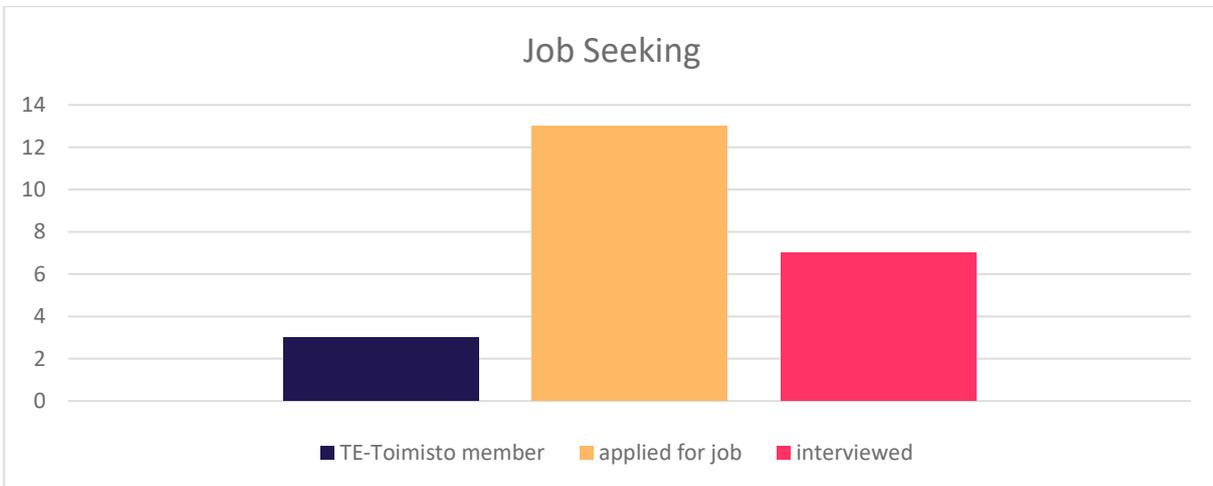


Figure 12 Job seeking

This graph depicts the results of a job search. Out of 15 interviewees, 3 were registered as a customer of the Finnish employment office (TE-Toimisto). 13 of the interviewees have applied for some jobs and still they were not lucky to get the job. Some of them were not even interviewed or invited for interview. 7 interviewees were lucky and got the first interview option but still they were not lucky to get the job.

5.3 Future plans

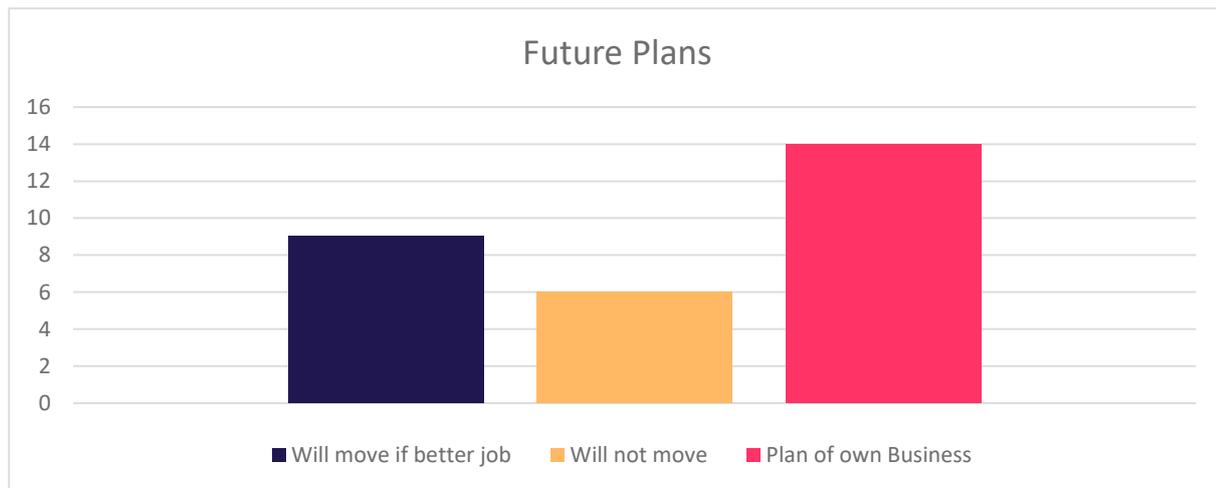


Figure 13 Future plans

This chart depicts the interviewees' plans for the future, most of the interviewees were interested in opening their own business. They wanted to become an entrepreneur. They do not want to keep applying for the jobs and still do not get any response. 9 of the interviewees were looking forward to moving out of the region for a better job opportunity. They want to stay in the region if the job opportunity gets better. 6 of the interviewees were not willing to move out of the region. Either they have children in the region or some family members.

6 CONCLUSION AND SUGGESTIONS

6.1 Conclusion

Based on the research and Findings Finland is still in a development phase regarding its immigration policy. There are administrative problems but also problems with integrating the immigrants. Transforming the labor market with the help of immigrants is a major and permanent change. Therefore, it is absolutely necessary that there is a unanimous outlook on the problems of the Finnish labor market and how we can capitalize the potential in immigrants. Based on the demographic changes and the challenging unemployment problem Finland does not have any other as reliable alternative as to invest in the employment of immigrants.

The research was conducted by taking interviews of immigrant who have been living in south Ostrobothnia for few years and had foreign background. One of the interviewees was an immigrant who was born in Finland and had Finnish mother. we wanted to see in our research that what is the reason of not finding jobs. Is it the language skills? is it job experience? is it their education? or is it their skin colour. For that reason, we had our interviewees from different continents.

The unexpected and surprise that was found during this study are the details of current labour condition of immigrant-workers the way they look at things and their interpretation of people minds, their lack of knowledge of entry-level jobs concepts. The result of this study shows that work that does not correspond to an immigrant worker's academic background their qualification or even skills can still be relevant for them and can still promote their subsequent employment in their own field, because it gives them the possibility to learn Finnish language and Finnish custom as well as the workplace culture.

The realities of discrimination exist at some point but as a conclusion of this study base on the data collected most of the problems, immigrant-workers encountered are associated with insufficient Finnish language skill, lack of the relevant work experience, low-motivation, cultural differences, lack of self-confidence, and some time misunderstanding at work can cause a serious problem as well.

During the focus group discussion one of the participants clearly admitted his misunderstanding at work. Most of the participants admitted that in the region there is a lot of discrimination for immigrants. In some cases, even landlords do not rent house for them easily. The problem that most of them had faced was after applying a job they never got a call back and when they call them self the employer tells them to wait but still, they do not get any update.

According to the participants it not the language barrier but it is that they are immigrant. In most part of Finland, the situation is much better but in south Ostrobothnia things are completely different. Some of the participants who had study and born in Finland. They did not have any issue with language, but the only problem has been there name. Each participant had faced discrimination in getting job. The study found that in South Ostrobothnia if you have links like Finnish friends or know a lot of people then it is easy for them to get the job.

6.2 Suggestions

According to the thesis writers, there are a lot of things need to be done by different organization to help the immigrants in integration and find job in the region. Finnish people are very shy and do not trust people easily. Different organization must work with employers and make them understand that they can trust the immigrants. A good example of that is Wiise. This project was started by entrepreneur immigrants and are playing an important role in finding jobs to immigrants. They are playing a middleman role between companies and immigrants.

Some of the immigrants when they move from their home country are uneducated people. For them learning a new language is a very big challenge. In few courses it is not possible for them to learn the language. Employment office must arrange more courses and find job practice for them. The language skill which they learn in school is different than the skills which they learn in job practice.

However, schools and universities can offer more language courses for immigrants who come to study bachelor or master's degrees. They universities should ask the people that are they planning to stay in Finland after completing their degree or want to move. If they are planning to stay, then all the 18 credits for language should be done in Finnish. They should learn

something in school or university before moving to practical life. Finnish Family friend which is offered by university is a very important for pupils. They do not have Finnish friend for first few months and their Finnish family friend can play a role for them in learning the language.

Immigrants need more knowledge about working life. The most important thing which different government organization should keep in consideration is that when a person goes and work as part time, his or her salary is much lower and then they have to take care of everything. For a Finnish person, its few months and they either get full time job or they change but for immigrants they must work at least 6 months to show their ability to employer. After that maybe he can hope for a full-time contract. During his time, they do not get any help from Kela or any other social assistant organization. It makes their life very difficult.

Each immigrant leaves his home country for a better future of their family not only in Finland but also the family they have back in home country. They want to work and help them self and their family back in home country. We just need to help them in finding a right path.

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APPENDICES

Appendix 1. Interview questions

Background

Gender

Age

Where are you from?

Native language?

Marital Status?

Is your spouse Finnish?

Do you have children?

Do you live here with your family?

Do you have any relative or people from your home country in this region?

What languages do you speak?

How long have you been living in Finland?

What was the main reason for your move to Finland?

Education and Job Experience

What was your educational degree before moving to Finland?

Did you had any job experience before moving to Finland?

What have you studied in Finland?

Have you studied any Finnish language courses?

Have you taken Finnish language test YKI testi?

Current situation

Current city where you live?

Have you made any Finnish friends?

Do you feel that you are part of this society? Yes, How and No, why

Was integration to the society easy? Yes, How and No, why

Did you come directly to South Ostrobothnia? If no, where did you live before moving here?

Why did you move here?

Have you made any contacts in this area?

Did you get any help from your contacts in getting job? Yes, How?

What are you doing now?

Job seeking

Are you a customer of TE-Toimisto (employment office)? If NO, Then Why are you not registered with them?

What kind of jobs have applied for?

What different channels did you use to apply for the job?

Have you faced any racism in finding jobs?

Have you been invited for a job interview? If yes can you, please share your experience with us.

Did you get any help from employment office? Yes, what kind of help

Did you do any follow ups with the employers after the interview?

What were the obstacles you faced in getting the job?

Do you think it is easy to get job when you have connection or contacts? (Can you elaborate)

What help do you need? From where?

How to improve the situation

When you moved to Finland, did you receive any help from any organizations? If yes from where and what kind?

According to you, what is the main reason for not getting job in this region?

How can the issue be improved?

What can different organizations do to improve the situation? Like Seamk, City council, employment office etc.

What are your plans?

What are your plans for future?

Are you planning to move from here? If yes, Why.

Have you thought to become an entrepreneur?

Would you recommend this area to your friends?

Would you like to add something which we have not asked you? Any experience and difficulties in finding job?

