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**Exploring Migrant Employees' Experiences of  
Workplace Integration and Well-being: Insights  
from MNCs Operating in Finland**

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**ABSTRACT:**

As globalization has pushed workforce diversity, MNCs in Finland employ a growing number of migrants, and these employees often face challenges related to language barriers, cultural differences, and social isolation, which can impact their overall well-being and sense of belonging. These aspects are core interests of this study, which explores the workplace integration and well-being of migrant employees within multinational corporations (MNCs) operating in Finland. This study examined how organizational practices and workplace culture affect migrant employees' integration and well-being based on Social Identity and Organizational Support theories.

A qualitative approach was employed with semi-structured interviews to gather personal perceptions from migrant employees in Finnish workplaces about their integration and well-being experiences and the role of organizational support if there is any. It is found that supportive organizational practices, including language assistance, mentorship programs, and cultural orientation initiatives promote inclusion and enhance well-being. Social Identity Theory helps explain the importance of a strong sense of belonging, where migrant employees feel they are part of the team as well as the organization, which is further strengthened by Organizational Support Theory's emphasis on perceived support from the organization. The study reveals that when migrant employees feel valued and supported by their organization and team, they experience better integration, improved well-being, and a stronger connection to the workplace.

Findings concluded as recommendation that having regular mentorship and peer support networks is important for building strong relationships and a sense of belonging within the company. Also, creating ways for migrant employees to give feedback on their challenges and needs can make their experience better, showing them they are valued and supported. To keep inclusion efforts going effective, the study suggests that companies should focus on diversity and inclusion training for everyone. This helps create an empathetic and supportive workplace culture. By adopting these strategies, MNCs operating in Finland can create a more inclusive environment that boosts the well-being of migrant employees and improves overall team cohesion and performance.

It is to be noted that this research is limited by its focus on a single country with a limited sample, which may affect the generalizability of the findings. More research could explore the integration and well-being of migrant employees in various cultural and organizational contexts and examine the role of specific organizational practices across different types of workplaces in Finland. Further studies would provide a deeper comprehension of the factors that enhance the inclusion and satisfaction of migrant employees globally.

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**KEYWORDS:** migrant employees, Integration, Well-being, MNCs.

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# 1 Introduction

## 1.1 Background of the study

Globalization has reshaped the workforce, making diverse, cross-cultural teams are common in multinational corporations (MNCs) worldwide. In Finland, many MNCs see an influx of migrant employees who bring fresh perspectives and vital skills to meet competitive demands (Cavusgil et al., 2020). However, fitting into a new work environment can be difficult for these employees.

An essential asset for MNCs is their workforce, which often includes many migrant employees. These employees are essential for implementing the company's strategies and driving success globally (Jain et al., 2014; Stor, 2022). Studies show that effective integration policies can make a big difference. Migrant employees benefit when workplaces offer support systems like language training, mentorship, and inclusive practices that help them feel appreciated and connected (Eisenberger et al., 2020; Mensah, 2021). For those adjusting to foreign cultural and social environments, organizational support theory stresses the need for employees to feel cared for and appreciated (Rhoades & Eisenberger, 2002).

Social Identity Theory also helps us understand why feeling like you belong at work is essential. Connecting with coworkers and feeling like they belong can help travellers adjust and improve their health (Tajfel & Turner, 1979). Research highlights practical steps, like promoting cultural awareness, creating peer support networks, and organizing team-building activities to help migrant employees feel included and valued (Farashah & Blomquist, 2022). These efforts improve individual experiences and contribute to overall organizational success by promoting a more cohesive and engaged workforce (van Riemsdijk & Basford, 2021).

This study focuses on understanding how migrant employees experience integration and well-being in MNCs operating in Finland. This study looks at both the strategies used by

the company and the personal views of employees. The goal is to give HR teams useful information for making workplaces more welcoming and helpful for everyone.

International migrants who numbered 272 million in 2019 and are estimated to be 301 million by 2030 as projected (Chamie, 2020). Correspondingly, this has affected the concomitant variation of migration movement which remains associated with situations like war in Russia-Ukraine (Olimat, 2023) or any other locations inside Middle East causing more difficulties concerning the integration of migrant employees. The global character of these movements requires us to be able to locate how they intersect with the special vulnerability of these employees and their inclusion and welfare in the neo-liberal host countries.

Přívvara et al. (2020) mentioned that with the advent of globalization, in Finland, the magnitude of human migration has increased, and economic activity has become increasingly interconnected, like most European countries and confirmed what any productive organization will say are both strengths and weaknesses. Because of this trend MNCs operating in Finland need migrant employees to address the globalization trend. challenges.

Starting with the broader context of sociocultural and socioeconomic integration, migrant employees often encounter significant challenges such as language barriers, cultural differences, and social integration issues (Lee et al., 2020). These obstacles, if not addressed, can lead to increased mental stress and decreased performance. As emphasized by Raihan et al. (2023), the integration and well-being of migrant employees are becoming increasingly essential. Research has shown that the length of refugees' stay and their language proficiency are positively correlated with the expansion of their social networks (Cheung and Phillimore, 2014). This principle also applies to migrant employees, who are required by employers to fully integrate into the workplace. However, they face substantial hurdles, particularly language and cultural differences, which are major impediments for this demographic. This highlights the key need for effective support

mechanisms to address these challenges and facilitate smoother integration into the workplace.

Organizations recognized human resources as key assets important for the success of business and now also employee well-being (Bowen & Ostroff, 2004; Boxall & Purcell, 2008; Pfeffer & Viega, 1999; Vanhala, & Tuomi, 2006) as cited in (Sivapragasam & Raya, 2018, p. 2). Employee well-being not only influences individual health, but also organizational performance and productivity (Aryanti et al., 2020). Diener et al. (2009) argue three components make up well-being: psychological health, both good and bad emotions and their connections, and thirdly, positive thinking. The vitamin model outlined largely emerged as a viewpoint on psychological well-being (Warr, 1987). Migrant employees, who are experiencing cultural and language related barriers most of the time, require tailored support for achieving successful integration with maintained well-being (Shirmohammadi et al., 2023). This recognition has in turn prompted further research into the needs and experiences of migrant employees.

The well-being of migrant employees is connected to how well they integrate. When they feel valued and supported, it leads to higher job satisfaction, better emotional health, and overall life happiness (Diener et al., 2009). On the flip side, negative experiences like discrimination or lack of support can cause mental stress, social isolation, and lower performance (Shirmohammadi et al., 2023). It's important to understand how these integration challenges affect well-being to create effective strategies that support migrant employees. Understanding these experiences from the perspective of the migrants themselves is essential to identify effective strategies for improving their integration and well-being.

While prior research has explored general challenges in migrant employee integration and organizational support, there is limited understanding of how specific, culturally tailored organizational practices influence both the integration and well-being of migrant

employees within MNCs especially in Finland. Existing studies often overlook the combined role of Organizational Support Theory and Social Identity Theory in explaining how feelings of belonging and perceived support impact migrant employees' workplace experiences. Additionally, little attention has been given to the unique context of Finnish MNCs, where distinct cultural and linguistic factors present unique integration challenges.

The study explores the emic perspective of migrant employees in MNCs operating in Finland. The study aims to provide perceptions on what strategies are informative of better integration and the well-being of newcomers from their opinions and experiences. They will also provide policy and operational understandings relevant to organizations, the government and other stakeholders working with diverse groups of employees i.e. based on actual accounts from migrant employees themselves.

## **1.2 Preliminary research question and objectives of the study**

The main aim of this study is to examine integration and well-being among employed migrant employees within MNCs operating in Finland. The following research specifically scrutinizes the factors influencing integration in the workplace and well-being among the workforce from other countries, aiming to provide valuable awareness into human resource practices and policies employed in Finnish organizations. The paper focuses throughout the document by targeting specifically employed migrant employees.

**Research Question:** How do migrant employees understand and experience workplace integration and well-being in the context of MNCs operating in Finland?

### **Sub questions**

- How do migrant employees understand and experience workplace integration?
- How do migrant employees experience well-being while integrating in the workplace?
- How does the organization support migrant employees' integration and well-being?

### 1.3 Thesis outline

This thesis is structured to explore the participation and welfare of migrant employees in some MNCs operating in Finland. Chapter 1: The introductory chapter sets the foundation for the study by presenting the background, outlining key research questions, and defining the study's objectives. Chapter 2 delivers an in-depth review of the literature, covering key theories and prior research related to migrant employee integration and well-being, such as Social Identity Theory and Organization theory, which has been used widely in many previous studies on migrant employees' integration. Chapter 3 outlines the research methodology, including the research design, philosophical approach, and data collection techniques. Chapter 4 presents the empirical results derived from interview data, highlighting key themes related to migrant employee integration, such as understanding and experience of migrant employees' integration experience, language dynamics, and organizational support structures. Chapter 5 discusses the findings in relation to existing literature, providing theoretical insights and practical implications for MNCs aiming to support migrant employee integration and provides recommendations for future research.

Besides, to maintain transparency and ethical standards there should be a disclosure of using artificial intelligence (AI) and large language models for learning and in the editing process. Various AI tools, like Microsoft Copilot, different large language models, were used to paraphrase the author's written paragraphs and interviewees answers to get standardized without changing the originality or meaning of the content. But one thing is for sure: all texts are written initially by the author and then used AI tools to double-check and correct grammatical and formal errors.

## 1.4 Definitions for main concepts

**Employee Integration:** Employee integration reflects a many-sided process of recruiting, social interaction, and identity incorporation of migrant employees into the social, cultural, and organizational dynamics of Finnish workplaces (Habti, 2012).

It involves more than just fitting into the workplace; it establishes connections with culturally diverse colleagues, acts purposefully in activities in diverse teams, and adapts to existing cultural norms and work practices in the organization (Orsini & Magnier-Watanabe, 2023).

Suutari et al. (2018) reveals that international work experiences do develop cultural competencies and contribute positively to long-term career success.

**Well-Being:** Subjective well-being encompasses an individual's overall satisfaction with life and their experience of positive and negative emotions (Diener et al., 1985). Well-being may be termed as an overall state of condition in physical, mental, and emotional health of an individual and the general state of satisfaction and contentedness in life (Rastogi & Pandey, 2023). "Hedonic well-being is normally referred to as the subjective feelings of happiness" (Rastogi & Pandey, 2023, p. 648). In this research, well-being refers to the general welfare and satisfaction of migrant employees doing business internationally in Finland. It includes, emotional well-being, work-life balance, and the level of overall satisfaction with life.

Taking care of such factors that influence the well-being of migrant employees, therefore, gives organizations the ability to create a work environment that is both receptive and responsive; by suggesting a participatory intervention framework, organizations can enhance the influence of migrant employees and thereby enhance their well-being (Le et al., 2022). Employee well-being can be enhanced to boost morale, productivity, and, turn, improve overall organizational performance.

***Business Culture in Finland:*** Finnish Business Culture refers to a special kind of norm, value, and practice set characteristic of the organizational culture of Finnish workplaces (Khawar, 2023). It is all-embracing; from the way communication is conducted and decisions are made, approaches in leadership, or work-life balance (Khawar, 2023). The Finnish business culture will, therefore, put into context the experiences that a migrant employees have within the organizational context.

## **2 Literature review**

The integration and well-being of migrant employees in MNCs operating in Finland can be effectively examined through the lenses of social identity theory and organizational support theory. These theoretical frameworks offer a robust foundation for understanding the versatile experiences of migrants as they adapt to the distinct cultural environment of MNCs operating in Finland.

### **2.1 Globalization and migration trends in Finland**

Globalization has significantly impacted labor markets by enabling the movement of individuals across national borders. In international business, companies recognize that diverse workforces, which include a variety of talents, perspectives, and experiences, can provide a competitive advantage by promoting innovation and enhancing competitiveness (Azeem et al., 2021). However, integrating migrants into Finnish organizations presents specific challenges related to cultural adaptation and organizational inclusion. The high educational standards and technological advancements in the Finnish labor market continue to attract a significant number of migrant employees (Stewart, 2020). As stated by Abdulai et al. (2021), language proficiency, recognition of qualifications earned outside country borders, and cultural differences are some of the barriers to integration faced by educational migrants. These educational migrants later become migrant employees who stayed in Finland with work permits.

The integration of migrant employees into organizations is influenced by various cultural, social, and organizational factors. End of 2022 Finland's total population was 5,563,970; and during that year, the population increased by 15,729; the number of individuals speaking Swedish, Finnish, or Sami as their native language decreased by 22,221, while foreign-language speakers number grew by 37,950, the highest increase in at least 40 years (Number of Foreign-Language Speakers Grew by Nearly 38,000 Persons - Statistics Finland, 2023).

These statistics do not include Ukrainians granted residence permits under the Directive of Temporary Protection (Number of Foreign-Language Speakers Grew by Nearly 38,000 Persons - Statistics Finland, 2023). Apart from that, the continuous fighting has resulted in an increase in migrants from Russia and Ukraine; since February 2022, Russian and Ukrainian individuals have submitted 43,069 residency applications (Tilastot Maa-hanmuuttovirasto, n.d.). Thus, to create successful integration plans, one must grasp the dynamics of international commerce and the difficulties experienced by immigrants. Different theoretical models can help to clarify the thorough integration of migrant workers into companies.

## **2.2 Migrant employees' integration in Multinational Corporations**

The integration of migrant employees in multinational corporations (MNCs) is effectively supported through Social Identity Theory (SIT) (Tajfel & John Turner, 1979) and Organizational Support Theory (OST) (Eisenberger et al., 1986). SIT, introduced by Tajfel and Turner, explains how individuals derive a sense of identity and belonging from their group memberships, including the workplace. For migrants, feeling included and respected within their organization builds a stronger connection to their new environment, which can ease the adaptation process (Farashah & Blomquist, 2022).

Organizational Support Theory adds that when employees perceive organizational support (POS) meaning they feel valued and cared for by their workplace their engagement and commitment increase. For migrant employees, this perceived support is particularly important, as it helps address specific challenges they may face, such as navigating new cultural expectations. By providing resources like mentorship, cultural orientation, and language support, MNCs can advance an environment that helps migrant employees feel secure, valued, and engaged (Eisenberger et al., 2020). Together, SIT and OST provide a foundation for organizations to support the well-being and integration of migrant employees within a diverse and inclusive workplace.

### **2.3 Workplace integration and employees' wellbeing**

Employee integration can be viewed as a multi-layered process that includes the recruitment, social engagement, and adaptation of migrant employees within the cultural, social, and organizational frameworks of their workplace (Habti, 2012). The concept extends beyond basic assimilation; it encompasses building meaningful connections with colleagues from diverse backgrounds, active engagement in collaborative activities, and aligning with the workplace's cultural norms and operational practices (Orsini & Magnier-Watanabe, 2023). Such integration efforts support a cohesive work environment, adopting both personal growth and organizational productivity.

The integration of migrant employees into MNCs operating in Finland has been a subject of considerable academic interest. Research by van Riemsdijk and Basford (2021) highlights the comprehensive challenges that migrant employees encounter, including cultural adaptation and professional integration. Addressing the specific needs of migrant employees, such as language support and social integration activities, is essential for creating a supportive and inclusive work environment. This approach not only benefits the employees but also enhances the overall performance and competitiveness of the organization in the global market (van Riemsdijk & Basford, 2021).

**Well-Being:** It is a holistic measure of an individual's physical, mental, and emotional health, alongside their general sense of satisfaction and contentment in life (Rastogi & Pandey, 2023). Subjective well-being reflects an individual's overall satisfaction with life, encompassing both positive and negative emotional experiences (Diener et al., 1985). Hedonic well-being, in particular, refers to "the subjective feelings of happiness" (Rastogi & Pandey, 2023, p. 648). In this study, well-being is defined as the overall welfare and satisfaction of migrant employees in MNCs operating in Finland, including emotional health, work-life balance, and life satisfaction. Supporting the well-being of migrant employees enables organizations to cultivate a responsive and inclusive workplace; through a participatory intervention framework, organizations can strengthen the influence and

welfare of migratory employees, enhancing their overall well-being (Le et al., 2023). Advancing employee well-being can elevate morale, increase productivity, and consequently improve organizational performance.

Well-being is meant here as both psychological and social integration that relates to mental health, as well as social support (Mensah, 2021). An authentically inclusive workplace encompasses individuals at all levels of the hierarchy, ranging from top-level supervisors to local managers to the most recent hires (Mensah, 2021). In her initial examination of the impact of diversity and inclusion on a company's success, Giovannini (2004) describes inclusion as "a condition where individuals feel valued, respected, and supported" (p. 22). Social support networks, both within and outside the workplace, serve as an essential foundation for migrant employees aiming to maintain good well-being. These networks offer emotional, practical, and communal assistance, aiding migrants in overcoming integration-related challenges (Novara et al., 2023, pp. 3-4).

Hombrados-Mendieta et al. (2019, pp. 1-2) found that an increase in the size of a migrant employees' social support network correlates with improved well-being outcomes and more successful integration. Furthermore, career advancement opportunities are necessary for migrant employees. Organizations that offer well-defined career paths, professional development programs, and recognition of foreign qualifications can enhance job satisfaction and motivation among migrant employees (van Riemsdijk & Basford, 2021).

Grasping these concepts and challenges related to workplace inclusion, social support networks, and career advancement opportunities is essential for developing targeted interventions that facilitate integration and enhance the well-being of migrant employees. By adopting a more inclusive and supportive work environment, Finnish organizations can undoubtedly benefit from the diverse talents and perspectives that migrant employees bring to the country.

## **2.4 Theoretical underpinning**

### **2.4.1 Social identity theory**

Social Identity Theory, by Henri Tajfel and John Turner in 1979, provides a valuable basis for understanding the integration of migrant employees in MNCs operating in Finland. This theory theorizes that an individual's identity within a social group is defined by their membership in that group (Tajfel & John Turner, 1979). This theory aids in comprehending how individuals distinguish themselves and others within a social group. Such understanding is frequently linked to raising a sense of belonging and enabling individuals to derive self-esteem from their social affiliations. The sense of belonging and recognition within the workplace can significantly impact their well-being and integration outcomes (Farashah & Blomquist, 2022).

Studies have revealed that the well-being of migrant workers depends critically on social identity. Migrants are more likely to have successful integration and outstanding well-being results when they feel a great sense of belonging and acceptance in their workplace (van Riemsdijk & Basford, 2021). Inclusive workplace policies that acknowledge and celebrate the many backgrounds and efforts of migrant workers help to foster this sense of belonging.

Moreover, the purpose of Social Identity Theory in the workplace highlights the importance of social support networks. These networks, both within and outside the workplace, provide emotional, practical, and communal support that helps migrant employees navigate integration-related challenges (Novara et al., 2023). By adopting strong social support networks and inclusive workplace practices, Finnish organizations can create a helpful environment that enhances the well-being and integration of migrant employees. This not only benefits the migrants but also contributes to the overall performance and competitiveness of the company in the global market (van Riemsdijk & Basford, 2021).

The Impact of Social Categorization on Workplace Integration and Well-being: Since social categorization focuses on the classification of individuals into distinct social groups, both native employees and migrant tend to identify themselves with different identity groups (Jhangiani & Terry, 2022). Distinct social or ethnic groups can create a complex organizational landscape where employees are encouraged to preserve their identities while collaborating closely with individuals from different social or cultural backgrounds (Abdulai et al., 2021). Numerous studies indicate that organizations composed of individuals from diverse cultural backgrounds and varied workforce structures can generate more effective solutions to business problems than homogeneous groups; these organizations tend to perform better in the long term and complete their tasks more efficiently (Farndale et al., 2015). Conversely, Heu et al. (2021) note that it can lead to feelings of loneliness, particularly when individuals from dominant cultural groups create barriers, thereby complicating the integration process.

The dynamics of social categorization also influence the psychological well-being of migrant employees. When employees are categorized based on their social or ethnic backgrounds, it can lead to the formation of in-groups and out-groups, which may adopt favoritism and discrimination (Dasgupta, 2004, as cited in Schuchart et al., 2021). This can negatively impact the mental health and job satisfaction of migrant employees, as they may feel marginalized or excluded from key organizational activities. Research by Berry (2017) suggests that inclusive practices that promote intercultural interactions and mutual respect can mitigate these negative effects, enhancing the overall well-being and integration of migrant employees.

Furthermore, the role of leadership in managing social categorization within organizations is fundamental. Leaders who actively promote diversity and inclusion can help bridge the gaps between different social groups, promoting a more cohesive and supportive work environment (Nishii & Mayer, 2009). Effective leadership practices, such as inclusive decision-making and equitable recognition of contributions, can enhance the sense of belonging among migrants, thereby improving their integration and well-being

(Shore et al., 2011). By addressing the challenges posed by social categorization, Finnish workplaces engaged in international business can leverage the diverse talents of their workforce, leading to better organizational performance and innovation.

Examining aspects like life satisfaction, one finds common connections between well-being in life and at work, happiness, meaning, purpose, mental health, and social relationships (Weziak-Bialowolska et al., 2020). Raihan et al. (2023) highlight that discrimination and exclusion in the job market lead to lower self-esteem and reduced productivity among migrants, impacting their overall contribution to the workforce. Raihan et al. (2023) also discussed how systematic barriers and racism contribute to the low job market integration of migrants employees in Canada, which in turn affects their social integration and mental well-being. Enhancing both the frequency and quality of exchanges between migrants and the local communities they join is frequently highlighted as a central strategy; this approach is seen as essential for the development of collective identity and for integrating newcomers into their new environments (Banulescu-Bogdan, 2020).

#### **2.4.2 Organizational support theory**

Organizational Support Theory (OST) is essential in understanding the well-being and integration of migrant employees in MNCs operating in Finland. OST suggests that perceived organizational support (POS) (Eisenberger et al., 2020) is how employees generally view how much their company values their efforts and cares about their well-being. High levels of POS are associated with numerous positive outcomes, including reduced burnout, and enhanced organizational commitment (Caesens & Stinglhamber, 2020). For migrant employees, POS can be particularly significant as it helps them feel valued and supported in their new work environment, facilitating smoother integration and adaptation.

Moreover, OST suggests that when organizations provide adequate support, it fulfils employees' socioemotional needs, leading to a stronger sense of belonging and loyalty

(Rhoades & Eisenberger, 2002). This is fundamental for migrant employees who may face additional challenges, such as cultural differences and recognition of foreign qualifications. By encouragement a supportive organizational culture, Finnish workplaces can enhance the well-being of migrant employees, thereby promoting their retention and overall contribution to the organization (Eisenberger et al., 2020). This approach not only benefits the employees but also strengthens the organization's competitive edge in the global market.

## **2.5 Challenges face by migrants during integration in the workplaces**

Migrants encounter numerous obstacles while assimilating into foreign institutions. Research in Canada found that low job market integration of migrants leads to lower levels of social integration and deteriorated mental well-being (Raihan et al., 2023). These challenges significantly impact their job satisfaction, overall well-being, and performance within an organization, the paper emphasizes the need for multidisciplinary and multi-sector initiatives to improve the situation for migrants (Raihan et al., 2023).

### **2.5.1 Cultural differences**

Language hurdles, inadequate knowledge of society norms, and possible discrimination which can complicate their socializing process and generate tensions in the workplace cause migrants to struggle in understanding hidden expectations and standards in host companies they commonly come across (Andrijasevic et al., 2019; Kalonaityte, 2010, as cited in Omanović & Langley, 2021). This aligns with the notion that migrants may struggle with the implicit expectations and cultural differences.

Geert Hofstede (2011) supports the idea that cultural differences in communication styles can create barriers to effective collaboration and integration in the workplace. Hofstede (2011) discusses how different cultures have varying ways of communicating,

which can lead to misunderstandings and challenges in a multicultural work environment. This aligns with the broader theme of how cultural dimensions impact organizational practices and interactions. Six aspects of national cultures—Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Femininity, Long/Short Term Orientation, and Indulgence/Restrain are identified by Hofstede et al. (2010) model. These dimensions help compare and understand cultural differences across countries; the model emphasizes that these dimensions are statistically distinct and can occur in various combinations, providing a framework for analyzing cultural variations and their implications for societal and organizational behavior. Hofstede et al. (2010) article notes that Nordic countries, including Finland, tend to have low Power Distance, meaning they emphasize egalitarianism and minimize hierarchy. These disparities can contribute to the marginalization of migrant employees, making it challenging or favourable for them to align their behaviors with the expectations of Finnish management.

### **2.5.2 Language proficiency challenges**

In the context of investigating the well-being and integration of migrant employees in MNCs operating in Finland, the literature features the significant role of internal communication and language management. Internal communication and language management are essential in blue-collar workplaces, emphasizing the importance of multilingual practices and language brokering to ensure smooth operations and coordination within organizations (Holm et al., 2019). Holm et al. (2019) also discussed language policies in workplaces can shape the experiences of migrant employees and their ability to participate effectively in the labor market, lack of language learning opportunities in blue-collar jobs is identified as a barrier to accessing skilled jobs and fully utilizing professional skills. use of creative communication strategies, such as invented sign language and multilingual teaching assistants, is emphasized to facilitate effective communication in diverse workplaces.

Moreover, the challenges associated with language proficiency extend beyond mere communication barriers. According to Umutoni (2022), Finnish language proficiency is a significant barrier for foreign professionals in securing jobs that match their qualifications, in Umutoni's research participants reported difficulties in finding employment without fluent Finnish skills, often resorting to low-skilled jobs it also found many foreign professionals find it challenging to learn Finnish to the required proficiency level for professional roles, in brief, the stringent language requirements have led some professionals to consider alternative career options or further education.

This barrier not only limits their access to employment opportunities but also affects their overall integration into the Finnish work culture. The Confederation of Finnish Industries (2021) highlights that excessive Finnish language requirements are perceived as the most significant obstacle for international talents seeking to build careers in Finland. This emphasizes the need for more flexible language policies to raise a more inclusive and diverse work environment (Confederation of Finnish Industries, 2021).

### **2.5.3 Social isolation and integration challenges for migrant employees**

Language limitations and insufficient knowledge of society norms are common challenges for migrants that could cause social exclusion and prejudice. Migrants stay at a power disadvantage in the employment market, which can aggravate isolation. For immigrants, who must adjust to their new host country as well as their workplace, the conflict between pushing uniformity and supporting uniqueness is especially sharp. Emerging conflicts in socializing practices result from society rhetoric endorsing equality and diversity contradicting the uneven power connections migrants experience.

Raihan et al. (2023) supports the idea that unsupportive host country environments make the challenge of effective integration for migrants even greater, It highlights that systematic barriers, racism, and discrimination in the Canadian job market significantly hinder migrants employees' ability to find employment matching their skills, leading to

low job market integration and negatively impacting their social integration and mental well-being.

Although numerous studies examine the challenges faced by migrant employees in host countries, various research also highlights coping mechanisms that can facilitate effective integration (Eroter et al., 2020). The integration process in the workplace involves navigating “relations of inclusion and exclusion” (Swartz, 2013, p. 51 as cited in Eroter et al., 2020), with cultural capital (Bourdieu, 1986 as cited in Eroter et al., 2020) and cultural judgments (Bauder, 2006 as cited in Eroter et al., 2020) playing mediating roles. The goal is to develop strategies to overcome existing barriers to workplace integration.

These mechanisms emphasize the enhancement of organizational responsibility towards migrant workforces, which can aid in their integration. This includes mentorship sessions, structured hiring processes, and support groups for employees. Such individual coping strategies help migrants build personal networks while navigating the cultural nuances of the host organization. Consequently, the challenges faced by migrants in host organizations are manifold and can lead to social isolation and marginalization. As the literature indicates, effective coping mechanisms support successful integration for both organizations and individuals.

#### **2.5.4 Migrant employees' integration and well-being practices and processes**

Organizational practices refer to the various strategies, policies, and programs that organizations implement to support the inclusion of migrant employees within the workplace (Chahudry et al., 2021). Chahudry et al., (2021) used a self-administered survey of 511 employees from various organizations in the UAE, analyzed using PLS-SEM to test hypotheses and measure the impact of diversity and inclusion on innovation, It examines how organizational characteristics (type, size, and industry) influence innovation, showing that larger organizations are more engaged in innovative activities, findings suggest

that diversity inclusion is central for promoting innovation, providing guidelines for policymakers and practitioners in multicultural regions.

The work by De-la-Calle-Durán and Rodríguez-Sánchez (2021) supports the idea that certain processes can facilitate smooth integration by promoting employee well-being, they propose the 5Cs Model which includes conciliation, cultivation, confidence, compensation, and communication as key drivers to enhance employee engagement and well-being, especially in the context of the COVID-19 . These factors aim to create a supportive work environment that addresses physical and mental health needs, ultimately leading to better integration and overall well-being (De-la-Calle-Durán & Rodríguez-Sánchez, 2021).

#### **2.5.5 Employee perception on organizational practices**

Van Beurden et al., (2021) emphasizes the importance of understanding how employees perceive HR practices, as these perceptions significantly influence their behavior and attitudes, various theoretical perspectives, such as Social Exchange Theory and Psychological Contract Theory, are used to explain the relationship between HR practices and employee perceptions.

Van Beurden et al., (2021) showed Different Approaches to Conceptualizing and Measuring Employee Perceptions of HR Practices; it distinguished between descriptive perceptions, which concentrate on the presence and availability of HR practices, and evaluative perceptions, which assess varied aspects such supportability, satisfaction, and justice; additionally, the research said many studies use a combination of both descriptive and evaluative measures to capture a comprehensive view of employee perceptions.

### **2.5.6 Organizational initiatives and migrants' well-being**

Chahudry et al., (2021) portrayed diversity and inclusion practices enhance organizational innovation, It highlights that inclusion practices such as fairness, belongingness, and uniqueness contribute significantly to organizational innovation, this implies that when employees feel included and valued, they are more likely to contribute their unique skills and perspectives, which can drive innovation and improve organizational performance.

Implementing fairness, belongingness, uniqueness, and a diverse workplace climate enhances innovation, large organizations are more engaged in innovative activities compared to smaller firms (Chahudry et al., 2021). Recognizing perceptions of inclusion is necessary as they influence, organizational commitment, and employees' mental health (Rizzo, 2016 as cited in Chahudry et al., 2021).

To conclude the literature review, the integration and well-being of migrant employees in MNCs operating in Finland are complex and influenced by various factors. The impact of globalization has led to an increase in migrant employees, presenting both opportunities and challenges in terms of cultural adaptation and organizational inclusion. Theoretical frameworks such as Social Identity Theory, and Organizational Support Theory provide valuable understandings into the dynamics of integration and well-being. Effective workplace integration strategies, including mentorship programs, cultural sensitivity training, and social support networks, are essential for advancing a supportive environment. Additionally, Social Identity Theory and Acculturation Theory offer a deeper understanding of the experiences of migrant employees, emphasizing the importance of inclusive practices that promote a sense of belonging and well-being.

### **3 Research methodology**

The methods of research design, data collecting, and data analysis applied in this study are described in this chapter. It is essential since it guarantees the authenticity and reliability of the study results by giving a thorough account of the methods and tools applied to collect and evaluate data. According to Saunders, Lewis, and Thornhill (2023), choosing qualitative analysis approaches depends critically on elements connected to the methodological and philosophical basis, the approach of theory building, and the analytical instruments. Now presented is the method of qualitative research used in the project. Data collecting and analysis are finally described with reference to validity and dependability.

#### **3.1 Research philosophy and approach**

To conduct relevant and successful research, it is necessary to understand the objective(s) of the study at an early stage. This includes defining the research goal and the philosophical position of the research. For instance, this thesis aims to understand the well-being of migrant employees working in MNCs operating in Finland. As previously described, the challenges and experiences faced by these migrants are perceived and experienced individually. Therefore, the research process must be carefully designed to provide comprehensive perceptions into the research question.

A clear research plan is essential to avoid unfocused and aimless empirical wandering, as mentioned “the general plan of how you will go about answering your research questions(s)” (Saunders et al., 2019, p. 173). The research plan serves as a blueprint, guiding research towards logical and systematic results. It also reflects the researcher’s values and influences the choice of data collection techniques. Understanding the researcher’s worldview and the strategy and methods behind the chosen research approach is essential for readers. Research philosophies, such as positivism, realism, interpretivism, and

pragmatism, play a significant role in guiding the choice of data collection techniques (Krishnaswami & Satyaprasad, 2010).

As such, in this study interpretivism is chosen because it is particularly valuable for exploring subjective meanings and understanding complex social dynamics (Ryan, 2018). This approach allows researchers to investigate deeply into the participants' perspectives, capturing nuanced insights that might be overlooked in more structured, objective approaches like positivism, which seeks generalizable facts (Goldkuhl, 2012). The interpretive paradigm supports this research, emphasizing the need to understand the subjective experiences of individuals within their organizational contexts. Interpretivism is grounded in the belief that reality is socially constructed and can be understood through the meanings and interpretations people ascribe to their experiences, as highlighted by (Goldkuhl, 2012).

In research, there are three primary methods for reasoning with data: deductive, inductive, and abductive. Deductive reasoning, often used in quantitative data analysis, involves moving from a general premise to a specific conclusion (Easterby-Smith, 2021). Deductive reasoning can also be applied in qualitative research to test theories or frameworks (Bingham, 2023). Inductive reasoning, on the other hand, involves observing specific instances and forming general conclusions from them. Abductive reasoning, the third approach, involves linking an observation to a theory by finding the most possible explanation (Easterby-Smith, 2021). This study employs deductive reasoning to connect observations with theoretical frameworks.

Every person sees and understands reality through their own experiences. The subjects of this study expressed their experiences in somewhat different ways. Likewise, the author uses the gathered data from the conveyed experiences of the respondents to build the conclusions of this study by using deductive reasoning.

### 3.2 Research strategy

Any researcher must first understand the several kinds of research data that are accessible for use in scientific investigations since this information helps to create a suitable data collecting mechanism. Since it greatly affects the outcome of the investigation, appreciating the differences between quantitative and qualitative data is basically essential for developing and compiling the suitable information required for research. For many years, research techniques have been hotly contested; the term "paradigm war" is sometimes used to characterize the intense arguments regarding the preference for quantitative rather than qualitative research approaches (Alasuutari et al., 2008).

Research might take the qualitative or quantitative forms or combine both approaches (Aspers & Corte, 2019). This is a qualitative study by Aspers & Corte (2019) describe qualitative study looking at events in their natural habitats. Usually, qualitative research uses several empirical approaches like case studies, interviews, life stories, and personal experiences (Aspers & Corte, 2019).

Qualitative data relies on the meanings conveyed through spoken words from informants to the researcher. This data is gathered using various methods, such as semi-structured interviews and open-ended questions. to analyze qualitative data, researchers must employ summarizing and categorizing techniques, as well as narrative approaches to writing and analysis, to identify correlations between existing concepts and study findings (Saunders et al., 2009).

Aiming to comprehend and clarify the dynamics of social relationships, qualitative research focuses on elements of reality that cannot be measured (Maxwell, 2013). Using qualitative techniques, this re-search sought to understand how migrant workers negotiate corporate cultures, manage integration issues, and feel well-being. This method guaranteed that the views and experiences of migrant workers would be first priority in the research since it provided a more complete and real investigation of these problems than only quantitative analysis.

### **3.2.1 Method of data collection**

Saunders, Lewis, and Thornhill (2009) categorized interviews into three types: structured, semi-structured, and unstructured. In this study, semi-structured interviews were chosen as the interview method. Semi-structured interviews allow for flexibility in modifying the direction of the interview as it progresses (Saunders et al., 2023). Interviews for this study were conducted through Microsoft Teams and in English based on the participants' preferences. This approach ensured flexibility and convenience for the interviewees, allowing them to participate from various locations without the need for physical presence. Conducting the interviews in English also facilitated clear communication and consistency in data collection, as all participants were migrants and proficient in the language because of their migration, which provided a practical solution for gathering in-depth qualitative data while accommodating the logistical and linguistic needs of the participants.

The process of engaging participants started with an email invitation, which included a short questionnaire to give interviewees a sense of the topics that would be covered. This helped them prepare and decide if they wanted to participate. Once they responded with their availability, we set up interview times that suited both sides and shared a Microsoft Teams link for convenience.

Before each interview began, the author explained the purpose of the study in more detail and asked for consent to record the session. This consent covered both video and audio recordings and assured participants that these recordings would be deleted once transcribed. Protecting their privacy was a top priority, so extra steps were taken to ensure anonymity, removing any names or specific details from the transcripts and using coded labels instead. Participants were informed that the transcripts would only be used for research and kept secure throughout the process. This careful approach aimed to make participants feel comfortable and confident that their information would remain private and handled with care.

The interview consisted of six central questions, with the sequence and specific questions tailored to each interviewee and the natural flow of the conversation. These questions were open-ended, starting with “how,” and “what”, allowing participants to describe their experiences in their own words (Al Ariss et al., 2014). Initially, demographic questions were asked to categorize participants, which were later anonymized using coding. The six key questions were designed to gather detailed information and connect to the research questions. The interview began with background questions about the interviewee and concluded with closing questions.

### 3.2.2 Candidates’ selection criteria

Candidates were chosen based on criteria such as their status as migrant employees within Finnish multinational corporations (MNCs) and their experience navigating integration challenges in these workplaces. By focusing on individuals who meet these criteria, purposive sampling enabled the study to gather relevant and meaningful data that directly addresses the research questions on integration and well-being.

Since the primary focus is to understand the integration and well-being experiences of migrant employees in workplace, the criteria for selecting candidates were:

- a) The individual is a migrant residing in Finland.
- b) They are currently working or have worked in MNCs operating in Finland.

**Table 1.** Highlights about interviewees’ background

Code	Gender	Organization	Age	Nationality	Qualification	Role	Experience (Years)	Duration (Min)
P1	Male	Non-Finnish MNC	25-30	Somalia	Graduate	Did not mention	3	36
P2	Male	Finnish MNC	40-45	Bangladesh	Masters	CFO	15	42
P3	Female	Finnish MNC	35-40	Bangladesh	Masters	Payment Expert	4	40

P4	Female	Finnish MNC	35-40	Nigeria	Masters	Engineer	2	38
P5	Male	Finnish MNC	30-35	Nepal	Graduate	Did not mention	2	40
P6	Female	Finnish MNC	30-35	France	Masters	Manager	7	43
P7	Male	Finnish MNC	30-35	Ghana	Masters	HR Specialist	8	38
P8	Male	Non-Finnish MNC	30-35	Nepal	Masters	Manager	2	35

The participants in this study represented a variety of backgrounds, roles, and experiences, providing a broad perspective on integration within Finnish MNCs (Owned by Finland) and Non-Finnish MNC (Operating in Finland but owned by other country).

Among them was P1, a young professional from Somalia in his late twenties, working in a non-Finnish multinational operating in Finland with three years of experience. On the other end of the experience spectrum, P2 was a Bangladeshi man in his early forties, with 15 years in a Finnish MNC, holding a leadership role.

Female participants included P3, is also a Bangladeshi professional in her late thirties with a payment specialist role in a Finnish company, bringing four years of experience, and P4, a Nigerian woman engineer also in her late thirties with two years in a similar position. P5 was a male from Nepal in his early thirties, working in a Finnish MNC with two years of experience.

The European perspective came from P6, a French woman in her early thirties with seven years in her role at a Finnish firm. Both P7 and P8 were males in their early thirties; P7 from Ghana with eight years of experience in a Finnish company, and P8 from Nepal, bringing two years of experience to his Finnish role.

Together, these participants span a diverse mix of cultural backgrounds, levels of responsibility, and career stages. Their varied understandings shed light on the unique experiences of migrant employees as they navigate integration within Finnish and multinational organizational settings.

The interviews, each lasting between 35 to 45 minutes, were conducted from August to October 2024. Participants shared their experiences, contributing valuable data to the study. All interviews were conducted with the participants' consent to be audio/video recorded, ensuring accurate capture of their responses. To maintain confidentiality and privacy, most participants requested that their identities and the names of their companies be kept anonymous. Consequently, coding was used to anonymize their personal information and company details. These recordings were essential for transcribing and analysis but were deleted after the study was completed to ensure privacy. This approach ensured that the data collection process was thorough and respectful of the participants' privacy.

### **3.3 Qualitative data analysis**

A transcribing tool in Microsoft Word was used to type out the conversations as they were being recorded. To ensure the author could remember the information, the transcription for each subject was done within two days. Spelling mistakes and empty words that are often used were fixed during this step.

Every document was shortened by stressing relevant, intriguing, unusual, similar, or otherwise significant material judged pertinent to the research to handle this voluminous data. These particularly noteworthy passages were then assembled into a separate paper emphasizing the most important conclusions. First, noting both positive and negative results, the themes were developed from which a list of sub-themes emerged. provide a thorough grasp of the research, which is presented in a separate Chapter headed "Findings" applying the theme analysis approach (Braun & Clarke, 2006).

This study involved several systematic steps to ensure a thorough and meaningful interpretation of the qualitative data collected through semi-structured interviews. The data was analysed by dissecting and labelling parts of the data, such as words, phrases, sentences, and themes, with descriptive tags like 'Integration' or 'well-being.' These labelled parts were then classified into categories, each with specific codes. As Strauss (1987) stated, "The excellence of the research rests in large part on the excellence of the coding." This process allowed for the reduction of data without losing its meaning. Throughout the analysis, the aim was to be as objective as possible to achieve neutral findings.

### **3.4 Ensuring data analysis integrity**

Usually, ethics concern ideas of right and wrong as well as good and bad. Many ethical issues must be considered in the research environment; so, doing an ethically comprehensive study calls for the application of correct scientific methods all through the research process. These methods provide, present, and assess the research data by means of honesty, thoroughness, and accuracy in study and recording as well as presenting.

Aiming to offer honest responses and viewpoints on the researched issue, qualitative research is this work aims to provide fresh investigation into body of current knowledge. Analyzing the credibility and dependability of the qualitative data helps one to guarantee the validity of the conclusions. In qualitative research, trustworthiness refers to assessing credibility, transferability, dependability, and confirmability, therefore helping to control internal threats to validity (Ahmed, 2024). By concentrating on these elements, scientists may guarantee that their qualitative results are strong and consistent (Ahmed, 2024).

A common objective of all qualitative or quantitative research is to add meaningful awareness to the existing body of knowledge. To accomplish this focal aim, it is essential to adhere to the ethical standards set by the research community to make the study

credible. Credibility in qualitative research primarily addresses the study's internal validity (Ahmed, 2024). Lincoln and Guba (1985) suggested several ways to improve credibility, such as spending more time in the research setting, observing consistently, using multiple methods to collect data, and involving different researchers. In this study, interviewees' conversations were observed consistently to find a neutral view to explore the literature reviewed and make the findings credible.

Aiming to ascertain whether the researchers' prejudices or personal preferences influence the conclusions, confirmability emphasizes on their impartiality and objectivity (Ahmed, 2024). Koch (1994) counseled researchers to explain their theoretical, methodological, and analytical judgments all through the study so that others may better grasp the justification for these decisions.

Finally, researchers should make sure the study method is logical and well documented if they are to reach reliability (Tobin & Begley, 2004). This study concentrated on accurately recording the interviews and codes to ensure dependability of the results. Readers who understand the research procedure will be more suited to evaluate the reliability of the study (Lincoln & Guba, 1985).

### **3.5 Validity and reliability**

Though some qualitative researchers feel the term validity does not match qualitative research, they nonetheless perceive the need for some sort of check or assessment to guarantee their study is credible (Golafshani, 2015). For example, Creswell and Miller (2000) contend that the researcher's perspective of what qualifies as validity and their selected paradigm assumptions affect the validity of a study.

The interview questions were developed depending on other studies in the same topic to improve the internal validity of the research. Standardized interview questions in Eng-

lish were used to ensure participants comprehended and responded accurately, maintaining consistency and clarity in communication. This approach minimized the risk of misunderstandings or misinterpretations, improving the study's validity.

Although the phrase "reliability" is usually used to describe quantitative research, the idea is generally employed in all kinds of research and if we consider testing as a means of eliciting information, then its quality is the most important test of any qualitative study (Golafshani, 2015). This pertains to the concept of doing highquality research, where dependability is used to measure the quality in quantitative studies with the aim of explaining events, while in qualitative investigations the focus is on developing understanding, as stressed by Stenbacka (2001).

The interview questions were proven reliable through a thorough development and testing process. The effective use of these techniques helps to address ongoing misconceptions about the validity of qualitative research (Coleman, 2022). All interviews were recorded, enabling the interviewer to concentrate fully on the process, although additional notes were also taken as a precaution. Moreover, confidentiality was strictly upheld to encourage participants to speak freely.

## **4 Findings**

This chapter explores the experiences of migrant employees as they navigate integration within MNCs operating in Finland, highlighting both the supportive elements of the organization and the challenges unique to their journeys. From the transcripts of diverse interviewees, the findings reveal a blend of integration hurdles such as language barriers, cultural adjustments, and initial feelings of isolation and the impactful support systems of the organization that facilitated their inclusion. Many interviewees noted the importance of organizational initiatives like wellness programs, language training, and inclusive policies that promote a sense of belonging. However, the degree of integration success also depended on individual resilience and proactive engagement in workplace interactions. These insights collectively illustrate the dual role of organizational support and personal adaptation in shaping positive integration experiences for migrant employees, underscoring the significance of a balanced and inclusive approach to integration within multinational and Finnish workplaces.

### **4.1 Migrant employees' understanding of integration and their integration experiences**

After getting the demographic information the first question was asked to find interviewees' understanding about integration and their experiences of integration which reveals multiple issues of integration challenges in their organizational settings. These challenges are particularly evident in areas related to language proficiency, cultural adjustment, and a sense of belonging within the workplace. Some expressed that, despite learning Finnish, there were still hurdles in understanding technical discussions, which created a barrier to effective communication with colleagues. Additionally, the interviewee noted the absence of structured support systems within the organization, such as policies for integration, leaving them to rely on their own efforts to adapt to the new work environment. This self-driven adaptation process often led to feelings of isolation, especially in the initial phases of employment, where building social relationships was

challenging and created a sense of being an outsider. The interview highlights that the integration process for migrant employees is not solely reliant on professional competencies but requires cultural adaptability and resilience to navigate these barriers.

*So integration can be a challenge... it requires not only professional skills but also cultural flexibility and the ability to adopt new norms. Even though I speak Finnish very well, I still face challenges... for example, technical discussions with colleagues in Finnish can sometimes be difficult. There was no specific policy in place... I feel like sometimes I'm just expected to adapt rather than the company actively helping with integration. Initially, I felt like an outsider... building social relationships took time, and I often felt alone or like I wasn't part of the team. (P1)*

Interviewee P2, who worked extensively in Finnish MNCs, describes integration as influenced by language accommodations and culturally inclusive policies. For instance, at P2's previous workplace, communication and documentation were standardized in English, creating a more accessible environment for migrant employees. Additionally, language training was provided, which helped P2 and other migrants to adjust smoothly without feeling disconnected from their Finnish colleagues. However, in P2's current organization, while most internal communications are conducted in English, specific tasks, such as financial reporting, require proficiency in Finnish or Swedish, posing potential integration challenges for migrant employees in language-dependent roles. P2 also notes that their organization does not provide tailored support for migrant employees but instead promotes equal treatment, avoiding specific programs targeting migrant well-being or integration. This approach aligns with P2's experience of generally feeling integrated yet suggests that some positions in the company may inherently limit opportunities for migrants due to language prerequisites.

*In my previous company the instructions, all the communication and documents were in English. This made it easier for integration... I never felt that I had left an English environment. The company also provided language classes for migrants...*

*it was much easier to integrate. In my current company, communication is also in English, but financial documents need to be in Finnish or Swedish, which poses a challenge for migrants in similar roles. Although there's no targeted support, treating all employees equally has made me feel part of the team without being singled out for being an migrant. (P2)*

The interview with P6 highlights a relatively smooth integration experience as a migrant employee within a Finnish organization. P6 attributes this ease primarily to the company's conscious effort to adapt to international employees by adopting English as the primary internal language, despite its original use of Finnish. This language shift, prompted by P6's hiring and another international colleague, facilitated a welcoming and inclusive environment.

P6 also observed that Finnish workplace culture is less hierarchical compared to France, which initially posed a minor challenge as P6 adapted to a more egalitarian communication style with supervisors. Other adjustments included adapting to Finland's flexible working hours and shorter lunch breaks, which differed from the structured French schedule. P6 also noted some challenges related to initial access to translated documents during onboarding. Despite these minor hurdles, the company's proactive stance on open communication, team integration activities, and flexible time-off policies such as accommodating P6's occasional French holidays contributed significantly to an overall positive integration experience.

*For me, integration was quite easy... the company made an effort by shifting their internal language to English. This helped a lot because everyone spoke English in the office and in meetings. I also adapted to the Finnish work culture, like the flat hierarchy... in my home country, it's more formal, so it took me some time to stop reporting everything to my boss. Another adjustment was to the flexible working hours, as Finland has shorter lunch breaks than other European countries. At first, some documents were in Finnish, but my colleagues translated what I needed until*

*I was settled. Overall, I felt well-supported and able to maintain some home country customs, like taking time off during my holidays. (P6)*

Interviewee P7 said bit structured yet distinct approach to integration within the Finnish organization. P7 describes an integration experience initiated with a comprehensive onboarding process, which included familiarization with Finnish workplace norms, employee rights, and an overview of available support systems. This formal onboarding set the foundation for P7's understanding of the local work culture and expectations. In daily interactions, P7 noted that activities organized by HR such as team gatherings and cultural exchange events played a key role in adopting a sense of community among local and international employees.

Additionally, P7 encountered minor challenges, such as the Finnish work preference for focused, quiet environments, which differed from the interviewee's home country norms of conversational workspaces. However, through consistent informal interactions like coffee breaks and team meetings, P7 adapted to these differences. Language occasionally posed challenges, especially with specific documents in Finnish, but P7 relied on colleagues for support, which helped to bridge any gaps in understanding. While there was no targeted policy exclusively for migrant employees, P7 found the general practices of diversity and inclusion sufficient for creating a supportive work environment.

*Integration started with onboarding, where HR and my line manager introduced me to the Finnish work system and my rights. HR organized activities for both local and international employees, which helped me network and understand Finnish culture. There were some challenges, like Finns preferring quiet workspaces, while in my home country, we usually have running conversations. But I learned to adapt. Sometimes I needed help with documents in Finnish, especially in local HR roles, and colleagues were always supportive. Overall, I felt integrated through both structured activities and daily conversations. (P7)*

P3, originally from South Asia, experienced significant cultural contrasts in the workplace, such as differences in hierarchy and interaction norms. Finnish work culture's flat hierarchy and open communication style allowed P3 to contribute freely and interact comfortably with managers, contrasting with the structured hierarchy typical in Bangladesh. Initially, P3 faced challenges in adapting to the technical and applied knowledge expected in the role, as well as the Finnish tendency for attentive listening and collective responsibility, which differed from their previous experiences. Despite these learning curves, the supportive and inclusive team environment facilitated smoother integration.

While P3's department had a diverse international workforce and conducted operations in English, the company also provided optional Finnish language courses to aid those interested in further cultural immersion. However, P3 observed a lack of specific integration programs targeted solely at migrant employees, with available resources generally encompassing all employees rather than addressing unique migrant needs.

*My integration experience was shaped by the open and friendly work environment. Unlike back in my home country, where hierarchy is strongly followed, here I could express my ideas freely, even with management. One challenge was adapting to their advanced technical skills and their approach to listening attentively before responding. Also, the team culture here emphasizes collective responsibility mistakes are taken as a team, which was new to me. Overall, the international environment and supportive team made integration smoother, though I noticed that there aren't specific integration programs just for migrant employees. (P3)*

P5 sheds light on integration experience within a Finnish organization, shaped with Finnish culture and language. P5 found the integration process in the current organization relatively smooth, without encountering significant challenges. P5's familiarity with local customs and norms facilitated a comfortable adaptation to Finnish work culture, where interactions with native colleagues were largely positive.

P5 noted that understanding workplace expectations and cultural detail helped alleviate potential misunderstandings. While P5 did experience minor challenges early on such as language barriers with documents in Finnish these were largely mitigated over time through tools like translation apps and increased organizational support for English communication. Additionally, P5 highlighted the organization's general support for migrant integration, including access to Finnish language classes and cultural events. Despite this, there was no specific program or policy aimed exclusively at migrant employees, as the company's initiatives catered broadly to all staff.

*Initially, small challenges like documents in Finnish were difficult, but translation tools and supportive colleagues helped. I feel integration here is a mutual effort, where foreign employees should also take the initiative to engage. The company provides Finnish language classes and cultural events, which are helpful, although there aren't programs specifically for migrants. (P5)*

P4, originally from Africa, observed that integrating into the Finnish workplace involved adjusting to language and cultural differences. Although English is widely used within the organization, Finnish and Swedish are frequently spoken among colleagues, leading P4 to sometimes feel excluded from informal conversations, especially during lunch breaks. This occasional language barrier created a sense of isolation, but P4 managed it by balancing personal expectations and actively participating in conversations when possible. Additionally, P4 experienced cultural differences in work styles; Finnish workplaces generally prioritize calm, steady productivity, contrasting with the high-paced, results-driven environment in Africa.

Despite these differences, the company's inclusive culture and diverse workforce, with employees from 11 nationalities, contributed positively to P4's integration. The organization also facilitated bonding through social events and international cuisine days, promoting cross-cultural understanding among employees. While there was no dedicated

support program for migrants, the organization's general practices for all employees, such as well-being benefits and social gatherings, helped P4 feel integrated and accepted.

*Integration was initially challenging with language differences my colleagues often converse in Finnish or Swedish, which sometimes leaves me feeling isolated. But I've learned to not take it personally and engage when I can. Finnish work culture is calm and focused on work-life balance, unlike the high-paced environment I was used to in Africa. My colleagues are supportive, and the company organizes activities like international cuisine days, which further understanding among diverse employees. Although there's no specific program for migrant employees, the general support here has helped me feel at home. (P4)*

Interviewee P8, encountered initial challenges in adjusting to the Finnish workplace culture and communication style, particularly due to language barriers. These obstacles occasionally hindered P8's ability to fully express ideas and understand details in conversations. Nevertheless, with the consistent support of the company and a dedicated manager, P8 successfully navigated these cultural differences and built a strong professional network. The organization's commitment to diversity and inclusion, coupled with equal treatment of both Finnish and migrant employees, contributed significantly to a welcoming environment.

*Integration into this Finnish company had its challenges, especially with language barriers that affected communication. But my manager was very supportive, helping me understand the work culture and build connections. The company treats everyone equally, and this inclusive atmosphere made me feel valued. Overall, the support here has helped me feel part of the team and more resilient in managing my work and life balance. (P8)*

## 4.2 Perception of migrant employees' wellbeing experiences

### 4.2.1 Personal adjustment

The journey of integration for migrant employees in Finnish organizations involves both well-being considerations and substantial personal adjustments. As they adapt to a new workplace culture, language, and social dynamics, migrant employees often encounter mental and physical challenges that impact their overall well-being. These challenges stem from differences in work pace, social norms, language barriers, and even varying expectations of workplace interactions, which collectively create an environment that requires resilience, adaptability, and ongoing self-management.

Interviewees highlighted the importance of a supportive team, wellness programs, and open-minded colleagues, which contributed positively to their adjustment processes. Despite the support, they often found it necessary to engage actively, manage feelings of isolation, and shift their mindsets to align with new cultural expectations. The following perspectives from interviewees illustrate these well-being challenges and the personal adjustments they made to navigate their new work environments.

*Overall, I feel mentally and physically challenged every day, but I try to stay positive and patient; every place has its challenges, sometimes physical, sometimes mental. There's a new challenge every day, and you must be patient and face it. I don't know what else to say. Finland feels a bit different. It's not as dynamic as other countries. Like many European countries, it's not very open, especially regarding communication. It will take time, but we will try our best. We won't give up. You have to face it. (P1)*

*I faced some isolation initially. Often, colleagues would talk in Finnish or Swedish, and I couldn't join in. It sometimes made me feel left out, especially during breaks. But I learned to not take it personally and just engage when I can. I still find it mentally challenging sometimes, but I try to manage it positively. (P4)*

*The mental adjustment was significant because in my previous country, everything was structured and predictable. Here, it's a bit more relaxed, and I had to get used to this different pace. It took time, and it was a mental shift, but now I see the benefits of a calmer work environment. (P6)*

These reflections highlight the diverse mental and physical challenges that migrant employees face as they adapt with their personal adjustment effort. Each employee had to develop personal strategies to navigate isolation, language barriers, and different communication styles. Together, their stories highlight the analytical role of resilience and personal adjustment in achieving a balanced sense of well-being in a foreign work environment.

#### **4.2.2 Social and work life balance**

Balancing work and social life emerged as a significant theme among migrant employees adjusting to MNCs operating in Finland. Many interviewees described Finnish work culture as structured to promote a healthy work-life balance, contrasting with the more demanding and often fast-paced environments they experienced in their home countries. However, integrating into the social fabric within and beyond the workplace posed challenges, especially when language barriers and different social norms came into play.

For several migrant employees, achieving a balanced work and social life required navigating these cultural differences, actively engaging with colleagues, and participating in social activities organized by the company. Supportive management, flexible working hours, and team-building initiatives were highly valued, as they encouraged a more holistic integration and provided opportunities to build social connections outside of work responsibilities. The following perceptions from interviewees reflect the different ways they experienced and managed this work-life balance in their new environments.

*The work hours here allow you to have a life outside of work, which is very different from what I was used to. But connecting socially is not easy; people are reserved, and the language barrier makes it harder. It's difficult to build a social life, so I try to focus on making the most of my time at work and staying connected through company events. (P1)*

*In my previous country, work often extended late into the evening, but here, work hours are respected, and this gives you the freedom to balance your life outside of work. It's refreshing and helps reduce burnout, but making social connections still takes time and effort. (P2)*

*Work here is very steady, and there's a clear boundary between work and personal life, which I wasn't used to. I've learned to appreciate this balance, but socially, it can be a challenge because it's hard to make friends outside of work unless you're proactive. (P3)*

*Here, there's a strong culture of taking time off and not overworking. I find it easier to separate work from my personal life, which has been great for my well-being. The company also organizes outings and social events, which help build connections. (P5)*

These statements of the interviewees highlight the adjustments migrant employees make in achieving a balance between work and social life. While they appreciate the structured work hours and supportive policies that promote personal time, social integration remains a complex aspect, often requiring proactive efforts to connect with colleagues and form friendships outside of work. The balance between work and social life thus depends not only on organizational policies but also on individual adaptability and engagement in social settings.

## 4.3 Understanding support systems

### 4.3.1 Peer support

Support systems, including both formal organizational support and informal peer connections, play a key role in helping migrant employees adapt to their new workplaces. Many interviewees highlighted the value of having accessible support from managers, colleagues, and company programs, which provided guidance and a sense of belonging during their integration. Peer support emerged as a significant factor in easing the transition, as colleagues often served as both mentors and friends, offering help with cultural and language barriers, workplace norms, and social integration. This informal support adopted a collaborative environment where migrant employees felt encouraged to seek assistance and share experiences.

Also, several organizations provided structured support systems, such as language classes, cultural training, wellness programs, and team-building activities, which created spaces for connection and understanding across diverse backgrounds. The following reflections illustrate how these support systems and peer relationships contributed to the integration experience for migrant employees.

*The company offers language classes, and my team members are always willing to help with translations or answer questions about Finnish work culture. This peer support has been one of the most valuable parts of my integration. (P5)*

*I felt a lot of peer support, especially from my immediate team. Whenever I struggled with understanding the systems or the language, my colleagues would step in to explain or help out. The support here is not just formal; it feels like genuine care from coworkers. (P3)*

*Although we don't have a specific program for migrant employees, my colleagues have been very helpful. They explain things I don't understand and make sure I'm*

*not left out of team discussions. This peer support really helps when you're far from home and adjusting to a new environment. (P4)*

*My manager and team were incredibly supportive, especially during my first few months. They would check in on me, offer help with any questions I had, and even give me advice on Finnish culture. That kind of peer support made it easier to adjust. (P2)*

Importance of both formal support systems and peer support in helping migrant employees feel integrated and valued. The availability of structured programs combined with the kindness and guidance of colleagues promoted an environment where migrant employees could overcome challenges, build confidence, and establish meaningful connections within their workplaces. This dual support system proves significant in enabling a smoother transition and helping migrant employees feel a true sense of belonging.

#### **4.3.2 Learning initiatives**

Training programs designed to support migrant employees have been helpful in facilitating their adaptation and integration within MNCs operating in Finland. Many companies offer a variety of training initiatives, such as language courses, onboarding training, cultural orientation sessions, and skill development workshops, which not only equip employees with the practical knowledge they need but also ease the social and cultural transition. Language training was commonly highlighted, as it enables migrant employees to navigate workplace interactions more confidently and forwards a sense of inclusion in day-to-day activities.

*The language classes were very helpful, especially during my early days here. Although I still find some conversations challenging, the training helped me understand the basics and connect better with colleagues. It's an essential part of adjusting here. (P1)*

*The company provided Finnish language classes, which I found very useful. I can't say I'm fluent, but knowing even a little Finnish helps me feel more connected to the community. This training also helped me understand the cultural nuances better. (P5)*

These training programs, often provided by HR or through specific onboarding processes, are valued as essential resources that set a foundation for professional success and personal comfort within the workplace.

*There aren't many specific programs for migrant employees, but the onboarding training covered important basics about the company's culture and expectations. This helped me understand how things work here and made the transition a bit easier. (P4)*

Additionally, cultural orientation programs provide insights into Finnish workplace norms and etiquette, helping migrant employees bridge the gap between their native practices and local expectations. The following quotes from interviewees highlight the importance and impact of these training programs.

*My company offers cultural workshops, which gave me a better understanding of Finnish work culture. Learning about things like work-life balance, communication styles, and even small etiquette rules helped me feel more prepared and comfortable. (P2)*

*Through HR, we had cultural orientation and language classes available. These programs helped me a lot, especially in the beginning. They make you feel that the company cares about your integration and wants you to succeed. (P6)*

### 4.3.3 Wellness supports

Some interviewees said their organizations focus on well-being. They offer various initiatives like mental health support, counselling, gym memberships, and fitness classes. These programs help manage work-related stress and create a sense of belonging. It shows that the organization cares about their overall well-being. Migrant employees especially like the work-life balance policies common in MNCs operating in Finland and the flexibility to manage work without sacrificing personal time. These well-being programs make migrant employees feel valued and understood, making it easier to adjust to a new workplace and culture.

*We have well-being check-ins, where managers genuinely ask how you're doing and if you need support. I find this really helpful, as it shows that the company is interested in our well-being beyond just our work performance. (P4)*

*The company has a wellness program that includes things like sports allowances, so you can try different physical activities without worrying about the cost. It's been really beneficial for me to stay active and feel supported. (P5)*

*They offer well-being programs like health check-ups and counseling, which are so valuable, especially for newcomers dealing with stress and adjusting to a new environment. It helps to know that the company provides these resources. (P6)*

By providing mental health resources, physical wellness options, and a strong focus on work-life balance, Most MNCs create an environment where employees feel appreciated and supported. This commitment to well-being promotes a sense of security and belonging, helping migrant employees manage the challenges of integration and thrive both personally and professionally.

*In addition to regular work-life balance, there are wellness programs that make you feel like the company cares about your overall well-being. Things like counseling and support for gym memberships really help during the adjustment period. (P8)*

#### **4.3.4 Social interaction activities**

It is found that social activities organized by MNCs operating in Finland helping migrant employees feel connected to their colleagues and the broader workplace culture. These gatherings from informal coffee breaks to team outings and cultural events provide a valuable opportunity for migrant employees to form relationships, learn about Finnish social norms, and feel more integrated into the workplace community. Many interviewees shared that participating in social activities made a difference in reducing feelings of isolation and helped bridge cultural gaps, especially in the initial stages of employment. Below are their reflections on how these social activities contributed to their integration experience.

*At work, there are frequent social activities, which have really helped me feel included. We have coffee breaks where everyone gets together, and it's a great way to connect with colleagues beyond just work. Even though I'm still adapting, these moments make it easier. (P1)*

*The team-building events are a big help. It's not just about work; you get to understand people's personalities and bond with them. At my previous jobs, we rarely had such opportunities, so these gatherings are refreshing and make a big difference. (P2)*

*Socializing here happens mostly during breaks or company-organized events, like team lunches. Initially, it was challenging, but these activities allowed me to see the Finnish way of connecting, which is subtle but genuine. (P4)*

By encouraging informal interactions and offering a platform for cultural exchange, these activities reduce social barriers, promote a sense of community, and help migrant employees feel more connected and included in their workplaces.

*We have events like international food days where people bring food from their home countries. It's a fun way to share a bit of our cultures and feel connected with the team. This sense of sharing makes the workplace feel a little more like home. (P8)*

*The HR team organizes various social gatherings, from cultural presentations to team dinners. These gatherings have been really important to me as a newcomer; it's a chance to interact and feel less isolated. (P7)*

It is found that social activities can also support the well-being of migrant employees. P4 mentioned, *"We have sessions, parties, and get-togethers. My colleagues try to ensure that I am integrating and having the full Finnish experience at work"*. P5 highlighted the role of social activities, stating, *"The sports and cultural allowances have helped me try different things like skiing, gym, and dance classes"*. The literature also found emphasis on the importance of social activities in supporting the well-being of migrant employees (Hombrados-Mendieta et al., 2019; van Riemsdijk & Basford, 2021).

## 5 Discussion and Conclusion

The author explored the integration and well-being of migrant employees in MNCs operating in Finland. It was intended to understand how these migrants experience integration and perceive their well-being within their work environments. The study dealt with the research question: How do migrant employees understand and experience workplace integration and well-being in the context of MNCs operating in Finland? and addresses the study's three objectives: examining migrant employees' understanding and experiences of integration, exploring their well-being in the integration process, and evaluating organizational support for migrant employees' integration and well-being.

### 5.1 Discussion of the findings

First, let us discuss the understanding of integration. In exploring migrant employees' in MNCs operating in Finland, it's evident that both Social Identity Theory (SIT) and Organizational Support Theory (OST) provide clear sight into how migrants adapt and feel connected within Finnish multinational corporations (MNCs). The literature suggests that integration is not simply about adjusting to a new work role; it involves aligning with the culture of the organization, feeling valued, and finding a place within the social dynamics of the workplace.

Social Identity Theory, as discussed in the literature, explains that individuals derive a sense of self from their membership in social groups, which, in a workplace setting, translates to feeling part of the organization (Tajfel & Turner, 1979). In the findings, many migrant employees shared that practices like team-building events and inclusive social activities helped them feel part of the group. P1's experience highlighted the impact of language and cultural practices on this sense of belonging. Despite being skilled in the language, P1 noted that cultural nuances and the "reserved nature" of communication in Finland could sometimes feel isolating, indicating that integration is often affected by subtler social dynamics, beyond just shared language.

Organizational Support Theory provides another dimension by emphasizing the role of perceived organizational support (POS) in helping employees feel appreciated and engaged (Eisenberger et al., 2020). Migrants who receive structured support, such as mentorship programs, training sessions, and wellness initiatives, tend to report higher satisfaction and commitment to their roles. P8 mentioned that inclusive policies and regular check-ins by managers played a necessary role in their positive integration experience, aligning with OST's premise that supportive practices further a secure and engaged workforce. Conversely, when organizational support felt lacking or minimal, some employees, like P7, found it challenging to fully adapt, especially in social settings where they felt excluded due to language barriers or cultural gaps.

The literature also points out the issue of social categorization, where existing workplace dynamics can create in-groups and out-groups, potentially marginalizing those who are different (Farashah & Blomquist, 2022). For several interviewees, including P2 and P3, adapting to the Finnish work culture sometimes felt challenging due to a perception of being on the "outside," which reinforced feelings of isolation. Such experiences reflect how, even with formal organizational support, informal workplace practices and social structures can impact a migrant employee's integration journey.

In essence, the integration of migrant employees depends on a balance between organizational support mechanisms and opportunities for meaningful social interaction within the workplace. Social Identity Theory emphasizes belonging as a key factor in integration, while Organizational Support Theory highlights the need for structured support. Both theories collectively suggest that development an environment where migrant employees feel included and valued can significantly improve their adaptation and sense of belonging in the workplace.

Secondly, let us discuss the Integration experiences of migrant employees in MNCs operating in Finland. Based on the interviews with migrant employees, it was revealed that

several factors significantly influence their integration. Among the most important findings was the significance of raising a supportive work environment and cultivating a strong organizational culture. Most interview participants emphasized how their job satisfaction was influenced by the support and resources provided by their employers, such as training opportunities, favourable working conditions, and a healthy work-life balance. For example, P1 appreciated the colleague's support, which helped through this process. This aligns with Organizational Support Theory, which suggests that perceived organizational support enhances employee well-being and commitment (Eisenberger et al., 2020).

Another significant theme that emerged was the impact of organizational support on employee retention and commitment. The participants highlighted how a supportive organizational culture played a role in their integration. Companies perceived as supportive and inclusive were particularly appealing to employees. For example, P8 explained the company's inclusive workplace culture made the employees feel valued and supported". This is coherent with Social Identity Theory, which suggests that a sense of belonging and identification with the workplace can significantly impact well-being and integration outcomes (Farashah & Blomquist, 2022).

To summarize, the conducted interviews while contrasting the integration experience of migrant employees in MNCs operating in Finland, highlighted that organizational support and how employees perceive it is necessary in their integration. A supportive work environment, inclusive company culture, and sensitivity to cultural differences all contribute to the successful integration of migrant employees. The study did, however, find several negative elements and themes devoid of any statistically significant influence on the integration of foreign employees.

One negative influence was inadequate managerial input and ineffective communication. Some respondents said they lacked clear communication regarding their employment duties and responsibilities and felt excluded from significant decisions. P7 remarked on

the management's decision without involving them and no proper feedback system which can be discouraging.

Regarding the elements that did not have a major impact, some interviewees did not consider organizational support or corporate culture as a major determinant of their integration. Rather, they gave job security, a decent work-life balance, and fair treatment from their companies' top priorities. P8 said, a solid work-life balance and employment stability are most crucial.

Thirdly if we want to discuss Wellbeing experiences of migrant employees in MNCs operating in Finland it is learned that several factors influence their well-being. A key take-away was the importance of adopting a supportive work environment and providing resources for mental and physical health. Many participants highlighted how their well-being was positively affected by employer support, like wellness programs, social activities, and maintaining a healthy work-life balance. For instance, one participant, P1 mentioned, company support wellness by engaging them in different physical activities like games. This fits with Organizational Support Theory, which says that feeling supported by your organization boosts well-being and commitment (Eisenberger et al., 2020).

The conducted interviews with migrant employees in MNCs operating in Finland highlighted that organizational support and the availability of well-being programs are essential in their overall well-being. A supportive work environment, access to wellness resources, and opportunities for social interaction all contribute to the successful well-being of migrant employees.

Interestingly, as mentioned earlier, some participants did not see well-being programs or social activities as major factors in their well-being. They valued job security, a good work-life balance, and fair treatment from their employers instead. P8 sounds same in terms of well-being.

To sum up, while the interviews highlighted many positive factors that contribute to the well-being of migrant employees in MNCs operating in Finland, they also pointed out some negative factors that don't have a significant impact.

Fourthly and finally support systems are essential for migrant employees, providing the foundation for a smoother adaptation to new organizational settings. Both literature and findings from interviewees underline the essential role of structured support systems, peer networks, and organizational initiatives in assisting migrant employees with integration challenges such as language barriers, organization cultural adaptation, and building social connections. Organizational Support Theory (OST) emphasizes that perceived support within an organization is essential for enhancing employee commitment and well-being (Eisenberger et al., 2020). This concept aligns with interviewee experiences; for instance, P1 appreciated wellness programs and social activities that raised engagement beyond work tasks, making the adaptation process less isolating.

Such support mechanisms, as discussed by OST, address not only professional but also socioemotional needs, enhancing the feeling of belonging and reducing the stress associated with integration as a significant element in the findings, with many interviewees highlighting the value of accessible guidance from managers and colleagues. For example, P5 noted how team members were willing to assist with translations and answer questions about Finnish work culture. This informal peer support proved essential for P5's integration experience, advancing a collaborative environment that encouraged seeking assistance. Research shows that informal peer networks within organizations are vital for helping migrant employees overcome initial integration hurdles by providing cultural, emotional, and practical support (Hombrados-Mendieta et al., 2019; van Riemsdijk & Basford, 2021) .

Moreover, language, cultural workshops, highlighted by several interviewees, play an essential role in the integration process. Language proficiency is a significant barrier for migrant employees, often impacting both social integration and job performance. The

findings indicate that organizations offering language classes enable migrant employees to engage confidently in workplace interactions and temporary connections. As noted by P3, understanding basic Finnish helped in day-to-day interactions, reducing feelings of isolation and enhancing the overall integration experience. According to Novara et al. (2023), such support not only aids professional communication but also positively impacts the social integration of migrant employees, improving their overall well-being and commitment to the organization.

In summary, the findings align with literature support systems, peer support, and training programs are vital in promoting the successful integration of migrant employees. These support mechanisms, deeply rooted in both OST and Social Identity Theory, emphasize the importance of belonging and perceived support, ensuring migrant employees feel valued and included within their organizations. By providing language training, social activities, and consistent peer support, organizations contribute significantly to both the professional and personal well-being of migrant employees, creating a positive and inclusive workplace environment.

## **5.2 Conclusion**

### **5.2.1 Practical implications**

Let's go over the study's resulting practical implication. These suggestions seek to help companies to enhance their plans for integrating and assisting migrant workers. It is fundamental to consider the difficulties and roadblocks companies can run across applying these suggestions and how best they might be resolved. Some modify these models to fit their own situation.

Based on candidates' responses, one of the main difficulties discovered is making sure that organizations' support systems fit the real demands of migrant workers. Different

demands of employees and the given support could cause discontent and impede integration. Dealing with this difficulty calls for companies to evaluate and improve their support systems as stressed in the empirical results of this study. Regular employee surveys, feedback systems, and performance assessments, for example, serve to gauge employee experiences and degree of satisfaction. These steps guarantee that organizational efforts and employee requirements line up, a proposition shown by the results of this study.

Often evolving inside national boundaries, shared aspects like history, leadership, religion, literature, and economic systems build a nation's cultural network (Hofstede, 1980; Ralston et al., 1992). The results of the study show that organizations should solve problems related to cultural diversity; so, this study emphasizes the requirement of inclusivity in combining migrant workers and conducts diversity inclusion training for every staff member. Businesses can pick tips from sectors that have effectively embraced diversity to handle this.

Some of the companies cited have instituted measures such mentoring programs, language instruction, and cultural awareness seminars to help staff members have better cultural understanding as candidates indicated. By means of cross-cultural cooperation and learning, these initiatives help close divisions and foster a more inclusive workplace. P8 discussed, for instance, how a company's encouragement of a diverse and inclusive workplace culture helped the employee feel appreciated and encouraged, therefore making a significant difference. This aligns with Social Identity Theory, suggesting that feeling a sense of belonging and identifying with the workplace can significantly improve well-being and integration outcomes (Farashah & Blomquist, 2022).

Good communication and feedback are important for integrating migrant employees and making sure they feel good about their work. If communication is poor and feedback is lacking, it can leave people feeling excluded and demotivated. Organizations should

focus on having clear and consistent ways to communicate and provide regular feedback to employees.

The study found that it is essential that migrant employees have a good balance between work and personal life. Companies should help with this by offering flexible working hours, wellness programs, and supportive policies. This study found that having a good work-life balance is key for these employees to understand almost all interviewees' statements. By adopting policies that support work-life balance, companies can really improve employee integration with the organization and overall well-being.

### **5.2.2 Limitation and future research suggestions**

Based on what found in this research, there are a few areas could explore more in future studies to get a better understanding of how migrant employees integrate and their well-being in MNCs operating in Finland.

Future research could look deeper into how certain organizational practices impact migrant employees. For example, it could investigate what participants described how tailored training programs, mentorship opportunities, and cultural sensitivity workshops affect how these employees feel and integrate into the company. This would help identify which practices are most helpful.

Comparing different industries could show this study how various factors impact the integration and well-being of migrant employees. Understanding the unique challenges and effective practices in different sectors can help create better strategies for each context. For example, comparing the experiences of migrant employees in tech versus healthcare might show essential differences and similarities.

The study could also explore how organizational support affects the well-being of migrant employees. This includes looking at different types of support emotional, informational, and practical and how they impact mental and physical health. Feeling supported by the organization can boost well-being and commitment (Eisenberger et al., 2020).

To make future studies more reliable, it's important to include a larger and more diverse group of participants. This means involving migrant employees from various cultural backgrounds and industries, providing a broader understanding of their integration and well-being experiences.

Looking into these areas in future research can help to understand what influences the integration and well-being of migrant employees. This can help organizations create better strategies to support their migrant employees, improving integration, well-being, and performance.

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## Appendices

### Appendix 1. Interview Questionnaire

#### *Broad questions:*

- Personal: Could you please share your name, age, nationality, qualification, current work role, and overall work experience as a migrant employee and with your current employer?
  - Company: Name, business domain, origin of company- local or foreign
1. How do you understand and describe the phenomenon of migrant employees' integration into an organization?
  2. Being a migrant employee, could you tell me about your own integration experience in your current organization?
  3. Describe any challenge(s) you faced while integrating as a migrant employee into your current organization.
  4. How would you describe your experiences with well-being in your current organization?
  5. How have the integration experience(s) and challenges influenced your well-being in the current organization?
  6. How does your company support migrant employees' integration and well-being?