

Workplace Integration: High-Skilled migrant workers' perception
about Irish HRM integration Procedures.

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A dissertation submitted for the award of:
Master of Arts in Human Resources Management
National College of Ireland

Submitted to the National College of Ireland, May 2020

ABSTRACT

“Workplace Integration: High-Skilled migrant workers’ perception about Irish HRM integration Procedures”.

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The purpose of this research is to explore what perception high-skilled migrant workers do have about HRM Irish integration procedures, trying to identify practices and factors that can facilitate the integration of them in Irish workplaces, from HRM role.

This study was done from an inductive method using a qualitative and interpretative approach, considering high-skilled migrant workers in Ireland, and the perspective of one Irish HRM manager.

It seems that for high-skilled migrant workers is easy to integrate in Irish workplaces, where low levels of English are not related to exclusion. It also reflects, that in most of the Irish workplaces are assisting them with a supportive environment, managers and colleagues, and organisational practices as training, meetings and social activities.

High-skilled migrant workers in Ireland consider practices such a training and integration activities with others, a work environment with supportive managers and colleagues, important to support their integration,

The role that the co-workers and managers have in their integration process seems very important, as the key actors in the integration of them, with the role of HRM.

The main challenges that they face in their integration in Irish workplaces are related to the language and the culture of country, where those factors can even affect their integration process.

This research is a useful piece of work for HRM departments and governmental departments, that are working in the integration of high-skilled migrants, as it provides information about factors that can boost and interfere in their integration in Irish workplaces.

Submission of Thesis and Dissertation

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ACKNOWLEDGEMENT

Many people have been involved in the process of this research and I am very grateful with all of them for the huge support they have given to me.

I would like to express my immense gratitude to my supervisor, Bronwyn McFarlane, who trusted in me and in my research from the beginning. Also, for her guidance and unconditional support in tough times. Her experience, expertise and professionalism have helped me a lot to carry out this study.

I would further like to thank the programme coordinator of this course Ms. Laura Fallon for all her advice and support during the master and to all the lecturers of NCI for sharing their knowledge, experience and wisdom during the master.

I want to express my gratitude to all research participants and their willingness to take part in the research, considering the difficult times we are all having.

Finally, I would like to thanks to my fiancé who has been supporting me through the process and to my family, without their support this study would have been tougher.

Thank you.

Maripaz Diaz

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LIST OF ABBREVIATIONS

A2 Bulgaria and Romania.

A8 Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia and Slovenia.

BP Business Partner

CSO Central Statistics Office

EFTA European Free Trade Association.

EU European Union.

HRM Human resources Management.

HSM High skilled migrant.

HSMW High skilled migrant workers.

IT Information Technology.

NSTD No Subtheme Defined.

OECD Organisation for Economic Co-operation and Development.

SIE Self-Initiated Expatriated.

UK United Kingdom.

INTRODUCTION

Migration is not a new topic, people have been moved across countries for thousands of years, moreover during the last few decades migration flows have been rising, being unlikely that rates will fall. In 2017, about 258 million people around the world were living outside their country of birth, (OECD, 2018).

The literature highlights different reasons to migrate to other country as economic factor, political factors, cultural factors, family factors, career factors (OECD, 2018; Carr, Inkson and Thorn, 2005) and, lifestyle factor (Jackson *et al.* (2005). Where is also relevant the labour demand in destination countries (De Haas *et al.*, 2018).

In this trend Europe has emerged as a major global migration destination, as a reason of rapid economic growth and the creation of the European Union as a free trade and migration zone (De Haas *et al.*, 2018).

Also, Ireland has become a country of destination for many migrants (Niehoff and Maciocha, 2008), where the migrant workforce has increased; more than the 60% of new jobs that have been created in Ireland since 2004 have been taken by migrants (Lucey, 2019); and the employment permits for migrants have also increased in the last years, from 11305 in 2018 to 14163 in 2019 (Department of Business, Enterprise and Innovation, 2019).

In the last four decades a new type of migration appeared, that is related with high-skilled migration, with United States, Canada and Australia trying to attract entrepreneurs, executives, scientists, professionals, and technical specialist.

Followed then by Western European and some East Asian, attracting IT professionals from India; and UK bringing nurses and doctors from Africa and Asia (Castles, 2002).

This group that are consider highly educated, are defined as having a bachelor's degree or vast experience in a specific field (Zikic, 2015; Magnusson and Osanami Törngren, 2014; Iredale, 2001), and their decision to move is due, organisational decisions as an expatriate, or as their own decision or self-initiated expatriation (Al Ariss *et al.*, 2012; Mitrev and Culpepper, 2012; Cerdin and Le Pargneux, 2010; Thorn, 2009; Crowley-Henry, 2007 and Inkson and Myers, 2003).

They are also an increasingly large component of global migration flows, being considered for some countries as the solution to meet skill shortages (Iredale, 2001).

In terms of that, seems relevant to analyse how these high-skilled migrants integrate in the workplace, assuming the challenges that move to a new country involves in terms of adapt to a new culture, a new language and a new work (Rajendran *et al.*, 2017; Riemsdijk, Basford and Burnham, 2016; Lee, Park, and Ban, 2016; Ravasi, Salamin and Davoine, 2015; Hopkins, 2012).

The proper integration of a high-skilled migrants into the workplace it is important from different point of views, as a way to improve their performance (McGinnity *et al.*, 2018; Toomey, 2015; Ronda Pérez *et al.*, 2012), to support them in their adaptation process in the host country and understanding the local culture (McGinnity *et al.*, 2018; Ravasi *et al.*, 2015; Mitrev and Culpepper, 2012; Forster and Johnsen, 1996), to achieve competitive advantage from an organisational point of view (Zikic, 2015), and as way to look after their wellbeing (Niehoff and Maciocha, 2008; Hener, Weller, and Shor, 1997).

Whatever is the approach or purpose to integrate them, it seems important to support them in their integration considering as an important aspect of their fit and effectiveness in the workplace (Rajendran, Farquharson and Hewege, 2017).

The literature gives an important role to HRM, as a main actor and support, in the integration of high-skilled migrants (Ravasi *et al.*, 2015; Zikic, 2015; Niehoff and Maciocha, 2008), ensuring that they are comfortable with their work, developing relationships with their colleagues and feeling familiar with the local culture (Bahn, 2015).

Nowadays, is a lack of studies related to workplace integration of high skilled migrants and the role that HRM should have in that, considering that most of them focus only in those professionals who are sending abroad as an expat and how HRM must support them before, during and after their arrival, but it is not clear the role that HRM have with those high-skilled migrant that are self-initiated expatriates, in terms of practices to develop inside the workplace.

The main study that has been found related to the topic is in Australia, where Rajendran *et al.* (2017) investigated “Workplace integration: the lived experiences of highly skilled migrants in Australia”, that it has been used as a main support for this study, where they identified practices and factors that can foster and hinder workplace integration of high-skilled migrants.

In Ireland the integration of migrants in the workplace seems a relevant point , where integration and inclusion are considered important issues of employment, where it must exist a culture of respect for human rights, equality and intercultural understanding, where everyone should have equal access to employment opportunities, equal treatment in the workplace and, equal labour market outcomes regardless of their ethnicity (McGinnity et al., 2018).

The literature highlights the importance to provide to migrant workers access to orientation to working in Ireland, information on employment rights, promotes integration and equality (Toomey, 2015).

In the study about “Cultural Adaptation and Motivations of Immigrant Workers in Ireland” by Niehoff and Maciocha (2008), they highlighted the importance of practices such as counselling, training and support, as an effective integration to reduce their stress.

Anyway, even if some studies have done regarding migrants’ workers, is a lack of literature regarding workplace integration of high-skilled migrant workers.

Consequently, seems interesting to develop a research that may understand the perception that high-skilled migrant workers are having about Irish integration procedures, considering the lack of literature regarding the topic and in Ireland.

Being attractive to understand and develop in the future, practices inside Irish workplaces that focus in their workplace integration of this type of migrants, that are very important to achieve the business strategy of an organisation, being an important piece of information for future practices in HRM.

This research is designed to investigate the perception that high-skilled migrants have about Irish integration procedures in the workplace, in terms of their experience in Ireland, providing information about which practices can support their integration, which ones can interfere in their integration, what practices they have received as high-skilled migrants, and what they understand as a workplace integration. Also providing the view of an HRM manager with vast experience in the topic to support the findings.

To achieve it, this study was done under a qualitative approach, using as a sample 17 high-skilled migrants that are working and living in Ireland, to understand their perception about Irish integration procedures.

This dissertation has four chapters. The first chapter, the literature review is developed, providing a summary of the main factors related to high-skilled migrants and workplace integration, reviewing theories, concepts, current situation in Europe and Ireland, and the reason behind migrate. To then move to workplace integration, theories, the HRM role, workplace integration in Ireland, and previous studies related to the topic.

Then the methodology chapter outlined the research question and objectives of this research, and it explains to the reader the methodology used and why was considered appropriate for this study. In this chapter the reader also can find information about data collection method, sample and sampling method, how the data was analysed, ethical issued related to the research and limitations of the study.

Then, the findings of the research are presented to the reader, highlighting the results and the key findings and linking them with the literature.

In the discussion chapter the reader can find the main outcomes from the findings, linking them with the previous study in the field and literature related.

Finally, the research shows on the possible conclusions and recommendations.

CHAPTER 1

LITERATURE REVIEW

The migration of high skilled migrants is not a new phenomenon, however, seems that the migration of them in the last years has been increased. To understand the migration of high-skilled migrants and their perception about Irish HRM integration procedures, is important to understand the current situation in Europe and in Ireland, the concept of high-skilled migrants and workplaces integration, the role of HRM, the current situation in Ireland and studies related to the topic.

1. Migration in Europe.

Currently, highly skilled migrants are becoming increasingly important in the labour markets of developed countries.

De Haas *et al.* (2018), says that “under the influence of decolonization, demographic change, rapid economic growth and the creation of the European Union as a free trade and migration zone, Europe has emerged as a major global migration destination”.

According to Chase and Seeleib-Kaiser (2014), since the European integration has started, “has aimed to achieve the freedom of movement of goods, services, capital, and workers among member states”.

Initially, the treaty of Rome in 1957 limited the movement of people only to workers, then the Maastricht treaty in 1992 granted to all EU citizens the freedom to move and reside in any EU member state.

They also add that other arrangements regarding the freedom to move and reside were applied to workers from the ex-Easter Bloc joined in 2004 (A8) and in 2007 (A2) to the EU, where the all nationals from those countries became EU citizen, after that intra-EU migration increased significantly.

The OECD (2018) highlight that “since the enlargement of the EU to ten additional member countries in 2004, flows of registered EU citizens within the EU have nearly doubled. Over this period, the top origin countries remained Romanian and Poland. Most of them, migrating to Germany and UK”.

Also, some EU countries have experienced an increase in their migration rates in 2016, as UK, France, Spain, and Ireland (see Figure 1).

In June of 2016, the UK voted in favour of leaving the EU, this is expected to change British migration policy significantly, ending the free movement of EU citizens (OECD, 2018).

2. Migrants in Ireland.

Nowadays, Ireland has become a new destination for many migrants (Niehoff and Maciocha, 2008).

Boucher (2004) refers, from CSO data, it was only in 1996 that Ireland officially became a country of net immigration, much later than most other EU member states. Before 1990 it was a country of emigration rather than immigration (Toomey, 2015).

In the mid-2000s, Ireland experienced a large inflow of immigrants, partially in response to strong economic growth and in response to its decision to allow full access to its labour market when EU expansion occurred in May 2004 (Barret and Kelly, 2012).

In 2008 and 2009, Ireland experienced one of the most serious recessions in economic activity that impacted the labour market and immigration rates, within many other implications in the country.

According to OECD (2018), in April 2017 the number non-Irish nationals residing in Ireland was 566,600, this is an increase from 2016, where 535,475 non-Irish nationals were living in Ireland, a 1.6% decrease on the 2011 where it was 544,357. The pick of migration was in 2008 with 575,600.

Non-nationals in 2017 represent 11.8% of the total population, up from 11,6% in 2016.

From 2016 to 2017, the stocks of migrants in Ireland from all regions increased. As in previous years, the largest group of non-nationals was from the 12 New EU members states, being the 5 per cent of the total population (see Figure 2).

Migration from other part of the world has increased to 27% in 2017. This can be explained due high-skilled migration to fill skill shortages in Irish labour market, as well as the increase of the number of international students (OECD, 2018).

The number of immigrants to the State in the year to April 2019 is estimated to have decreased by 1.9% to 88,600 from 90,300 in 2018 (CSO, 2019a) (see Figure 3).

Consequently, the migrant workforce has increased; more than the 60% of new jobs that have been created in the country since 2004 have been taken by migrants (Lucey, 2019). In 2017 were around 15% (McNaboe *et al.*, 2018).

Employment permits for migrants have also increased in the last years, from 9401 in 2017, 11305 in 2018 and 14163 in 2019 (Department of Business, Enterprise and Innovation, 2019).

The 34% of the employment permits in 2019 were given to Indians, following for Brazilians with 10% and Americans with the 6%, where the main sector was service industry follow by medical and nursing (Department of Business, Enterprise and Innovation, 2019).

The main difficulty about these data consist in covering EU nationals as migrants in the rates, as they have free labour market access in EU Member States, no needing work permit (OECD, 2020).

3. High-Skilled Migration.

People constantly have moved from their parent country to a host country for myriad of reason, as economic reasons, political, cultural, family, career (Carr, Inkson and Thorn, 2005), also can be for life style reasons (Jackson *et al.*, 2005). Where the labour demand in the destination countries is a key migrant determinant (De Haas *et al.*, 2018).

In the last half- century, migration was common in three ways: As a permanent settlement, temporary labour migration and refugee movement.

However, in the last four decades a new type of migration appeared, that is related with high-skilled migration, with United States, Canada and Australia trying to attract entrepreneurs, executives, scientists, professionals, and technical specialist.

Followed by Western European and some East Asian, attracting IT professionals from India; and UK bringing nurses and doctors from Africa and Asia (Castles, 2002).

The literature and studies about high-skilled migrants are increasing, but not studies related with their integration into the workplaces, but from there some definition about the concept of high-skilled migrants can be inferred and used for the purpose of this research.

Iredale (2001) considers that “highly skilled workers are defined as having a university degree or extensive/equivalent experience in a given field”.

Magnusson and Osanami Törngren (2014), consider them as “migrants who possess at least a bachelor’s degree and engage in occupations where university education is required”.

Zikic (2015) who studied the career capital of high-skilled migrants, describes them in the same way, “as those migrants with at least a bachelor’s degree or equivalent from their home country”.

Rajendran, Farquharson and Hewege (2017), in their study about workplace integration of high-skilled migrants integrate in Australia, consider that high-skilled migrants are expected to possess English language skills, professional educational qualifications, job-related skills and prior work experience.

For the purpose of this research, high-skilled migrant workers are considered those migrants that are having at least a bachelor’s degree.

4. Types of High-Skilled Migrants.

In the field of skilled migration, management literature highlights the difference between types of migrants, in terms of the reason to migrate, the career responsibility and the decision making.

Some authors as Iredale (2001) categorise high-skilled migrants in a way to understand the current mayor flows, other authors classify them in terms of from who the initiative is to move to other country and the responsibility of their career.

Al Ariss *et al.* (2012); Mitrev and Culpepper (2012); Cerdin and Le Pargneux (2010), Thorn (2009); Crowley-Henry (2007) and Inkson and Myers (2003) highlight the concept of expatriates, self-initiated expatriates and migrants from that point of view.

6.1 Migrants: In the management literature the concept is used in order to make a distinction based on ethnic and racial lines, mostly to refer to the mobility of individuals from ethnicities with stronger ethnic stereotypes. Also, they do not see them able to develop a career away to their country as may be difficult to them to adapt themselves in a foreigner country. From the purpose of this research they are not consider in this study.

6.2 Expatriates: Or also called corporate expatriate, are those people who has moved to another country by their companies, the initiative in this case comes from the employer. In this case the career of the professional is an organisational process, being responsible the organisation and the individual.

Under this category may be consider posted workers, that are those EU workers who are sent by their employee to execute a service to another EU member state, for a limit period, on a temporary basis (WRC, 2020).

6.2 Self-initiated expatriation (SIE): Are those who decided to travel to a host country by their own initiative. A career is responsibility of themselves, as is their own decision to move to another country. The literature considers them more motivated to interact with others in the host country. SIE seems to be more successful in develop a career in a host country as they are challenge themselves to achieve new goals in a new cultural context and with a new life.

SIE can have myriad of reason to move, as their career development, improve their finances, have new experiences, and get experience abroad.

Thorn (2009) studied New Zealanders SIE, concluding that they migrate not only for economic reasons, they do also for cultural experiences and travel opportunities, political environment, quality of life, and personal relationships.

Are also part of this group, those who has been sending abroad but because they showed their willingness to be mobile in their organisations, showing interest in been send to another subsidiary.

So, for the purpose of this study are consider high-skilled migrants all those employees that are not only having at least a bachelor degree, also those who have initiated their migration by their own decision with no support from any organisation (Cerdin and Le Pargneux, 2010) for an indeterminable duration (Crowley-Henry, 2007), or with very little support from an organisation, as a self-initiated expatriates (Andresen, Al Ariss and Walther, 2013; Inkson and Myers, 2003); and those who have been sent abroad for an international assignment from their parent country to a host country as an expatriate (Mitrev and Culpepper, 2012; Cerdin and Le Pargneux, 2010).

5. Challenges in the Host Country.

From the moment that a migrant arrives in a new country and to a new workplace that involves a new culture, they may face a myriad of challenges in terms of relocation (Xu and Jordan, 2016; Bahn, 2015), trying to adapt themselves to a new life, new relationships, a new work environment and new organisational practices, norms and culture (Rajendran *et al.*, 2017; Riemsdijk, Basford and Burnham, 2016; Ravasi, Salamin and Davoine, 2015).

They also must adapt to new social norms, a new lifestyle and in some cases a new language (Lee, Park, and Ban, 2016; Hopkins, 2012). These are all important concerns in their adaptation to a new culture (Niehoff and Maciocha, 2008), considering how stressful this can be and how susceptible they are to suffer a culture shock (Haslberger, 2005), stress, mental illness (Niehoff and Maciocha, 2008) or depression (Hener, Weller, and Shor, 1997).

These challenges and the way how they may face them may affect their integration in the host country and the organisation, either in a positive or in a negative way, impacting in their physical and mental health and in their performance in the workplace as a consequence. For that reason, their integration into the workplace seems to be so relevant as well.

6. High-Skilled Migrant Workers' Workplace Integration.

Integration can be studied as a two-way process between the migrant and the receiving society (Department of Justice and Equality, 2017), but nowadays the country of origin can have an important role, becoming a three-way process (European Commission, 2011).

On the other hand, other authors consider integration as a part of the acculturation process that is linked to the process of cultural and psychological transformation after migrating (Berry, 2003), where integration is the balance between maintaining their own culture and wanting to be part of the new society where they are (Berry *et al.*, 2006).

Riemsdijk, *et al.* (2016), refers that high-skilled migrants are expected to integrate to the host country, endeavouring themselves to accommodate themselves in the new country, meanwhile the receiving country does less effort to adapt them.

From that point of view, the integration in the host country is under the liability of the high-skilled migrants who is arriving to a new country and no one else.

On the other hand, Rajendran *et al.* (2017), consider integration as a strategy of high-skilled migrants to maintain their cultural identity, whilst at the same time adapting some aspects of cultural identity of the host country, having a socio-cultural aspect that involves emotional feelings; and a structural dimension, such as how migrants are incorporated into the labour market.

A successful workplace integration involves the opportunity to use their human capital, access suitable employment and advance at the same level as non-migrant workers.

It may involve not only secure employment, but may also include the same opportunities as other workers, a proper inclusion in their workplace (Rajendran *et al.*, 2017) and how they adapt not only to the new country, also to the organisation (Vergunst, 2008).

An appropriate workplace integration of a high-skilled migrants will allow them to make a more important contribution to the workplace in a shorter period, increasing their effectiveness (Rajendran *et al.*, 2017, Soontiens and Tonder, 2014).

The importance of the workplace integration has been taken from different approaches: Such as a way to improve their performance (McGinnity *et al.*, 2018; Toomey, 2015; Ronda Pérez *et al.*, 2012), to support them in their adaptation process in the host country, and understanding the local culture (McGinnity *et al.*, 2018; Ravasi *et al.*, 2015; Mitrev and Culpepper, 2012; Forster and Johnsen, 1996), to achieve competitive advantage (Zikic, 2015), and as way to look after their wellbeing (Niehoff and Maciocha, 2008; Hener, Weller, and Shor, 1997).

Regardless of the point of view, the relevance of the integration of high-skilled migrants in their workplace and the benefits that can bring either as individual, organisational or society level.

6.1 Workplace Integration Theories.

Rajendran *et al.* (2017), used and adapted the Van Tubergen's four theories to explain migrant integration into society, to clarify workplace integration with high-skilled migrants in Australia (see Figure 5).

- **Human capital theory:** Refers to the education, skills, and knowledge that individuals bring to the workplace. The theory proposes that individuals invest in education and training in the hope of getting a future higher income. From this point of view the language, previous experience, skills, and qualifications affect the way how high-skilled migrants integrate in their workplace.

From the purpose of this research high-skilled migrants that are part of this research are having high levels of human capital in terms of experience and background, considering that they arrived with already a bachelor's degree. In terms of language, the language proficiency level is various, as some of them are English speakers, others have high proficiency and others low.

- **Social capital theory:** Emphasizes the formation of social networking and how social capital shared amongst colleagues in the workplace is a resource that migrants can use

to enhance their integration. Social capital shared between colleagues in the workplace is a resource that migrants can use to improve their integration. From the point of view of this research this theory highlights the importance of develop relationships with co-workers and others, feeling part of a team and establishing bonds and bridging.

- Structural opportunity theory: Migrant integration relies on structured opportunities to mix with locals, which may then help them to integrate. The workplace offers such a structured opportunity for migrants to mix with locals, and this will promote migrant integration experiences both into the workplace and into society.

From the point of view of this theory those practices that are developed to facilitate the integration of high-skilled migrants inside an organisation and the organisational culture, are having a positive impact on high-skilled migrants.

- Prejudice theory: This theory refers to the negative aspect about prejudge migrants and how attitude towards migrants and discrimination can impact their integration in the workplace.

The four theories suggest that migrant workplace integration may be shaped by migrants' human capital, social capital, structural opportunities, and experiences of anti-migrant attitudes, where a positive structural opportunities, fewer anti-migrant attitudes, and the opportunity and ability to build social capital with relationships and co-workers all combined with a high skilled migrant's human capital will promote workplace integration

7. HRM Role in High-Skilled Migrant Workers' Integration.

The literature gives an important role to HRM as a main actor in high-skilled migrants' integration and support (Ravasi *et al.*, 2015; Zikic, 2015; Niehoff and Maciocha, 2008), ensuring that they are comfortable with their work, developing relationships with their colleagues and feeling familiar with the local culture (Bahn, 2015).

Zikic (2015) highlight the importance to understand the role of local employers and HRM, in integrating and benefiting from skilled migrant workforce, considering them as an important and understudied source of competitive advantage in today's labour market.

Anyway, all the authors that refers about migrant workers integration, highlight the importance to develop integration policies and practices inside the organisations that ensure their integration in their workplace (Ramji, Etowa and St-Pierre, 2019; McGinnity *et al.*, 2018; Boucher, 2004; Forster and Johnsen, 1996).

Some literature links migration with HRM practices such as recruitment and diversity (Connell and Burgess, 2009), or with formal and informal integration strategies such as an induction programme, diversity committee, organisation's events, learning about the host country and key skill development (Rajendran *et al.*, 2017).

Other authors highlight the HRM role as a networking builder, as a way to support them in their integration with the local culture, considering how relevant is to develop social connections in the host country and the positive impact that have in their integration.

A study about "Workplace integration: the lived experiences of highly skilled migrants in Australia", gives an important role to develop relation with co-workers. It suggests the importance of developing practices that may emphasis on encouraging relationships between co-workers, introducing them to other migrant workers and monitoring their wellbeing while they are adapting themselves to the work routine, the culture of the organisation, and their integration with colleagues (Rajendran *et al.*, 2017).

Also, other important points that may be considered from the HRM point of view, to support migrants in their integration process, may be the importance of developing a culture of diversity in the workplace, avoiding exclusion in the workplace and considering cultural differences as an important point (Ramji *et al.*, 2019, Ravasi *et al.*, 2015).

Rajendran *et al.* (2017), also draw attention to the importance of the workplace culture and environment, in terms of mutual help, a cohesive workforce, an empathic leadership style, mentoring and overall support as key and effective factors in workplace integration.

The importance of improving diversity in the workplace is also emphasised in a study about integration of Koreans into Japan's workforce, as a way to support the workers to understand and integrate into the new culture, but also understanding the culture of the migrant workers, looking after their well-being and minimising stress for them (Lee *et al.*, 2016).

Zikic (2015) argue that employers and HRM must understand 3 essential points about high-skilled migrants career capital to improve their performance to aim competitive advantage (see Figure 6).

- Knowing-why, or their motivations and sense of purpose, considering how their motivations for migration and leaving their home country may impact how they manage their careers in the host country and their integration.

- Knowing-how, or their unique knowledge and experience that they bring from their home countries to the host country.
- Knowing whom, or the need to develop social contact in the host country and how social interaction with locals may affect in their performance.

Most of the literature linked their practices with training programs, in particular only with expats and how to prepare them before and after their arrival (Perlstein and Ciuk, 2019), providing them cross cultural training (Forster, 2000) or even organising a previous trip to manage their expectation about the new country (Macdonald and Arthur, 2005), from the point of view of this research may infer that most of the integration efforts from organisations are going to expat, giving to self-initiated expat less attention.

Zikic (2015), says the role that HRM has in the integration of high-skilled migrants may vary upon their status in the organisation, as if they are consider part of the top talent group it is more likely to provide them support to integrate them inside the company.

Riemsdijk *et al.* (2016), highlight the workplace as the key actor in the socio-cultural integration of a high-skilled migrants.

The initiatives that are implemented in an organisation, in terms of practices or culture, must focus in incorporate and integrate them, impacting in that way in their performance, engagement with the organisation and sociocultural integration in the host country.

8. High-Skilled Migrant Workers' Integration in Ireland.

In Ireland the integration of migrants is an important point, in 2017, was created “The Migrant Integration Strategy” that focused in all migrants, including refugees, that sets out the Government approach to promote the integration of them to Irish society, highlighting how relevant is nowadays the integration of them (Department of Justice and Equality (2017).

However, the difficulties that a migrant worker in Ireland had to face became more relevant in 2004, after the resolution of the labour court in Campbell Catering Ltd v Aderonke Rasaan, where they mentioned the difficulties that many non-national workers face in their workplace are as a reason of a lack of knowledge regarding statutory and contractual employment rights, and differences of language and culture (WRC, 2020).

For that, Toomey (2015) mention that there is a need to ensure that all migrant workers have access to orientation to working in Ireland and information on employment rights.

Emphasizing the importance of a proactive strategy that promotes integration and equality of migrant workers in Ireland, and how that will have positive effects in everyone, even in their performance.

On the other hand, other authors consider their integration as under the migrant responsibility. Boucher (2004) said that integration of migrants in Ireland is, by and large, left to the individual, family, ethnic community, friends, state agency and labour market, considering that at that moment the state was not involved in the process and the immigration policies were not clear, being from that moment a policy that guarantees the long term integration of immigrants in Irish society.

In Ireland, integration and inclusion are considered important issues of employment, where it must exist a culture of respect for human rights, equality and intercultural understanding, where everyone should have equal access to employment opportunities, equal treatment in the workplace and, equal labour market outcomes regardless of their ethnicity (McGinnity *et al.*, 2018).

Niehoff and Maciocha (2008), in their study about “Cultural Adaptation and Motivations of Immigrant Workers in Ireland”, highlight the importance of practices such as counselling, training and support, as an effective integration to reduce their stress.

They also mention the importance to include Irish employees in those practices, as migrants feel comfortable interacting with Irish culture.

In terms of the language, English skills can influence them in their adaptation, where the possibility to have access to English language classes or training, may facilitate their integration (Department of Justice and Equality, 2017; Toomey, 2015; Niehoff and Maciocha, 2008)

Been able to communicate in the host language may facilitate integration in the workplace (Rajendran *et al.*, 2017), but even that it is possible to have the risk that they may still interpret things from the perspective of their own culture, creating misunderstanding (Selmer, 2006; Henderson, 2005).

Therefore, this phenomenon is becoming a big challenge for HRM practitioners and in the role that they are having in the Irish workplace, in terms of recruitment, training and guiding new workers, developing managers and performance appraisals (Niehoff and Maciocha, 2008) that must be adapted to this new reality and diversity in the workforce.

Migration in Ireland is growing and the migrant's workforce as well, for that HRM may facilitate their integration in the country, reducing stress and looking after their health (Niehoff and Maciocha, 2008), from the migrant wellbeing point of view. Considering that the emotional and physical safety of a migrant employee is vital in their integration process in the workplace, HRM must develop strategies to support them, ensuring that they are happy with the environment, culture and relationship in their workplace (Bahn, 2015).

From the organisation point of view, HRM must provide them a proper integration that can improve their performance to become a value inside the workplace to achieve competitive advantage.

In resume, the literature highlights, that a successful integration, must involve practices that involve an understanding of the local culture, induction and trainee programs, culture of the organisation, relationships inside the workplace and language as key aspects, being important in Irish workplaces considering the number of high-skilled migrants working and Ireland and how this should be increasing in the next years.

9. High-skilled Migrant Workers' Workplace Integration Studies.

Even if studies that focus on high- skilled migrants are increasing, it is still a lack of literature regarding workplace integration of high-skilled migrant workers, most of them are related to the integration of them into the host country's labour market or just to the host country and society, not considering the role that HRM must have to support them in the process.

Also, most of the literature, even in Ireland, when they talk about migrant integration in the workplace, they only refer about avoid discrimination practices and improve equality in the workplace, but they do not detail which practices from HRM perspective must be done and consider useful.

Anyway, the main study that is supporting this research is related to "Workplace integration: the lived experiences of highly skilled migrants in Australia" by Rajendran *et al.* (2017) who found formal and informal factors that can foster and hinder the workplace integration of high-skilled migrants, their findings are grounded in Van Tubergen's four theories to explain migrant integration into society, that has been explained above.

For them formal integration strategies to integrate new workers, included: establishing a formal induction programme introducing organisational norms regarding workplace interaction to all new employees; establishing a diversity committee; and key skills development.

As informal workplace integration factors they identified how activities that are initiated by a supervisor, co-workers or by themselves, as mutual help, cohesive small group, leadership style, mentoring, migrant attitude to integrate socialize as a migrant with others, etc.; can have a positive impact in their integration.

On the other hand, aspect that can have a negative impact in their integration are related with cultural differences, inequitable practices, and experiences of racism in the workplace.

A study about “Human Capital and Workplace Integration: A Reflection of South African Migrants in Australia” by Soontiens and Tonder, (2014), observes how an appropriate intervention in the workplace integration process can alleviate the human capital recognition deficit, but they do not analyse what workplace integration means or which practices can ensure it.

Other study “Migration and integration of high-skilled labour migrants in Sweden” by Magnusson and Osanami Törngren (2014), examines the situation of high-skilled labour migrants from two different perspectives: their experiences of immigrating to Sweden and their integration into Swedish society, but they did not study their integration into the workplace or how to ensure it. Anyway, they highlighted how the workplace plays an important role in their integration into the society.

In the same argument, regarding the role that the workplace has in their integration, a case study in Norway by Riemsdijk *et al.* (2015), about “Socio-cultural Incorporation of High-skilled Migrants at Work: Employer and Migrant Perspective”, examines the workplace as a key site of transmission of norms and values of the host society, but again they did not study their integration in the workplace.

In Turkey in a study about “Labour Market Integration of Migrants in Turkey: Weaknesses and Opportunities of Career Guidance for Migrants” by Gökbayrak and Devlet Karapinar (2019), they accentuated the value of integration, as a win to win strategy where everyone benefits.

A study about “Inclusion of a diverse workforce in the UK” by Hopkins (2012), examined the integration of a diverse workforce in UK, but their finding are related to how the levels of English language skills can condition their integration, in terms of type of job that they can get and relationships with British workers.

On the other hand, most of the literature regarding the topic is related to expatriates who are sent abroad to an international assignment, and how HRM must prepare them before their

arrival in the host country to avoid the culture of shock; being not useful for the purpose of this study.

The study about workplace integration of high-skilled migrant in Australian workplaces, provides important information about how some factors may improve or affect the integration of high-skilled migrant workers in the workplace, that seems interesting to study and applied in the Irish context, considering that both countries are not so different (Hofstede Insight, 2020).

10. Conclusion.

It seems relevant how the integration of high-skilled migrants in the workplaces can impact in an individual level and in an organisational level(Gökbayrak and Devlet Karapinar, 2019), being important to focus and invest in their integration in the workplace either for high-skilled migrant wellbeing or to support the business strategy of the organisation.

The structural opportunities theory and the social capital theory are having an important role in the integration of high-skilled migrant workers, where those practices that are developed inside the organisation, the organisational culture and the relationship with others, are having a positive effect in their integration (Rajendran *et al.*, 2017).

Considering, how relevant is in Ireland the integration of all types of migrants (Department of Justice and Equality, 2017), the role that the workplace has in the process, and the lack of the literature regarding workplace integration of high-skilled migrants in Ireland, seems relevant to study what perception high-skilled migrant workers are having about Irish integration procedures and how they have integrate themselves in Irish workplaces.

Also, identified the role that HRM should have in their process, as the responsible of the well-being of the employees and to support the business strategy of the organisation to achieve competitive advantage (Bahn, 2015; Zikic, 2015), identifying practices that can support their integration, to put in practice in the future inside Irish workplaces.

The study about “Workplace integration: the lived experiences of highly skilled migrants in Australia”, provides useful information about how some factors may improve or affect the integration of high-skilled migrant workers in the workplace (Rajendran *et al.*, 2017) , that seems interesting to investigate in Irish workplaces, considering that both countries are not so different (Hofstede Insight, 2020).

CHAPTER 2

RESEARCH METHODOLOGY

1. Introduction.

Research is an essential tool for understanding phenomenon that need to be handled by individuals and organisations, being important investigate deeply relevant information, collecting more information about the phenomenon, to then analyse all the information to answer the question.

Research methods refer to systematic, focused and orderly collection of data for the purpose of obtaining information from them, to answer the research question (Ghauri and Grønhaug, 2005).

This study aims to provide a better understanding about the perceptions that high skilled migrant workers have about Irish HRM integration procedure in their workplace. To achieve the aim of this study a research had to be done.

This part of the research explains the objectives and aim of the study. Moreover, it will explain to the reader the methodology used and why was considered appropriate for this study and why the sample population was selected.

Finally, while this chapter will outline the details of the research methodology, Chapter 3 will discuss the findings and the outcome of the research in detail.

2. Research Problem.

As Ghauri and Grønhaug (2005) said that “problems, that is ‘question’, drive research, from their point of view without research questions there would hardly be any research at all.

A research problem must be defined in a precise manner that provides to the researcher a proper direction for developing an investigation (Sreejesh, Mohapatra and Anusree, 2014).

Horn (2009) considered that a research problem can be formulated in three common ways:

- With an aim statement.
- Through research question.
- Via hypotheses.

From the purpose of this study the research problem is formulated as research question with specific research objectives, considering that is a common way to express the research problem (Horn, 2009), where the research topic is related to workplace integration of high-skilled migrant workers in Ireland.

2.1 Research Objectives.

Research objectives are specific statements that indicate in more detail the key issues to be focused on a research, usually a research project have several specific research objectives. They define the dimensions that a research topic is interested in exploring, providing to the author an idea in what topics can focused on (Thomas and Hodges, 2010).

Research objectives address the purpose of a study, acting as a guideline in the research process, they must be brief, declarative and specific, stated (Sreejesh *et al.*, 2014).

The overall research question of this study is **What perception high-skilled migrant workers' do have about Irish HRM integration procedures?**

To provide a better understanding of the research question, the following research objectives for the purpose of this research are:

- 1. To explore what perception, do high skilled migrant workers have about their workplace integration in Ireland.**
- 2. To comprehend how high skilled migrant workers, understand workplace integration.**
- 3. To identify which practices high skilled migrant workers are receiving in their workplace to facilitate their integration in their workplace.**
- 4. To identify which are the best practices to develop in a workplace that facilitate their integration in their workplace in Ireland.**
- 5. To identify which factors are hindering their integration in their workplace in Ireland.**
- 6. To understand what practices HRM have to develop in Irish workplace to support the integration of high skilled migrant workers.**

3. Methodology Applied.

For Horn (2009) methodology is “the way that knowledge is created and is closely related to epistemology, which is the philosophical theory of knowledge”.

This section discusses the nature and justification of the methods that are chosen to investigate the research question.

Kwadwo and Hamza (2015) said that all research is based on some underlying philosophical assumptions about what constitutes valid research and which research method is appropriate for the development of knowledge in each study. The selection of the research methodology depends on the paradigm that guides the research.

The methodology applied to develop this research is based in the study that had been used as example and guideline, about “Workplace integration: the lived experiences of highly skilled migrants in Australia” by Rajendran, *et al.*, (2017), that had the purpose to explore how highly skilled migrants in Australia integrate into the workplace. This study was done from an inductive method using a qualitative and interpretative approach.

In terms of that, and following the previous study in the topic, this research is taken under the inductive, interpretative and qualitative approach.

3.1 Induction.

For the purpose of this research an inductive approach applies, as it aims to understand what perception high-skilled migrant workers’ do have about Irish HRM integration procedures? To Drawing conclusions in regards of their experiences in Irish workplaces, to infer also what role HRM must have in their integration process.

From an inductive approach generalisation are made from individual instances, observing instances of something, looking for a pattern, building a tentative theory, and then testing that general theory to provide generalisation about behaviour (Horn, 2009).

An inductive approach involves drawing generalisable conclusions from observation, allowing the expansion of knowledge, providing conclusion that contains more information than premises (Bryman and Bell, 2015), as this research aims to do.

3.2 Interpretivist.

The interpretive approach aims to explain the subjective reasons and meanings that lie behind social action, not having interest in generating a new theory, but to judge or evaluate, and refine interpretive theories (Kwadwo and Hamza, 2015).

The challenge for the interpretivist is to enter the social world of the research participants and understand that world from their point of view. An interpretivist perspective is highly appropriate in the case of business and management research (Saunders, Lewis and Thornhill (2015).

This research collects information about events as high-skilled migrant's perception about Irish integration procedures, to also draw interpretations about HRM role in their integration process.

3.3 Qualitative.

A qualitative research is used when the research problem is focus on uncovering a person's experience or behaviour, understand a phenomenon about little is known, in social and behavioural sciences and when is about to understand human behaviour and functions (Ghauri and Grønhaug, 2005).

From the purpose of this research, a qualitative approach is used, to provide a deep understanding of the perception that high-skilled migrants have about Irish HRM integration procedures.

3.4 Data Collection.

From the purpose of this research primary and secondary data are used.

3.4.1 Secondary data.

Secondary data is used as a way to understand and explain the research problem, that from the point of view of this research it had been used, as studies related to high-skilled migrants' workers perception about Irish integration procedures and literature related to the topic in Ireland does not exist.

For the purpose of this study became relevant, as main source of the research, the study about 'Workplace integration: The lived experiences of highly skilled migrants in Australia' by Rajendran, Farquharson and Hewege in 2017.

Other sources that had been used for this dissertation are external sources, as studies related with high-skilled migrants, journal articles, newspapers, online data, books, government websites, etc.

Secondary data provides information that may have been collected for a different purpose, but can help to the researcher to understand and formulate in a better way the research problem and draw conclusions (Ghuri and Grønhaug, 2005).

3.4.2 Primary data.

Primary data can be collected for the purpose of a specific research, being more consistent with the research question and research objectives.

One of the disadvantages of the primary data is that can take long time and can cost a lot to collect and get access.

From the point of view of this research the type of primary data source is related to the perception and opinion of high-skilled migrants' workers in Ireland about Irish integration procedures in their workplace.

For primary data collection method this research used questionnaire. Ghauri and Grønhaug (2005) consider it under survey' cluster, being an effective tool to get opinions, attitudes and descriptions.

By questionnaire, the author is able to ask questions of a target population (or a sample of it) and analysing the responses in order to generate information allow to understand who people think, feel and experience.

Surveys as a way to conduct a qualitative research, can be done online with no physical contact with the interviewer recording the answers, also are economical and quick (Walle, 2015).

Questionnaires were used as a way to collect the data, that were sent it via email and social media to high-skilled migrant workers in Ireland and to an HR manager to know his opinion about HRM role in the workplace integration of migrant workers as an expert on the topic.

Two questionnaires were developed, one for the HR manager with 10 open questions and another for high-skilled migrants with 15 open questions. Both were prepared for the author in terms of the aims of this research and supporting them with previous studies in the area and literature related to the topic, to then be sent to the participants to get their opinion, experience and perception as high-skilled migrant workers in Ireland.

An open question questionnaire with no limit of words and lines, gave to the participants flexibility to write and share deeply their experience as a high-skilled migrants' workers in Ireland in terms of workplace integration.

The respondents had enough time to complete the questionnaire and they were asked to respond within 15 days from the date that the email was send.

Once all the questionnaires were received the information was analyse and clustered under categories related with the research objectives.

3.5. Research Sample.

Are two possible sampling methods: probability sampling and non-probability sampling, from the point of view of this research were use a purposeful non-probability sample, as the sample was not selected randomly, it was done related to the purpose of this research.

It was volunteer sample, using initially self-selection sample to then snowball sampling.

The research sample for the purpose of this study were high-skilled migrant workers in Ireland that are working in the country, to know their perception about the integration process in their workplace; and an HRM manager with experience working with high-skilled migrants.

The researcher surveyed 17 high-skilled migrant workers from different nationalities that are working in Ireland. Walle (2015), says small samples can be used in surveys as a qualitative method with a convenience sample, who are available and willing to participate in the research.

Horn (2009), says that qualitative samples are often small, typically bellow 30, and the sampling system is often not random sampling.

The participants were invited to participate, contacting them by social media to then send the questionnaire via email, as the researcher have personal connections with high skilled migrants in Ireland. Also, some of the participants identify and referred other participants.

The criteria for the sample to be considered, was that the participants should be a migrant worker in Ireland with a least a bachelor's degree, considering the literature's definition.

4. Analysing Qualitative Data.

Saunders, et al. (2015), say as "meanings in qualitative research depend on social interaction, qualitative data are likely to be more varied, elastic and complex than quantitative data. Analysis and understanding of these data therefore need to be sensitive to these characteristics

to be meaningful. Qualitative data are likely to be characterised by their richness and fullness, based on your opportunity to explore a subject in as real a manner as is possible”.

In the case of this study it is expressed through words, spoken and textual. A research using an inductive approach aim to search for and recognise meanings in the data and to understand the social context and perceptions of research participants.

The way to analyse qualitative data are infinite (Horn, 2009), for the purpose of this research the data was analysed from an inductive approach, starting with the collection of data to then later explore them to identify patterns, themes or issues that may arise and requires focus.

The research seeks to analyse and categorise the information based in the research objectives, using them as a theme, and categorising the question and answers under that cluster. A thematic analysis is more adaptable when the research strategy requires to search for particular themes (Saunders *et al.* 2015).

1. To explore what perception, do high skilled migrant workers have about their workplace integration in Ireland.

- Can you describe your experience working in Ireland in terms of your integration process in your workplace?
- What have you done to integrate in your workplace?
- What were the main challenges you have faced to integrate to the workplace environment and what helped you to settle in?
- What was your knowledge of English when you came to Ireland? From your experience, how important is your knowledge of English for your integration process?

2. To comprehend how high skilled migrant workers, understand workplace integration.

- What workplace integration means for you? What do you understand about it?

3. To identify which practices high skilled migrant workers are receiving in their workplace to facilitate their integration in their workplace.

- How your employer has been supporting you in your integration process to the workplace?

4. To identify which are the best practices to develop in a workplace that facilitate their integration in their workplace in Ireland.

- How you will describe the best scenario that can provide you a proper workplace integration?
- 5. To identify which factors are hindering their integration in their workplace in Ireland.**
- Which factors, from your point of view have interfering in your integration in the workplace?
- 6. To understand what practices HRM have to develop in Irish workplace to support the integration of high skilled migrant workers.**
- What do you think your employer must do to ensure your proper integration to workplace integration?

Also, for future research where added the clusters of decision to move and why Ireland as a destination country, considering that some authors linked motivation to migrate with how they integrate in the host country.

This dissertation has an exploratory nature where the researcher focusses on analysing the data during collection to develop a conceptual framework or guideline for the subsequent work.

5. Ethical Issues.

According to Horn (2009), the main ethical consideration for a research that involves human participants is that it should do not harm.

A consent form was given to all the participant, informing the purpose of the research, title, information about the supervisor and the author of this research, etc. Each participant signed the consent form with his/her name, in case to do not have electronic signature as an acceptant to participate in the study (see Figure 7 and 8).

The answers of the questionnaires and interviews had been storage in a private laptop, requiring a password to access to them.

6. Limitations to the Research.

This study has potential limitations. The data collection had to be reformulated, due to the Covid-19 outbreak, as a first instance focus groups and face to face interviews were to be conducted, also affecting the sample size and the access to them, being difficult to get them, specially the HRM manager.

In term of that, the data collection limited the information that the author was able to collect, not being able to go deeply in some interesting issues that emerged from the respondents' responses.

The sample size can be considered no so representative, considering the number of migrants in Ireland. It was sent around 30 questionnaires, coming back 17. Even that, Horn (2009) says that qualitative samples are often small, typically bellow 30, from that point of view the results should not been affected for the sample size.

Other limitations are related to the lack of studies related to the topic and in Ireland; the author's language, who is not a native English speaker, that may interfere to some extent in the development of the research; and the absence of a pilot study.

7. Pilot study.

Pilot study for the purpose of this study was not carried out, the questions were prepared based on literature and previous studies related to the topic, and the objectives of the research, to then they were sent to the supervisor to verify them and approve them.

Summary.

This chapter provides information about the research questions and the objectives that this study aims to achieve, and also helps to understand which methods the author used to carry out the research, why has chosen them, which steps were taken and why.

For the purpose of this study the methodology applied is based in the previous research, about "Workplace integration: the lived experiences of highly skilled migrants in Australia" by Rajendran, *et al.*, (2017). Also, considering that a qualitative method is the best way to understand and analyse the phenomenon that the author wants to study.

CHAPTER 3

RESEARCH FINDINGS

This chapter of the study describes the final findings of the study regarding to the perception of high-skilled migrant about Irish integration procedures and HRM role. It further gives us the findings in relation to their experience about their integration in the workplace.

The questionnaire was sent to 30 high-skilled migrants who are working as high-skilled workers in Ireland and the response rate was around 56%, where 17 of them sent their answers (see Appendix 1).

Also, a questionnaire was sent to an HRM Manager, who has experienced working with high-skilled migrant, to have the perspective from HRM.

The findings of the study will be presented by objectives and analysed under themes that were identified and categorised from the responses of the participants to the questions (see Appendix 2) which are linked to the objectives of this research as it has detailed in the previous chapter, also they will be compared with the findings of the literature review mentioned earlier in the chapter 2.

1. Objective 1: To explore what perception, do high skilled migrant workers have about their workplace integration in Ireland.

An appropriate workplace integration of a high-skilled migrant has an effect in their contribution in the workplace and their effectiveness (Rajendran et al., 2017, Soontiens and Tonder, 2014), also in their well-being (Lee *et al.*, 2016).

A proper integration in the workplace has an impact in an individual and organisational level.

In terms of the experience of the participants of this research, regarding workplace integration, they highlight important factors that are part of their integration as: the practices that are inside the organisation, the culture of the country and the organisation, the language and the relationship with others.

Also, which actions they have taken to integrate in their workplace, the main challenges they have faced and how important is the language.

1.1. Workplace integration experience:

In terms of their experience high-skilled migrants, mentioned having been involved in practices such as induction, training, mentoring, on-boarding, social events and even shadowing.

4 participants referred to training as a part of their experience within other practices.

Participant 1BM who works in financial data, said “training is being provided in weekly basis and social events has been set to promote more interaction between the teams. As a new employee, I got a mentor who supports me and double check my reports daily”.

Participant 10NB IT professional, referred “there was always some period of integration at first, with training and time spent with most of the team on a daily basis. We were shadowing colleagues and getting to know everyone that way”.

Participant 11PZ IT professional, described “onboarding & training, most of the recruitment processes were clear and straight to the point”. Also, highlighted that “roles are well described, and we know what’s expected most of the times” and the role of a “good feedback not based in ‘guesses’ but consistent in regards of what’s working, what’s not working and what to do”.

Induction has been experienced for only one participant to understand administrative issues about the new country. Participant 15YK IT professional, pointed “They did an induction session during the first day that help to understand a bit more how the process is to work in Ireland (PPS...)”.

Workers perception of both organisational culture and national culture (host country) was examined.

Participants referred that from their integration experience the culture of their organisation has been relevant, for 3 of them. As how important have been topics such as communication, recognition and fairness, participant 12PA who works as a global communications manager, said “there is a lot of transparency in the work culture here, everyone is very open, and achievements are acknowledged and appreciated”.

In the same point, participant 4DP working in childcare industry as a coordinator, mentioned “after a month I realized my coordinator was not really organized so I started doing activities. After a few months they offered me to be the coordinator in a different school for the same company. I have been in charge for 6 months and it has been an amazing experience, my boss support me and trust me and that give me the space to develop different kind of activities with the children”.

Other issue that had been mentioned is related with experienced a culture of diversity inside their workplace, participant 11PZ referred “it is very diverse mix of culture and a rich experience. People are different and have different background”, “I learned loads from observing them and understanding how the thinking line works”.

The culture of the country was other factor that some of the participants described in terms of their experience, mainly as a negative factor.

The participant 3CC, who has been in Ireland for around 8 month, mentioned that “After almost a year, I continue to describe the assimilation to Irish culture as a steep, uphill battle”, “and the minute I open my mouth to speak with my American accent, I already feel out of place”, “The Irish work culture is radically different to that of the U.S”.

Participant 8IO who now works in the retail industry, said “in some places I worked such as restaurants and pubs, the integration process was more difficult, the staff was old and not open to changes and the manager was still living in the ‘80s”.

The language had been other factor that the participants pointed in terms of their experience and how affected them in their integration, either in their relationship with others or in their performance.

Participant 4DP from Chile, said “my English level was basic, so my co-worker was not really nice to me, but my manager is an amazing person and the children helped me a lot, they corrected me every time I made a mistake”

Participant 6DO from Paraguay, mentioned “my English level wasn’t that good I was very nervous about getting exposed. I didn’t want to speak to my colleagues, speaking by telephone or having meetings” “I was afraid of misunderstanding or maybe don’t know how to explain my ideas”

The relationship with others seems to be a relevant factor that at least 6 participants mentioned and consider as part of their workplace integration experienced, considering that social integration is an important factor in the integration of high-skilled migrants (Soontiens and Tonder, 2014, Vergunst, 2008).

Participant 12PA from India said, “everyone in my team as well as the management was helpful and understanding of the fact that I was from a different country and did not know the Irish work culture in the beginning”.

Also, participant 17FT shared that “I faced no issues and all the team was really friendly and helpful. Of course, the management was also very helpful and supported me in any difficulties”.

On the other hand, other participants English speakers had found difficult develop relationship with others. Participant 7ES from the Unites States, mentioned “It’s been hard at times. As Ireland is very small, so are the networking circles. I have found it difficult to break into these circles”.

In similar way, the participant 3CC also from United States, said that “I find that working relationships dictate the course in many cases, but those relationships take years and years to build. In some cases, they won’t be built at all if you’re from the wrong side of the River, or indeed the wrong county”.

Hopkins (2012), mentioned that non-nationals in the UK can be excluded from the national groups due to the language and low level of English skills. Seems that in Ireland speaking English is not necessarily related to be becoming integrated with local workers.

In the study about high-skilled migrant workers and workplace integration in Australia done by Rajendran *et al.* (2017), they found that was difficult for them find friends outside work, they considered that Australian are closed and unapproachable in their relationships, helpful at work, but not interested in pursuing anything beyond the workplace, even with people who speak the same language, being nor so different than some of the participants’ perception about Irish workplaces.

1.2. Actions to integrate in the workplace.

High-skilled migrate tend to self-help themselves to integrate in the workplace, these are related to socialise with other, showing a good performance or seeking information and support (Rajendran *et al.*, 2017)

Most of the participants highlight that they had developed relationships with others to integrate themselves in the workplace.

Participant 1BM said, “I tried to make friends as quick as I could and especially within my team”, going on social events with co-workers inside and outside the company”.

Participant 5DB who works as an Architect, mentioned “the maximum amount of colleagues I’ve had so far has been always less than ten people, like this it’s easier to get to know each person better”.

Participant 10NB from France said, “I’ve been socializing in and out the workplace, getting to know the most colleagues possible and maintaining good relationships with both the team and the management”.

Also, they highlight how important is also develop activities inside the workplace that encourage social interaction, participant 7ES said “I’ve helped with celebrating birthdays in the office”.

In terms of performance, as a way to integrate in their workplace, participant 10NB referred “I made sure I maintained a good performance at work to ensure some evolution then and good collaboration”.

Participant 16DF from Brazil, working in IT, pointed “I always work hard, show productivity, get to know my work colleagues, learn the team goals and do my best to achieve them.”

For other participants communication is something they had been doing to integrate in their workplace either to communicate their concerns or improving their English.

Participant 6DO said, “face my fears, tell my boss that I was unconfident with misunderstand things. They just told me to take it easy, gave me all their support”.

Participant 12PA pointed that “I have made a conscious effort to ask a lot of questions, communicate regularly and keep my manager in the loop about what I am doing and what challenges I am facing to integrate faster and more seamlessly into my workplace”.

In terms of the language, sometimes high-skilled migrants try to speak the local language to make local friends and try to integrate (Magnusson and Osanami Törngren, 2014), participant 14VF who works in hospitality where most of her colleagues are non-Irish mentioned, “I usually ask to my colleagues to speak in English in the office, and the participant 17FT from Greece, said “I had to refresh/practise my English”.

Other participants referred other factors as the importance to know about the workplace, as participant 8IO who said, “read about the workplace and the participant 9JO who mentioned “observe the workplace culture”.

One participant pointed the relevance to showcase their home culture. The participant 7ES, mentioned that “I try to bring my culture in whether it’s cooking or telling colleagues about my life in the US.

1.3. Main challenges.

Arrive to a new country and workplace means to face many of challenges in the process to relocated, that are not only related to adapt to a new culture (Xu and Jordan, 2016; Bahn, 2015).

All new employees have challenges when they start at a new job, a high newly arrived migrants may have extra challenges understanding the broader workplace norms and practices in a new context. They must adapt themselves to a new life, new relationships, new work environment, new organisational practices, norms and culture (Rajendran *et al.*, 2017; Riemsdijk, Basford and Burnham, 2016; Ravasi, Salamin and Davoine, 2015); and a new language (Lee, Park, and Ban, 2016; Hopkins, 2012).

The main challenges that the participants have faced were categorised as language and culture of the country, considering that the most of the answers were related with those topics, and only 3 of them were related to other such as house hold (“To find a house the most difficult part”, participant 2CR from Spain) and local regulation (“the biggest challenge has been the administrative process” “learned how to work in “emergency tax” status”, participant 15YK).

Hopkins (2012) in a research about inclusion of a diverse workforce in the UK, refers how weak language skills can also affect the integration process of a migrant workers, becoming a challenge for most of them not only in terms of communication, also creating distance between non-national and national workers.

12 of the participants are not native speakers, 3 of them came from an English speaking country and, 2 of them they speak English as a second language, however for most of them language is considered the main challenge they have faced, even for English speakers.

At least, 8 of them mention language as one of the main challenges, either as a language barrier to communicate (“the main challenge was the language barrier, at the beginning my English wasn’t good, so trying to communicate and get my point across was a challenge”, participant 16DF) or to understand Irish expression (“no understanding Irish phrases. Sometimes I’ve had to ask my manager to repeat things because of this”, participant 7ES).

Also, as a factor to understand information and be able to express ideas (“as English is not my first language, it was hard at the beginning on getting a high level of new information and processing everything, participant 1BM from Brazil; “I was learning new programs on top of perfecting my English, it was frustrating at first, when you can’t fully express your thoughts accurately, participant 5DB from Colombia).

Considering how relevant is in their perception how they perceive their reception of the host country (Iredale, 2001), seems relevant the answers of the participant 3CC, who said that “I find Ireland unwelcoming and even suspicious of outsiders”.

On the other hand, even that being able to communicate in the host language may facilitate integration in the workplace (Rajendran *et al.*, 2017), it is still possible to have the risk that they may still interpret things from the perspective of their own culture, creating misunderstanding (Selmer, 2006; Henderson, 2005).

Skilled migrants must learn the cultural codes of the receiving society to navigate the workplace and society at large (Riemsdijk *et al.*, 2016).

Participant 6DO who works in telecommunications, mentioned that one of the main challenges is “understanding the Irish way to say things was another. Many times, they don’t say anything to some questions or comments, sometimes they don’t even reply e-mails or direct messages”.

In terms of the Irish culture, and how the things are done in the organisation, some participants took it into account considering it a challenge from their perspective as they consider it part of the culture of the country.

Participant 7ES, considered the main challenge try to adapt to the way how Irish people work “things are also laid back. In the US workplaces are very fast paced, things are done quickly” “I feel people in the Irish workplace often take their time”. This can also be a good thing for mental health as it gives headspace”.

Participant 12PA from India, pointed in the same way “understand that some things work in a certain way without being told about it was the biggest challenge”,

1.4 Settling in

As important factors to be consider that has helped high-skilled migrant workers to integrate in their workplace are related to the relationship with co-workers; the organisational culture, as a multicultural environment and leadership style; and some practices as meetings.

Participant 5DB mentioned “my co-workers have been very patient with me and made me feel comfortable along the learning process”.

On the other hand, participant 13SP who works in HR, referred how the lack of interaction affected the integration, “initially it was difficult to set in because I was the only intern in my

department. My work was not directly associated with teaming up with any other members. This proved to be a barrier for me for developing workplace relationship with my colleagues”.

In terms of the role of be part of a multicultural team, participant 1BM refer to “the fact that I am working in a multicultural team helped me a lot once they are not English native speakers as well. After some weeks, it got easier to communicate with everyone in the office and as the daily tasks got more and more familiar, participant”, but on the other hand can be a challenge as well participant 10NB pointed that “main challenges were to be able to communicate with the whole team because everyone came from different backgrounds and cultures”.

Social relationships can enhance the integration of high-skilled migrant workers and support them to setting, the literature gives an important role to the support from supervisors and co-workers and an empathetic supervisor as factors that can boost the workplace integration of high skilled migrants (Rajendran *et al.*,2017).

Participants mention how feedback and regular meetings with managers and team had been helping them to settle in (“weekly feedback meetings are helping a lot”, participant 1BM; “settling in was greatly facilitated by management and their availability answering any queries we had, participant 10NB).

1.5 Language.

Speaking the local language has an important role in the integration of high-skilled migrant workers in the workplace, having implications in job opportunities, career opportunities, friendships and connection with the local culture (Magnusson and Osanami Törngren, 2014).

The language can impact in terms of integration, performance, career development and communication.

For many of the participants language is a key factor to integrate in the workplace (“I think my knowledge of English was the only thing that affected my integration process”, participant 4DP; “learning the language is a key factor for integration as communication is extremely important in a workplace, participant 16DF from Brazil).

Language is considered a key element in communicating with others to develop social relationships (“Having a better English level, I could talk to my colleagues not just about things related with our job, but also our daily routine”, participant 14VF from Chile; “I could not really express myself as expected”, participant 15YK from France) or as a way to understand

others (“Irish people rarely say what they mean, and many nuances are picked up in tone, body language, and vernacular. I’d find it absolutely essential to be near fluent or fluent in English”, participant 3CC).

In terms of performance, language can be perceived as a support the career development (Hopkins, 2012), not being able to communicate in the local language can affect the type of jobs that a high-skilled migrant is able to take, not necessarily matching with their qualifications.

The language barrier can affect the future career opportunities of a high-skilled migrant (Magnusson and Osanami Törngren, 2014).

Participant 1BM mentioned that “I can see the best positions in the company require a high level of business English”,

Participant 16DF pointed that “At the beginning it was a challenge due to a cultural difference and language barrier, so I started in jobs that didn’t require much speaking”

Also is consider important to perform according to the role that you are working at (“it is crucial in my line of work where you are in direct contact with clients, participant 9JO working in accountancy; “I could talk to my boss and colleagues and feel part of the team, as well as send emails to customers, suppliers, etc,” participant 14VF).

2. Objective 2: To comprehend how high skilled migrant workers, understand workplace integration

Workplace integration involves the opportunity of high-skilled migrants to use their human capital, access to suitable employment and advance at the same level as non-migrant workers (Rajendran *et al.*, 2017).

It may also include the same opportunities as other workers, a proper inclusion in their workplace (Rajendran *et al.*, 2017) and how they adapt not only to the new country, also to the organisation (Vergunst, 2008).

An appropriate workplace integration of a high-skilled migrant will allow them to make a more important contribution to the workplace in a shorter period, increasing their effectiveness (Rajendran *et al.*, 2017, Soontiens and Tonder, 2014).

From an HRM perspective workplace integration can be related to the onboarding and retention of a high-skilled migrant worker, where co-workers and managers are responsible to their onboarding and training.

CC an Irish HRM Manager who has been working with high-skilled migrant workers in two of the big fours in Ireland and Canada, referred that “ I would see workplace integration from a human resources and global mobility perspective as the onboarding and ongoing retention of high-skilled migrant workers as they settle in to a new workplace and work culture, there is also an onus on their workmates and managers to ensure correct onboarding and training which is critical to workplace integration”.

Seems that from the point of view of the participant it is linked immediately to the role of the organisation in the process, the work environment, the relationship with others, the culture of the country and less with diversity and norms.

2.1 Organisation:

Workplace integration can be associated immediately with how the employee feels (“It means that it is important that employees are comfortable where they work”, participant 7ES who works in higher education) and is treated inside the organisation, becoming relevant how the organisation support them to integrate in the workplace in an equal way with no distinction, giving the same opportunities to everyone (“it’s for me how an employer helps an employee to be part of the company. It’s not only for foreigner but for any new starter”, participant 15YK, working in IT; “means being able as a foreign person to integrate in a company as easily and quickly someone from the country would do it, and being treated equally than everyone else, no matter who they are where the come from, participant 10NB, “it means good training in regards to your duties, properly introducing you to the team and caring leadership showing to be supportive, participant 11PZ).

2.2 Workplace environment:

Workplace environment can be also associated to workplace integration, considering that a positive environment can impact in a positive way in their integration process (“It means settling in and adjusting to your work environment and culture, enabling you to work efficiently and effectively as an active member of the team”, participant 9JO; “it means creating an environment that is easily accessible and comfortable to people of various backgrounds”, participant 3CC).

2.3 Relationship with others

Other factor that is relevant to define workplace integration is in terms of relationships and how relevant those are to feel integrate in a workplace (“It means a person feeling as a member of a team and not feeling left out or discriminated against, participant 12PA; “it means the way that you become part of the team in the company where you work”, participant 14VF; “ good relationship with your co-workers based on respect and predisposition to new ideas in both sides, participant 4DP).

2.4 Performance

The definition of workplace integration can be also link to performance, as the literature say the integration in the workplace can impact the employee performance.

Workplace integration can be perceived as a condition to performance well.

Participant 2CR referred that workplace integration “it is necessary to succeed in your job”; participant 13SP defined as “it means ensuring effectiveness” and participant 15YK highlight that “the workplace integration is very important for the productivity”

2.5 Diversity

Diversity can be used to understand workplace integration, considering that high-skilled migrant workers bring diversity to the workplaces.

Participant 16DF understand workplace integration as “bringing people from different cultures and places together in the same space.

3. Objective 3: To identify which practices high skilled migrant workers are receiving in their workplace to facilitate their integration in their workplace.

Toomey (2015) mention that there is a need to ensure that all migrant workers have access to orientation to working in Ireland, information on employment rights. Being important a proactive strategy that promotes integration and equality of them, and how that will have positive effects in everyone, even in their performance.

In Ireland, integration and inclusion are considered important issues of employment, where there must exist a culture of respect for human rights, equality and intercultural understanding, where everyone should have equal access to employment opportunities, equal treatment in the workplace and, equal labour market outcomes regardless of their ethnicity (McGinnity *et al.*,

2018). Equity is an important factor to consider in the integration of high-skilled migrants in the workplace (Ramji, *et al.*, 2019).

The findings can be categorised under organisational practices and organisational culture. Being both equally relevant in the high-skilled migrant integration in Irish workplace.

Practices that are refer for some of the participants are related to: Social events, training, feedback and regular meetings with managers and team, induction, team building and team activities (“they promote some social events inside the company. They also provide ongoing training section in a weekly basis. Weekly feedbacks meetings are also important for the integration process”, participant 1BM, providing “trainings, inductions, meetings, team building” participant 8IO).

Also, they have been supported with administrative issues that a high-skilled migrant must do once arrive in Ireland (“a simple example is that when I moved to Ireland, I had to do some basic moves, such as open a bank account, go to Social Welfare to obtain a PPS number, go to Revenue office and of course to find an apartment. I didn’t have a chance to do all these, So, they arranged flexible working hours for me in order to be able to finish everything I had to do”, participant 17FT who works in IT industry and started to work as soon as he arrived).

But on the other hand, some organisation may still not provide support to their employees (“my boss wasn’t even aware I was arriving when I showed up to the office. HR still haven’t had a sit down with me to ask how I’m doing”, “I got emergency-taxed for a number of months because they didn’t tell me to register my job” “didn’t have any information on health insurance etc”, participant 3CC who works in a government organisation, coming as part of a mobility program).

Also, in terms of the organisational culture; a supportive and inclusive leadership style seems common and relevant, open and clear communication inside the work team and with managers in terms of expectations and concerns, and employee voice, in terms of that high-skilled migrants feel that their opinion are taken into account and valued; are practices that can be consider to facilitate their integration.

Participant 5DB, “from day one my employer showed me that he believed in my skills and that made me feel more confident and willing to learn more. I really appreciate his kindness”.

Participant 14VF, “My employer has been always encouraged me to give ideas to improve the process that already exist or to create a new one. He is always available to explain what I do not understand and provide me all the necessary to be comfortable at the office”,

Participant 13SP, “my employer has been very friendly, taken initiatives for me to participate and also made my opinions feel valued”.

4. Objective 4: To identify which are the best practices to develop in a workplace that facilitate their integration in their workplace in Ireland.

A formal induction programme, a diversity committee and key skills development, are practices that can improve and support the integration of high-skilled migrants (Rajendran *et al.*,2017).

In terms of which practices should be developed in the workplace to facilitate the integration of high-skilled migrants, based on the responses of the participants, they can be categorise in those practices inside the organisation to integrate them as training, induction and integration activities where co-workers can meet each other and team work.

Participant 11PZ pointed that “a good workplace integration has the foundations on solid training. This will make the new hire to feel confident, perform better, enjoy the place and integrate with people”.

Participant 10NB said “the best scenario would be to have an integration day with all new employees getting to know each other and then being gradually integrated to the rest of the team and the work they’re providing within the department.

Other practices are those that are related to the workplace environment, where high-skilled migrants can feel supported, comfortable and confident with their superiors and co-workers, where they can interact with others with no barriers.

And others that are related to the organisational culture, where seems that developing a culture of respect with clear communication and multicultural setting, with promotion opportunities, may be consider practices that should be developed by the organisations.

Participant 14VF mentioned that “the best scenario that can provide me a proper workplace would be where all the colleagues are willing to help each other in their professional area, where the boss understands that you have to adapt not only to a new workplace, but also to another culture, another way of working, etc”.

Participant 2CRSP pointed the importance of feel “complete confident to talk with your manager about everything. Good colleagues”.

Participant 7ES said “an intercultural setting is best. When one can be in a workplace with colleagues from around the world, this makes it easier.

Only few of the participants referred to develop practices that provide them stability in the workplace, as the type of contract or have the position in their home country.

From the view of HRM a culture of diversity and the flexibility to adapt practices within the organisation context are important factors that can facilitate the integration of them.

CC HRM manager pointed that “a culture of working with migrants and an embrace of differing ideas and workplace practices has always led to the best success in my experience. While a migrant need to be flexible in their approaches and practices, managers and the wider-team and colleagues need to equally embrace the differences and find a common ground from which to work form”.

5. Objective 5: To identify which factors are hindering their integration in their workplace in Ireland.

Some factors can interfere the integration of a high-skilled migrant in the workplace, most of them are related to the language and the culture of the country (Rajendran *et al.*, 2017; Magnusson and Osanami Törngren, 2014; Hopkins, 2012), and others consider the integration with national co-workers (Connell and Burgess, 2009).

Many participants mentioned those as mainly factors that have interfered in their integration (“language barrier”, participant 8IO from Brazil; “some very strong Irish accent of some clients”, participant 9JO from Nigeria).

However, it is not necessarily only about the native language of the country, also it is the language that co-workers speak, considering that some teams are multicultural.

Participant 14VF described as a factor that had interfering in their integration “the language that all my colleagues speak”, “I am the only one who speaks native Spanish” “they usually speak Portuguese, and just when they speak to me, they speak in English”.

Others had tried to offset the language barrier with their performance (“my company put everyone at the same level (English language and IT skills)” “Hopefully my IT skills was good

enough and I had the knowledge due to my previous experience to perform and succeed in my daily work”, participant 15YK).

In terms of the culture of the country, factors as different norms around socialising with co-workers in the workplace and difficulties in communicating due to different communication styles can be consider and even understand the local accent (Rajendran *et al.*, 2017).

That it has been also mentioned for most of the participants. Participant 8IO and 10NB mentioned “culture differences” as a factor that can slow down their integration.

Also, in terms of the way how things are done in Ireland, based in the culture and how have interfered in their integration in terms of their performance, participant 3CC referred “Irish not wanting to see their peers do well or push the established boundaries”.

Participant 7ES also added the complications about adapt from their home culture to a new culture to a new mentioned “the US is very fast paced in most working environments. I have had to get used to waiting on things when there are bank holidays or people taking longer vacations”.

Other point is related to the Irish communication style, participant 6DO referred in terms of factors that had affected the integration “the lack of effective communication in the organization. I think people prefer not to speak and that’s something that’s part of the Irish culture, they prefer to avoid confrontation”.

Other factors that can impact the integration of high-skilled migrant in the workplace, which were mentioned by some of them are related to the insecurity and fear, that can impact in areas as their performance, and visa status.

Cultural barriers, such as not understanding communication styles can be consider a factor that can impact in the integration of a high-skilled migrant workplace integration (Rajendran *et al.*, 2017).

On the other hand, an HRM Manager suggested that the main issue that can interfere in their integration is related to the flexibility of them to adjust to a new work environment and the lack of engagement from HR and Global Mobility professionals, CC HRM manager, referred “One of the biggest factors is the unsuitability of the high-skilled migrant to being flexible enough to work in a new environment. Having worked abroad myself, there are many social and workplace challenges to overcome to settle into a new place of employment, and it requires the

migrant to be flexible in their demeanour and approach to adjust to societal demands and norms”, “I think disorganisation and a lack of engagement from HR and Global Mobility professionals can serve to isolate individuals at the early stages of their career and may increase issues down the line”.

6. Objective 6: To understand what practices HRM have to develop in Irish workplace to support the integration of high skilled migrant workers.

HRM are responsible for recruit, trainee and orientate new employees, that can be providing counselling, training or supporting them, also including Irish employees and managers (Niehoff and Maciocha, 2008).

Most of the time high-skilled migration is linked to practices as recruitment and managing diversity (Connell and Burgess, 2009).

But also the literature highlights the importance to create integration policies and practices inside the organisations that ensure the integration of high-skilled migrants in the workplace (Ramji, Etowa and St-Pierre, 2019; McGinnity *et al.*, 2018; Boucher, 2004; Forster and Johnsen, 1996).

From the point of view of CC HRM Manager, in HRM lays the foundations for successful integration in the workplace, supporting high-skilled migrant in their process, allowing them to focus in their work and integration within their team (“HRM lays the foundations for successful integration, and ensures underlying support and, where relevant, immigration compliance is being met. This allows the migrant to focus on their work and wider-integration to the team”).

Participant 3CC pointed in that line that “workplaces need to take on the practical tasks like housing support, health support etc. so the individual can focus on learning their job and adjusting mentally/emotionally”.

CC HRM Manager highlighted the importance of integrate them in Irish workplace, considering how the number of high-skilled migrant have increased in Ireland to fill employment gaps and skills shortages, as a way to attract and retain them and others (“in a marketplace where full employment (until recently) was reached, Ireland has relied hugely on high-skilled migrant workers to fill an employment gap and skills shortages. To successfully integrate and retain migrant workers is as critical as ever, and in certain workplaces that may

serve a diverse client base may be particularly keen to ensure migrant workers are well integrated to ensure they can continue to attract and retain others”).

In terms of practices, CC HRM Manager indicated that a strong onboarding programme can boost the integration of them in the workplace (“I have found that a strong onboarding programme has worked best to try and assist with the relocation aspect of their move to Ireland, and provide frequent updates at the early stages where necessary”).

From the participants point of view, seems that again is relevant the practices that an organisation implements to integrate them and the culture of the organisation.

In terms of the organisational culture, it is important that HRM promote a culture of respect, recognition, where the organisational structure is well defined, recognition, with a welcoming environment.

Participant 5DB referred that “we are all different and see the world from different perspectives and that could ultimately be used to make the workplace and even your everyday life more productive”.

Participant 4DP mentioned that “is really important when your employer respect every employee and giving them the space to talk”.

Also, HRM should develop practices such as training, activities to promote social interactions, and regular meetings as an instance to discuss possible issues that may arise

Participant 15YK considered that “an employer should follow his employees by providing regular one to one session at least the first months. Could be with HR for contract or payment related, could be from our direct management for IT process or skills questions”.

Participant 7ES believed that “it’s good to have social outings and planned events for everyone. Cultural days are also nice. I think when you are not from Ireland it’s important that your workplace recognizes this and tries to make you feel comfortable”.

In order to foster a mutual incorporation process, companies could develop diversity management practices that value and promote cultural differences in the workplace. (Riemsdijk et al., 2016).

CHAPTER 4

DISCUSSION

The perception of high-skilled migrant about Irish integration procedures, is a relevant topic to study, considering the number of high-skilled migrant workers in Irish workplaces and how relevant is their integration in terms of performance and well-being. There have been many studies related to high-skilled migrants, but only one of them was found for the author that can be related to the aims of this to study, “Workplace integration: the lived experiences of highly skilled migrants in Australia” by Rajendran, *et al.* (2017).

The findings of this study are related to understand their experience, the concept that they have about workplace integration, which practices they are receiving in Irish workplaces, identified practices that can boost and hinder the integration of high-skilled migrant workers and what practices HRM should develop to facilitate and support them.

The four theories of migrant integration into society, that Rajendran, *et al.* (2017) used as a theoretical framework in their study about “Workplace integration: the lived experiences of highly skilled migrants in Australia”, reviewed in the literature, suggest that their integration may be shaped by migrants’ human capital, social capital, structural opportunities, and experiences of anti-migrant attitudes. The findings of this study are supporting these theories (see Figure 9).

First at all, this research found that workplace integration can be associated to the structural opportunities and social capital theory, as it is understand, from the HRM manager perspective, as the onboarding and retention of a high-skilled migrant worker; where the role of co-workers and managers is vital to ensure it, these roles have been supported for at least 6 participants, also adding the role of the organisation and the work environment, that was highlighted for at least 12 participants.

Seems that it is also linked to the performance of the high-skilled migrant, mentioned for at least 6 participants.

Those practices that are inside the organisation and the relationship with co-workers and managers, are considered relevant for their integration, that were mentioned for at least 12 participants. The culture and the language have been less relevant from their experience, mentioned for 6 participants.

The literature highlighted that the main challenges a high-skilled migrant face are related to adapt to a new language, new culture and new organisational practices culture (Rajendran *et al.*, 2017; Lee, Park, and Ban, 2016; Riemsdijk, Basford and Burnham, 2016; Ravasi, Salamin and Davoine, 2015; Hopkins, 2012), being supported for this study where at least 8 participants mentioned the language as a main challenge, followed by the culture of the country and the organisational culture and practices, for 6 participants.

Most of the literature regarding high-skilled migrants and the studies about their workplace integration, agreed that the main obstacle they face regards the culture of the country and the language, hindering the integration of them (Rajendran *et al.*, 2017; Hopkins, 2012), being supported for this research as at least 11 participants mentioned language and the culture of the country as factor that have interfered in their integration. Also, the flexibility of the high-skilled migrant to work in a new environment can be an important factor that can interfere in their integration, from an HRM manager point of view.

The main study that has been used to do this research, that it has been mentioned above, included cultural differences as different attitudes towards work and difficulties in communicating due to different communication styles, this research found 4 participants mentioning those factors, where for 3 English speakers can be consider an obstacle to integrate, considering the Irish accents and expressions and, how the things are done in Irish workplaces and how Irish people communicate.

In the previous study high-skilled migrants found difficult make friends outside their work, considering Australian culture closed and standoffish in their relations (Rajendran *et al.*, 2017), that has not been supported for this research, as only 2 participants that are English speaker, perceive the Irish culture as unapproachable, regarding the prejudice theory, the attitude towards migrants can impact in the integration of high-skilled migrants, as even if they can speak the same language, they expressed that they cannot access to groups to integrate themselves, feeling excluded, being identified as unwelcoming country.

Also, it was found that in terms of their experience the majority of the participants, 11 of them, referred to have no big problems in their integration process, only 5 of them, pointed to have negative experience, reflecting that for high-skilled migrants' perception Irish workplaces are easy to integrate.

The human capital theory says that the language proficiency can impact in the integration of a high-skilled migrant (Rajendran *et al.*, 2017), being support for this research as at least 7 participants have referred how relevance the language has been in their integration process.

A previous study about inclusion of a diverse workforce in UK found that a low level of English skills can cause exclusion in English workplaces (Hopkins, 2012), that has not been supported for this study, where low levels of English are not causing exclusion in Irish workplaces, as none of the participants referred it.

The language has been also mention as affecting their performance and communication skills, where at least 6 participants have referred to each one of them.

High-skilled migrant workers tend to self-help themselves to integrate in Irish workplace, similar findings were discovered in the previous study related to workplace integration of highly skilled migrants in Australia (Rajendran *et al.*, 2017).

It seems that most of them try to develop relationships with others to integrate themselves in Irish workplaces, being mentioned for 10 participants, supporting the previous study, but less improving their performance, as the study found, where only 3 of them mentioned it as a self-help to integrate. They also try to improve their communication skills, mentioned for 4 participants, in terms of improve their English or communicate their concerns and questions.

In terms of practices, this research highlighted the importance to develop practices inside the organisation, as 11 participants mentioned it, highlighting practices as training and integration activities with others. 6 of them highlighted the relevance of the work environment with supportive managers and colleagues. These findings are not supporting the previous research that mentioned the importance of an induction program, that have been only mentioned for 2 participants and the importance of a diversity committee that has not even mention. Only 2 participants mentioned a multicultural setting as a practice.

From an HRM manager perspective, a culture of work with high-skilled migrant, develop organisational practices, a strong onboarding program, and be open to different ideas, may also facilitate their integration.

This research has also found how important is the possibility to build social capital for a high-skilled migrant, as for them the leadership style and the relationships with other are relevant to fit inside an organisation, that have been pointed for at least 6 participants as a main support to

settle in. Similar findings were discovered in previous study, where they also identified inequitable practices and racism (Rajendran et al.,2017).

In this research none of the participants did mention any of those practices, but also considering the methodology of the study it was not possible to get more information about it, even that, seems that in Irish workplaces inequitable practices and racism are not common.

It seems common that Irish workplaces are supporting high-skilled migrants in their integration in different ways, where at least 6 of the participants referred organisational practices as training, feedback meetings and social activities, but 12 of them pointed the organisational culture as a main support from their employer, in terms of being in supportive environment with supportive and accessible managers and supportive colleagues.

From the experience of the HRM manager, he has carried out practices to support them to settle in Ireland, providing them assistance during their process, including administrative issues and household.

Also, about the role that HRM should have in their process, this research supports the previous findings about the role that HRM should have, as from an HRM manager perspective in HRM lays the foundations for successful integration, where the lack of support can impact in their integration.

In resume this research support previous findings that highlight the importance of the four integration theories, where develop relationship with co-workers and managers, the organisational practices that are implemented inside the organisation to integrate them, the attitude towards them, and the importance of the language; are relevant in the integration of high-skilled migrants in the workplaces.

As a discovering, this research highlighted the importance of develop social relationship as a theme that appeared as a response in at least 8 of the questions, with organisational practices and culture of the organisation that appeared in 7, also the perception that English speakers have about Irish culture.

It seems interesting to develop future research about English speaker integration in Irish workplaces, regarding the experience of them that has been mention in this study.

Also, appears that a strong onboarding programme, from a HRM manager perspective, is important to boost the integration of them in the workplace, being attractive to investigate the impact that may have in the integration of high-skilled migrants' workers in their workplaces.

Considering, that one of the participants expressed had bad experienced in terms of their integration, who works in a government organisation, can be interesting to study what they are doing in terms of integration and multicultural teams and contrast it with private organisations, as maybe they are not used to work with non-nationals.

CONCLUSION AND RECOMMENDATIONS

This chapter highlighted the main findings of this research, highlighting the key points regarding what perception high-skilled migrant workers' do have about Irish HRM integration procedures, also it will summarise them in terms of the research objectives and why those findings are relevant. It will also provide recommendations for future research and the implication of those recommendations.

As it has been mentioned from the beginning of this researched, the study about “Workplace integration: the lived experiences of highly skilled migrants in Australia” by Rajendran, *et al.*, (2017) has been used as a guideline to support this study and the methodology applied, also to contrast findings and add new ones, complementing them with other studies and literature related to the topic, that have been mentioned in the literature review.

In terms of the findings, this research highlighted the perception that high-skilled migrant workers have about their integration, the key factors and practices that are relevant, how the self-help themselves to integrate, and the role that HRM have.

In terms of the perception that high-skilled migrants have about Irish HRM integration procedures, it seems that it is more likely to have positive experiences, inferring that Irish workplaces are easy to integrate, being consider an important finding from the author point of view.

Low levels of English are not causing exclusion in Irish workplaces, rejecting a previous study that said that low level of English skills can cause exclusion in English workplaces (Hopkins, 2012).

It seems that inequitable practices and racism, are not common as well, even if that was not a question, none of the participants referred these practices in terms of their experience, being able to infer that are not likely in Irish workplaces, contrasting the findings from the previous study about “Workplace integration: the lived experiences of highly skilled migrants in Australia” by Rajendran, *et al.*, (2017).

This research identified at least 3 main factors that are having a key role in the integration of high-skilled migrants, where similar findings where found in previous studies. Those factors are related to the role of the co-workers and managers, the language and the culture of the country.

Managers and co-workers are playing an important role in the workplace integration of a high-skilled migrants, either as a factor to settle in, to facilitate their integration or as a part of the process.

The language, supporting previous researches and studies (Rajendran *et al.*, 2017; Lee, Park, and Ban, 2016; Riemsdijk, Basford and Burnham, 2016; Ravasi, Salamin and Davoine, 2015; Hopkins, 2012), is one of the main challenge and obstacle that a high-skilled migrant has to face, followed by the culture of the country, that can interfere in their integration, impacting in their performance and communication skills.

It seems that Irish workplaces are supporting high-skilled migrants providing them a supportive environment with supportive managers and colleagues, followed by organisational practices as training, meetings and social activities.

For high-skilled migrant workers in Ireland those practices that are develop inside the organisation are important to support their integration, such a training and integration activities with others, being also relevant the work environment with supportive managers and colleagues.

These findings are not supporting the previous research by Rajendran, *et al.*, (2017), that mentioned the importance of an induction program in their integration, also knocking down one of the main beliefs the author has at the beginning of this research, believing in the relevance of the induction.

On the other hand, this research supports the idea of the importance of an onboarding program, as from an HRM manager perspective a strong onboarding program may facilitate their integration, within other practices, as culture of work with high-skilled migrant, develop organisational practices, and be open to different ideas,

High-skilled migrant workers tend to self-help themselves to integrate in Irish workplace, developing relationships with others, similar findings were discovered in the previous study related to workplace integration of highly skilled migrants in Australia (Rajendran *et al.*, 2017).

Also, about the role that HRM should have in their process, this research supports the previous findings and the author views, about the role that HRM should have, as from an HRM manager perspective in HRM lays the foundations for successful integration, where the lack of support can impact in their integration.

This research support the previous finding that highlighted the importance of the four integration theories, finding that develop relationship with co-workers and managers, the organisational practices that are implemented inside the organisation to integrate them, the attitude towards them, and the importance of the language; are relevant in the integration of high-skilled migrants in the workplaces.

In resume, the main and relevant findings from this research, where most of them knock down the ideas that the author has at the beginning of this research, are:

Firstly, it seems easy to integrate in Irish workplaces, as a high-skilled migrant, where most of them have not perceived exclusion, discrimination or inequitable practices as non-nationals. The author was thinking that the low level of English and be a non-national could condition the integration of them.

Secondly, this research reflects that in most of the Irish workplaces are supporting them in their integration process, considering that they are already facing challenges and obstacles regarding the language and the new culture to integrate. The author was expecting to find that Irish workplaces were not taking actions to integrate high-skilled migrants.

Thirdly, the role that co-workers, managers and HRM play as key actors in their integration, supporting the perception of the HRM manager and the author.

From the beginning of this research, the author purposes was to obtain relevant evidence that can be useful for HRM departments to implement integration programs to boost the integration of high-skilled migrants, also the findings can be interesting to the Minister for Justice and Equality to add them to the Migrant Integration Strategy, as practices that can be suggested to implement in Irish workplaces.

Considering, that this study aimed to have the perception of high-skilled migrant workers, it was not contemplating the perception of more than one HRM professionals, for that reason seems interesting to understand the point of view of more of them, as a future research to contrast these results, to defined the best practices, having both points of view, to then share them with HRM departments.

As it has mention above, the author used to believe that an induction program could support the integration of high-skilled migrant workers and that in Irish workplaces they were not doing practices to integrate high-skilled migrants, both have been rejected for this study, where an onboarding programs seems relevant to integrate, for that it will be recommended for future

research to study more deeply the effectiveness and impact of the onboarding programs in Irish workplace in the integration of high-skilled migrants.

As a recommendation the author will strongly recommended use other methodology as face to face interviews or focus groups for this type of studies, as the methodology applied could have affected the results of this study, were the author was not able to indagate deeply in some topics.

Also, in terms of practices, even if seems that most of the high-skilled migrant workers are having a positive integration in their workplace and considering those that are not having it, the author will recommend that HRM in Irish workplaces contemplated to develop an integration program for high-skilled migrant workers, that can be consider as a part of the onboarding program, to do not use more resources and to do not duplicate roles.

It will recommend that the program can consider:

- Social activities with co-workers, where they can develop relationships inside the workplace.
- Training to managers to manage multicultural teams, English training and about Irish culture as the history of the country to provide them more knowledge about the country.
- Administrative support.
- An accessible integration team that can also do a follow up on them.
- Share information within the organisation, to create a multicultural mindset.

As the integration program will be part of the on-boarding, but it will focus only in the integration of high-skilled migrants, considering the different needs they have, should not duplicate roles or interfere in the on-boarding.

In terms of cost, this recommendation should not consider hiring new people with specific skills, as can be possible that the area that is already responsible the on-boarding program would be able to take the program.

They will have to create, implement and run the program that can ensure the integration of high-skilled migrant workers, it should not involve more workload as it will an extension of what they are already doing in the on-boarding, giving special attention in high-skilled migrants workers. Also, the number of people that will be part of the integration program will depend on the number of high-skilled migrant workers inside the organisation.

The learning department will have an important role to support the program as can provide the trainings that will be needed.

A Gantt chart will be critical to plan the steps, but it can take no more than 6 month to implement it, considering the creation of the program, the implementation of the trainings, and to avoid the increase of the workload.

PERSONAL LEARNING STATEMENT

I have been working in HRM for at least 10 years in a multinational organisation, where I worked as a BP, within my role was the responsibility for the integration of all non-nationals or expat, as we call them there.

4 years ago, I decided to do a career break and came to Ireland and since I arrived, I have tried to relate to what I liked, HRM.

The main reasons I decided on my research topic was based on my previous experience and all the things we used to do to integrate high-skilled migrants, wondering if Irish workplaces were doing things to integrate them.

Since the master started I knew what my topic would be about, and I never changed my mind, because it was something that I was really passionate about, learning that I should be more flexible and less stubborn, being open to others point of view and opinion.

When I explained and defended my reasons and my topic in my proposal, I realised it was difficult to express all my thought and what I wanted to do in words and organise them, as I am not native English speaker and that frustrates me many times, reflecting some of the findings of this research, and that was my first personal learning, had to ask for help to improve my writing skills, that unfortunately I could not do for the dissertation, considering the difficult times.

My first step was start to find literature about the topic, that I started to do it before the proposal were announced, and at that moment I realised it was not to much literature regarding the topic, as I wanted to identified practices, I only identified one study that was similar to what I wanted to study.

The big challenge and learnings are related to develop a dissertation under the Covid-19 outbreak, where the author had to adapt to the new context, where the methodology had to be change, where the resources were limited, trying to do my best, keeping myself focus and strong, many times I thought in postpone it until August, as sometimes I felt insecure about my work, but I learnt to trust in me, in my skills and in my work.

In terms of the knowledge, the main personal learnings are related to the new knowledge acquired, as this study knock down strong beliefs the author had.

Finally, the entire dissertation process was a constant learning from the proposal stage, considering that the last time I did one was my thesis for my bachelor degree more than 15 years ago, it was interesting to analyse the data and identified themes and also read the experiences they have had regarding the topic.

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FIGURES

Figure 1: Inflows of permanent immigrants into OECD countries, 2010-2016 (OECD, 2018)

	Thousands							Variation (%)
	2010	2011	2012	2013	2014	2015	2016	2016/15
Standardised statistics								
United States	1 043.3	1 062.4	1 031.9	990.8	1 016.5	1 051.0	1 183.5	+13
Germany	222.5	290.8	400.2	468.8	574.5	686.0	1 051.0	+53
United Kingdom	448.7	339.8	287.0	295.1	350.0	369.9	350.1	-5
Canada	281.3	249.3	258.3	262.8	261.4	275.9	296.4	+7
France	220.4	226.6	244.5	254.4	250.7	255.3	258.9	+1
Australia	208.4	219.4	245.1	254.4	231.0	226.2	223.5	-1
Spain	280.4	273.2	196.3	180.4	183.6	194.9	215.0	+10
Italy	445.3	375.3	308.1	278.7	241.8	221.6	212.1	-4
Netherlands	91.8	100.3	100.2	105.2	117.2	123.2	138.5	+12
Sweden	66.7	69.7	80.8	91.1	100.3	102.9	138.2	+34
Switzerland	115.0	124.3	125.6	135.6	134.6	131.2	125.0	-5
Austria	45.9	55.2	70.8	70.8	80.9	103.0	105.6	+3
Belgium	117.0	100.9	100.1	95.6	99.0	101.3	100.2	-1
Japan	55.7	59.1	66.4	57.3	63.9	81.8	95.2	+16
Korea	49.7	53.5	51.0	61.0	69.0	74.6	88.5	+19
Denmark	37.4	36.7	39.7	47.7	55.1	67.0	60.8	-9
Norway	56.8	61.6	59.9	60.3	55.6	53.1	58.1	+9
New Zealand	48.5	44.5	42.7	45.1	49.9	54.6	55.7	+2
Ireland	23.5	26.3	24.3	28.2	30.5	35.5	41.9	+18
Mexico	26.4	21.7	21.0	55.0	43.5	34.4	34.9	+1
Czech Republic	28.0	20.7	28.6	27.8	38.5	31.6	34.8	+10
Portugal	41.2	34.3	27.9	26.4	30.5	31.2	34.0	+9
Israel	29.1	33.4	31.4	-6
Finland	18.2	20.4	23.3	23.9	23.6	21.4	27.3	+27
Luxembourg	17.5	18.0	19.0	19.4	19.5	+0
Total number of persons								
All countries	3 972.2	3 866.1	3 891.2	3 934.3	4 149.7	4 380.5	4 980.8	+14
Settlement countries	1 581.5	1 575.6	1 578.0	1 563.0	1 556.9	1 607.7	1 759.0	+9
EU included above	2 087.1	1 970.3	1 931.9	1 964.1	2 176.2	2 344.8	2 758.3	+18
Of which: free movements	929.0	1 040.9	1 148.8	1 210.4	1 353.1	1 370.9	1 375.3	+0
National statistics (unstandardised)								
Chile	41.4	50.7	65.2	84.4	83.5	101.9	135.5	+33
Poland	41.1	41.3	47.1	46.8	32.9	86.1	107.0	+24
Greece	35.4	33.0	32.0	31.3	29.5	34.0	86.1	+153
Hungary	23.9	22.5	20.3	21.2	26.9	25.8	23.8	-8
Slovenia	11.3	18.0	17.3	15.7	18.4	19.9	20.0	+1
Iceland	3.0	2.8	2.8	3.9	4.3	5.0	7.9	+58
Estonia	1.2	1.7	1.1	1.8	1.3	7.3	6.0	-19
Slovak Republic	12.7	8.2	2.9	2.5	2.4	3.8	3.8	-4
Lithia	2.8	3.0	3.7	3.5	4.5	4.4	3.4	-22
Turkey	29.9	-
Total (except Turkey)	172.7	181.2	192.5	219.8	202.9	288.2	393.4	+38

Note: Includes only foreign nationals. The inflows include status changes, namely persons in the country on a temporary status who obtained the right to stay on a longer-term basis. Series for some countries have been significantly revised compared with previous editions, notably for Chile, Germany, Italy and the United Kingdom.

Source: OECD International Migration Database.

Figure 2: Country of origin of non-Irish resident in Ireland classified by number of persons, 2016
(CSO, 2019b)

Number of nationals					
1 - 10	11 - 50	51 - 200	201 - 1,000	1,001 - 10,000	Over 10,000
Andorra	Azerbaijan	Armenia	Albania	Afghanistan	America
Anguilla	Bahrain	Bolivia	Algeria	Australia	Brazil
Antigua/Barbuda	Barbados	Burma	Angola	Bangladesh	France
Bahamas	Benin	Burundi	Argentina	Belgium	Germany
Belize	Bhutan	Cuba	Austria	Bulgaria	India
Bermuda	Brunei	Cyprus	Belarus	Canada	Italy
British Indian Ocean territory	Chad	Eritrea	Bosnia	China	Latvia
Burkina Faso	Costa Rica	Guinea	Botswana	Congo	Lithuania
Cambodia	Dominica	Hong Kong	Cameroon	Croatia	Poland
Cape Verde	Dominican Republic	Iceland	Chile	Czech Republic	Romania
Cayman Islands	East Timor	Indonesia	Colombia	Estonia	Spain
Central African	Ecuador	Ivory Coast	Denmark	Hungary	UK
Faroe Islands	Equatorial Guinea	Jamaica	Egypt	Malaysia	
French Polynesia	Fiji	Jordan	Ethiopia	Mauritius	
Gibraltar	Gambia	Kazakhstan	Finland	Mexico	
Grenada	Guatemala	Lebanon	Georgia	Moldova	
Guadeloupe	Guyana	Lesotho	Ghana	Netherlands	
Guam	Honduras	Liberia	Greece	New Zealand	
Guinea - Bissau	Kyrgyzstan	Macedonia	Iran	Nigeria	
Haiti	Laos	Malta	Iraq	Pakistan	
Liechtenstein	Luxembourg	Palestine	Israel	Philippines	
Macao	Maldives	Peru	Japan	Portugal	
Madagascar	Mali	Rwanda	Kenya	Russian Federation	
Monaco	Mauritania	Sierra Leone	Kosovo	Saudi Arabia	
Montserrat	Montenegro	Tanzania	Kuwait	Slovakia	
Mozambique	Nicaragua	Togo	Libya	South Africa	
Namibia	Niger	Trinidad and Tobago	Malawi	South Korea	
North Korea	Panama	Tunisia	Mongolia	Sweden	
Papua New Guinea	Paraguay	Uganda	Morocco	Thailand	
Puerto Rico	Salvadoran	United Arab Emirates	Nepal	Turkey	
Qatar	Samoa	Uruguay	Norway	Ukraine	
Reunion	Senegal	Zambia	Oman	Venezuela	
San Marino	Seychelles		Serbia		
Solomon Islands	South Sudan		Singapore		
St. Kitts and Nevis	Swaziland		Slovenia		
St. Lucia	Uzbekistan		Somalia		
St. Vincent	Yemen		Sri Lanka		
Suriname			Sudan		
Tonga			Switzerland		
Turkmenistan			Syria		
Turks and Caicos Islands			Taiwan		
Vatican City			Vietnam		
Western Sahara			Zimbabwe		
Yugoslavia					
Number of countries					
	44	37	32	43	32
Total number of persons					
	201	549	3,398	22,721	105,341
					383,659

Figure 3: Estimated immigration by country of origin, 2013-2019 (CSO, 2019 a)

Year ending April / Origin/Destination	Immigrants						
	2013	2014	2015	2016 ¹	2017 ²	2018 ²	2019 ²
Persons							
UK	11.7	13.5	16.4	18.2	18.7	20.1	19.7
Rest of EU 15 ³	11.6	11.7	11.9	14.7	15.1	14.9	14.0
EU 13 ⁴	10.7	10.8	11.9	11.9	12.2	11.0	9.1
Australia	6.0	5.4	5.8	6.9	7.1	7.2	5.8
Canada	1.9	2.2	2.7	3.1	3.2	2.5	2.4
USA	4.0	4.4	4.4	5.3	5.4	7.3	6.2
Rest of world	16.7	18.6	22.8	22.2	22.8	27.4	31.4
Total persons	62.7	66.5	75.9	82.3	84.6	90.3	88.6

Figure 4: Permanent migration flows to OECD countries by category of entry, 2007-2016 (OECD, 2018).

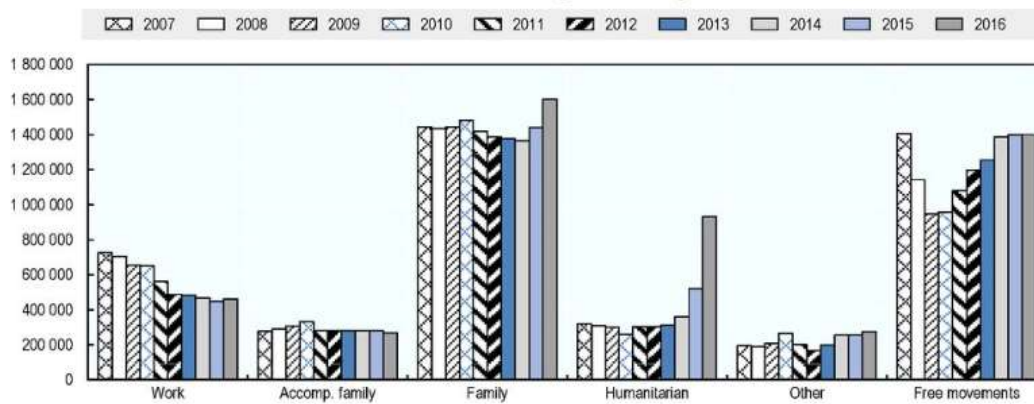


Figure 5: Workplace integration theoretical framework (Rajendran *et al.*, 2017)

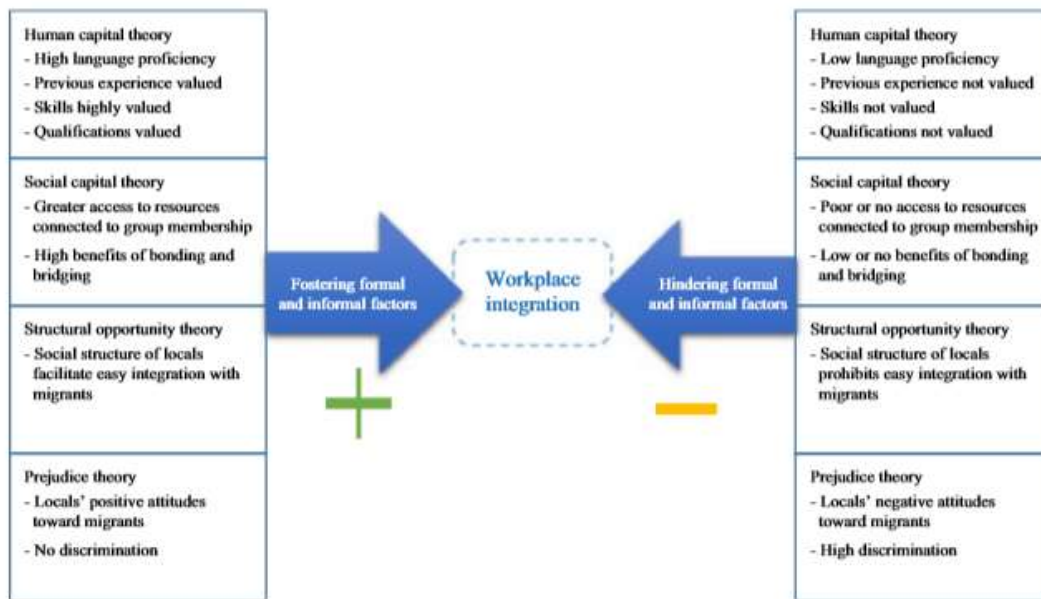


Figure 6: Skilled Migrants Career capital (Zikic, 2015).

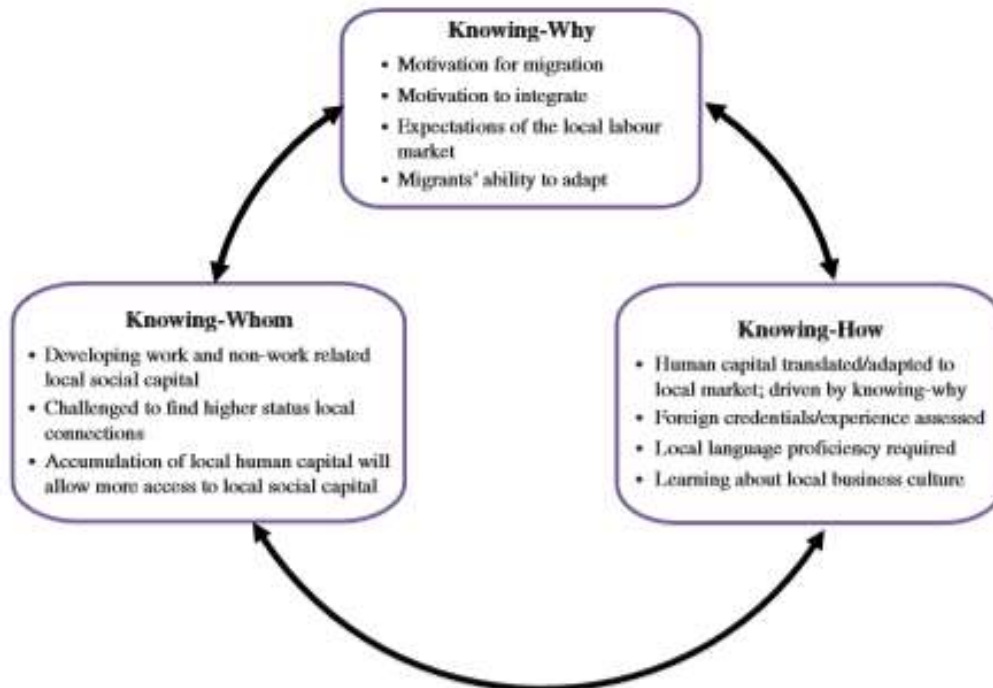


Figure 7: Consent Form Participant

INFORMED CONSENT FORM

Research Study title: Workplace integration: Migrant workers' perception about Irish HRM integration procedures.

Researcher Name: Maripaz Diaz Marquez.

Researcher's contact telephone number: +353 89 954 6125

Researcher's e-mail address: Maripaz.diaz@gmail.com

Supervisor Name: Bronwyn McFarlane

Supervisor's e-mail address: bronwynmcarlane@ncirl.ie

Dear Sir/Madame,

You are invited to participate in a study of MAHRM dissertation exploring the perception that migrant workers have about their integration in the workplace and the HRM role. Would you like to participate in this research, it would be very much appreciated if you read this form and sign. Participation of this study will involve a questionnaire that will comprise 15 question, which will last approximately 20-30 minutes.

The questionnaire are open questions, with no limit of words or lines, where you are expected to describe your point of view, opinion and experience regarding your workplace integration in Ireland, giving as much information as you can. All the questions are attached to this Informed Consent Form.

All information will remain confidential and your identity will be coded and remain anonymous. This will be done by changing your name and disguising any details of your answers which may reveal your identity or the identity of people you speak about.

Extracts from your answers may be quoted in the dissertation. All the data gathered for the research will be stored adequately on completion of the study.

Under freedom of information legalisation, you are entitled to access the information you have provided at any time while it is in storage as specified above.

You are free to contact any of the people involved in the research to seek further clarification and information.

Please read the following statements, and if they are fully understood and you wish to participate in this study, please indicate your agreement to take part by ticking the boxes:

I have read and I understand the description of the study.

I willingly consent to participate in the study.

I understand that I may withdraw from the research at any time without consequence

I understand that my identity will remain anonymous and my contribution will be confidential.

Participant's signature:

Date:

Researcher's signature: Maripaz Diaz

Figure 8: Consent Form HR Professional

INFORMED CONSENT FORM

Research Study title: Workplace integration: Migrant workers' perception about Irish HRM integration procedures.

Researcher Name: Maripaz Diaz Marquez.

Researcher's contact telephone number: +353 89 954 6125

Researcher's e-mail address: Maripaz.diaz@gmail.com

Supervisor Name: Bronwyn McFarlane

Supervisor's e-mail address: bronwynmcarlane@ncirl.ie

Dear Sir/Madame,

You are invited to participate in a study of MAHRM dissertation exploring the perception that migrant workers have about their integration in the workplace and the HRM role. Would you like to participate in this research, it would be very much appreciated if you read this form and sign. Participation of this study will involve a semi-structured interview, which will last approximately 30 minutes. The interview will comprise 10 questions and most of them are open questions, where you are expected to describe your point of view and your experience. All the questions are attached to this Informed Consent Form.

I..... voluntarily agree to participate in this research study.

Please read the following statements, and if they are fully understood and you wish to participate in this study, please indicate your agreement to take part by ticking the boxes:

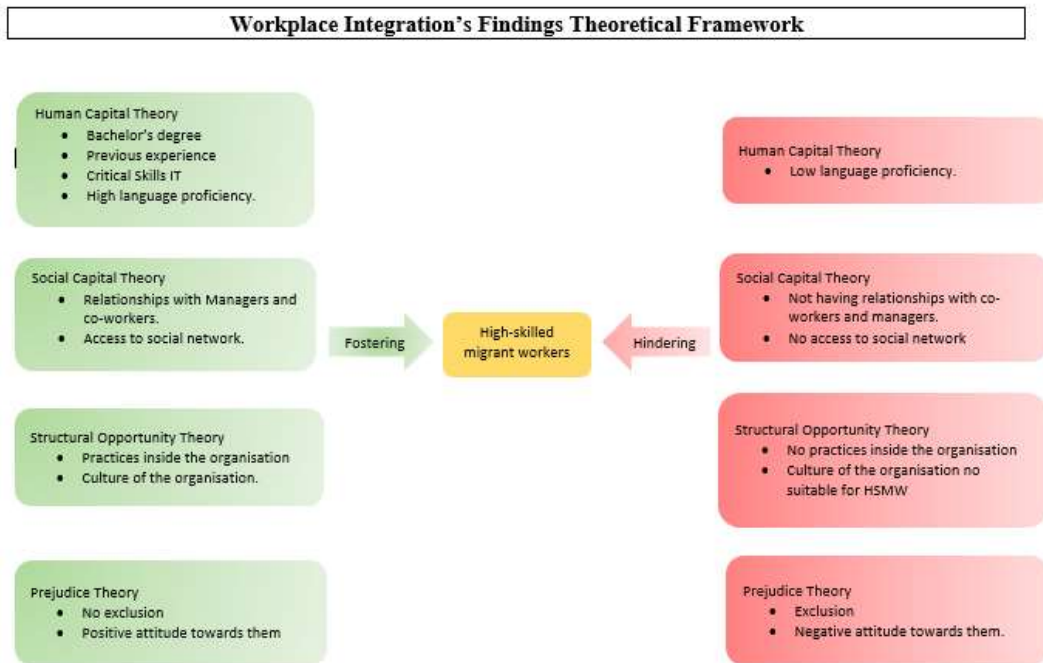
- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves share my point of view as HR professional about integration of migrant workers.
- I understand that I will not benefit directly from participating in this research.
- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that disguised extracts from my answers may be quoted in this dissertation.
- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.
- I understand that signed consent forms and my answers will be retained in a private laptop until the exam board confirms the results of their dissertation.
- I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

Participant's signature:

Date:

Researcher's signature: Maripaz Diaz

Figure 9: Theoretical Framework's Findings



APPENDICES

Appendix 1. List of participants

Participant	Country of origin	Time in Ireland	Profession/ Working field	Code
Participant 1	Brazil	3 years	Corporate Event analyst /Financial Data	1BM
Participant 2	Spain	2 years, 8 months	IT	2CR
Participant 3	USA	8 months	Government, Economic Development.	3CC
Participant 4	Chile	2 years, 7 months	Childcare	4DP
Participant 5	Colombia	19 years	Architecture	5DB
Participant 6	Paraguay	2 years, 2 months	Telecommunications	6DO
Participant 7	USA	Almost 5 years	Higher education	7ES
Participant 8	Brazil	4 years	Retail	8IO
Participant 9	Nigeria	1 year, 6 months	Accountancy	9JO
Participant 10	France	Almost 10 years	IT	10NB
Participant 11	Brazil	5 years, 1 month	IT	11PZ
Participant 12	India	1year, 6 months	Global Communication manager/Technical Communication	12PA
Participant 13	India	1 year, 3 months	HR	13SP
Participant 14	Chile	1 year, 11 months	Hospitality	14VF
Participant 15	France	5 years	IT	15YKF
Participant 16	Brazil	Almost 14 years	IT	16DF
Participant 17	Greece	Almost 9 years	IT	17FT

Appendix 2. Answers and themes

Can you describe your experience working in Ireland in terms of your integration process in your workplace?

Theme	Sub Theme	Answer
Organisation	Practices	<p>Training is being provided in weekly basis and also social events has been set to promote more interaction between the teams. As a new employee, I got a mentor who supports me and double check my reports daily 1BM</p> <p>It has been very smooth. I was properly trained and integrated into the workplace seamlessly. 9JO</p> <p>There was always some period of integration at first, with training and time spent with most of the team on a daily basis. We were shadowing colleagues and getting to know everyone that way. 10NB</p> <p>Onboarding & Training: most of the recruitment processes were clear and straight to the point. Roles are well described, and we know what's expected most of the times. Good feedback not based in 'guesses' but consistent in regards of what's working, what's not working and what to do. 11PZ</p> <p>Everything was explained very well to me and all the processes were quite clear. 12PA</p> <p>I move in the same company, so it helps with my integration. Also, they did an induction session during the first day that help to understand a bit more how the process is to work in Ireland (PPS...) 15YK</p>
Culture	Organisation	<p>"After a month I realized my coordinator was not really organized so I started doing activities". After a few months they offered me to be the coordinator in a different school for the same company. I have been in charge for 6 months and It has been an amazing experience, my boss support me and trust me and that give me the space to develop different kind of activities with the children 4DP</p> <p>It is very diverse mix of culture and a rich experience. People are different and have different background but, in the end, all same human being essence. I learned loads from observing them and understanding how the thinking line works. This is mind blowing not only to the professional life but as well as a person to live in a mixed society 11PZ</p> <p>There is a lot of transparency in the work culture here, everyone is very open and achievements are acknowledged and appreciated. 12PA</p>
	Country	<p>Very wonderful people and always hearing what forewring's people need 2CR</p> <p>After almost a year, I continue to describe the assimilation to Irish culture as a steep, uphill battle. And the minute I open my mouth to speak with my American accent, I already feel out of place. I have also been assigned accounts and points of contact that are all Irish. There was always a palpable anxiety in the room when they met me for the first time given my background. It's incredibly difficult to find common ground. Aside from the difference in nationality, the Irish work culture is radically different to that of the U.S. 3CC</p> <p>In some places I worked such as restaurants and pubs, the integration process was more difficult, the staff was old and not open to changes and the manager was still living in the '80s'. When I changed to the shop, I saw how different it was 8IO</p> <p>At the beggining it was a challenge due to a cultural difference 16DF</p>
Language	NSTD	<p>In the beginning I was working as an assistant and it was not easy, my English level was basic so my co-worker was not really nice to me, but my manager is an amazing person and the children helped me a lot, they corrected me every time I made a mistake 4DP</p> <p>The integration process was very difficult for me. When I started working one year ago, my English level wasn't that good I was very nervous about getting exposed. I didn't want to speak to my colleagues, speaking by telephone or having meetings because I was afraid of misunderstanding or maybe don't know how to explain my ideas 6DO</p> <p>At the beggining it was a challenge due language barrier, so i started in jobs that didnt require much speaking and something like that, but it was easy to adapt. 16DF</p>

No Difficulties	NSTD	My experience it is amazing I did not have any problem since I arrived in Ireland. 2CR Thankfully I did not have that much of difficulty to adjust in the workplace. 13SP
Relationship with others	Co-workers and Manager relationship	I find that working relationships dictate the course in many cases, but those relationships take years and years to build. In some cases, they won't be built at all if you're from the wrong side of the River, or indeed the wrong county. I feel I do not stand a chance being from the wrong side of the Ocean. 3CC I have been very lucky, since day one I got plenty of support from co-workers and I also tried to adapt quickly keeping always an open mind, even though it wasn't that easy at first, everything was new and sometimes a bit scary 5DB "It's been hard at times. As Ireland is very small, so are the networking circles. I have found it difficult to break into these circles as Ireland is not my home and sometimes it feels those who have lived here for a while or who were born here are more connected" 7ES I felt that the integration was very smooth. Everyone in my team as well as the management was helpful and understanding of the fact that I was from a different country and did not know the Irish work culture in the beginning. 12PA The company where I work has only Latin-American people, so all of us have experienced come to Ireland in search for better opportunities (study, job, life, etc). For that reason, we all know how difficult is to be alone abroad, that is why in my workplace, all the colleagues support each other and I did not have problem to integrate with the team. 14VF I have to mention here, that I took the job while I was still in Greece. So I arrived in Ireland on Saturday 26 th November 2011 at night and on Monday 28 th November I went to the offices of the company. Although I was in Ireland not even 48 hours, I went to work to start in my new position. As you can understand, that was quite a challenge. However I faced no issues and all the team was really friendly and helpful. Of course the management was also very helpful and supported me in any difficulties I faced. 17FT

What were the main challenges you have faced to integrate to the workplace environment and what helped you to settle in?

Theme	Sub theme	Answer
Language	NSTD	Language barrier. As English is not my first language, it was hard at the beginning on getting a high level of new information and processing everything. 1BM I was learning new programs on top of perfecting my English, it was frustrating at first, when you can't fully express your thoughts accurately. 5DB Feeling confident with my communication skills was the biggest personal challenge. 6DO No understanding Irish phrases. Sometimes I've had to ask my manager to repeat things because of this. 7ES In the beginning, the language barrier was the main challenge to feel integrated to the workplace. 8IO Firstly, even though we are all from Latin America, I am the only one who speaks native Spanish, so the language was the biggest challenge at the beginning, because between them, they usually speak Portuguese, and just when they speak to me, they speak in English. 14VF The main challenge was the language barrier, at the beginning my English wasn't good, so trying to communicate and get my point across was a challenge.. but I managed to improve my English very

		quickly and that wasn't so much a problem anymore. 16DF Also it was my first English-speaking job. I could speak English of course, but I had to speak English (and German) at work, which is completely different. However, it was just a matter of time to get familiar with it. 17FT
Co-workers	Co-workers support Co-workers Interaction	The fact that I am working in a multicultural team helped me a lot once they are not English native speakers as well. After some weeks, it got easier to communicate with everyone in the office and as the daily tasks got more and more familiar, they started to introduce new projects and new tasks on my routine 1BM My co-workers have been very patient with me and made me feel comfortable along the learning process. 5DB I think that the whole team has helped me to settle in, as well as the management, who were really supportive as mentioned before. 17FT Main challenges were to be able to communicate with the whole team because everyone came from different backgrounds and cultures. 10NB Initially it was difficult to set in because I was the only intern in my department. My work was not directly associated with teaming up with any other members. This proved to be a barrier for me for developing workplace relations with my colleagues. 13SP
Local regulation	NSTD	Adjusting to tax laws in Ireland given the tax laws in Nigeria I was more used to are completely different. 9JO The biggest challenge has been the administrative process. I got my PPS the first month, but it took almost 6 months to my company to add it in their system and I learned how to work in "emergency tax" status. 15YK
Household	NSTD	To find a house the most difficult part. 2CR
Culture of the country	Irish culture	I could probably write for pages on end, but I think the overarching theme is that I find Ireland unwelcoming and even suspicious of outsiders. This has made settling into work difficult, if not impossible. 3CC Understanding the Irish way to say things was another. Many times they don't say anything to some questions or comments, sometimes they don't even reply e-mails or direct messages, it was something that had never happened to me before in my professional life. Understanding under what situations they do this kind of things was very challenging. The lack of effective communication I'd say is one of the biggest problems in organizations. This kind of things already happened before when I worked in a hotel the last year. 6DO Things are also laid back. In the US workplaces are very fast paced, things are done quickly and customer service is priority. I feel people in the Irish workplace often take their time. This can also be a good thing for mental health as it gives headspace. 7ES

	Cultural differences	<p>It would be the sudden change in work culture. There were some things like constant and open communication, being extra proactive etc. – these things were not explained as they are a part of the culture and taken for granted. Hence, to understand that some things work in a certain way without being told about it was the biggest challenge. 12PA</p> <p>Now it is more about some cultural differences and managerial styles. 8IO</p> <p>Culture barrier in terms of what I expect, and other people expect. Not translation language barrier but meaning instead. If I say ‘right away’ to any south American; we know that will take a while. However, if I say the same to any European nationality they are expecting something sooner. 11PZ</p> <p>Secondly, our culture is different as well as the way of working, so because they are majority at the office, I had to adapted to them. 14VF</p>
Organisation Culture and Practices	<p>Feedback meetings</p> <p>Organisation</p> <p>Multicultural Environment</p>	<p>Weekly feedback meetings are helping a lot. On those meetings, we are encouraged to bring all our questions and improvement proposals for the team. 1BM</p> <p>The organization of activities and paper work. I was used to be really organized for example to have the activities programmed for a month and when I was working as an assistant so I had to follow my coordinator’s instructions who was not organised , but as time went by and I had more support from the manager, I was able to organize daily activities in a better way. 4DP</p> <p>In the beginning, the language barrier was the main challenge to feel integrated to the workplace. Now it is more about some cultural differences and managerial styles. 8IO</p> <p>Settling in was greatly facilitated by Management and their availability answering any queries we had 10NB</p> <p>It was the first time I was working in a multicultural environment. This was something new to me. However, the colleagues were very friendly and met many people, who became friends after some time and we are still friends with some of them. 17FT</p>

What have you done to integrate in your workplace?

Theme	Sub Theme	Answers
Social relationships	NSTD	<p>I tried to make friends as quick as I could and especially within my team. Also going on social events with co-workers inside and outside the company 1BM</p> <p>I have plenty of social relationships at work. Would I ever get invited to socialize with their group of friends outside work? No—and my experience is far from uncommon. My expat friends have the same experience. 3CC</p> <p>I have always been and adaptable person, I tried to be as relaxed as possible and it helped that I’ve always worked in small offices, the maximum amount of colleagues I’ve had so far has been always</p>

		<p>less than ten people, like this it's easier to get to know each person better.</p> <p>5DB I have made sure to join outings on Friday nights. I've helped with celebrating birthdays in the office.</p> <p>7ES Try to approach colleagues, take part in the company events. 8IO I've been socializing in and out the workplace, getting to know the most colleagues possible and maintaining good relationships with both the team and the management. I made sure I maintained a good performance at work to ensure some evolution then and good collaboration. 10NB Allowed myself to know people and let they know me. 11PZ As a person working in HR, it is critical for me to know my colleagues and the problems they are facing. So, I took an initiative to talk to them to understand them better. 13SP I met new people, colleagues, socialize to improve my English and feel more comfortable to understand and talk with my management but also with my work responsibilities. 15YK After meeting all my colleagues at work, we organized some night-outs with some of them, in order to have a better relationship also out of office. 17FT</p>
Culture	NSTD	<p>Just being myself and try to empathise with Irish culture to create a good environment 2CR Try to bring my culture in whether it's cooking or telling colleagues about my life in the US. 7ES</p>
Performance	NSTD	<p>I have shared my ideas in a respectful way, and I have showed activities and techniques that works. 4DP I made sure I maintained a good performance at work to ensure some evolution then and good collaboration. 10NB I always work hard, show productivity, get to know my work colleagues, learn the team goals and do my best to achieve them. 16DF</p>
Workplace	NSTD	<p>Read about the workplace. 8IO Observe the workplace culture. 9JO I've always work in intercultural environments in Ireland, but because I was coming from a different country 16DF</p>
Communication	NSTD	<p>Face my fears, tell my boss that I was unconfident with misunderstand things. They just told me to take it easy, gave me all their support and after that conversation I felt much better about that lack of confidence, I had no problems to ask many times when I wasn't understanding something and my communication with other colleagues started to be normal. 6DO I have made a conscious effort to ask a lot of questions, communicate regularly and keep my manager in the loop about what I am doing and what challenges I am facing to integrate faster and more seamlessly into my workplace. 12PA I usually ask to my colleagues to speak in English in the office. 14VF I had to refresh/practise my English. 17FT</p>

Which factors, from your point of view have interfering in your integration in the workplace?

Theme	Sub Theme	Answers
No factors	NSTD	<p>I don't think I've ever had any issues with integration in any job I've had, or with any one in any job. I always try my best and also try to be my best as a person. 16DF Now nothing, I am very happy with my situation. 2CR</p>

		None really. It is just a matter of time and being opened to understand the other side, I think. 11PZ
Country's culture	NSTD	Irish culture is "clannish" and your ability to get ahead in your career is largely influenced by how well you can navigate. Personal drive and desire to exceed are, in my opinion, frowned upon---there's this odd underlying attitude of Irish not wanting to see their peers do well or push the established boundaries. 3CC As previously stated, the US is very fast paced in most working environments. I have had to get used to waiting on things when there are bank holidays or people taking longer vacations. 7ES Cultural differences. 8IO Culture differences. 10NB I think the cultural differences like the jokes or topics of discussion that are not related to the workplace, as I am not completely aware of the culture yet since I have been here for a short time. 12PA Cultural barriers also may prove to be a constraint. 13SP The lack of effective communication in the organization. I think people prefer not to speak and that's something that's part of the Irish culture, they prefer to avoid confrontation. 6DO
Language	NSTD	In the beginning my English level. I think the communication is the most important factor in a good relationship, especially in your job. 4DP Language barrier. 8IO Maybe some very strong Irish accent of some clients. 9JO Language. 10NB The language that all my colleagues speak. 14VF My company put everyone at the same level (English language and IT skills) and it challenged me as a newbie in English. Hopefully my IT skills was good enough and I had the knowledge due to my previous experience in France to perform and succeed in my daily work. 15YK
Personal factors	NSTD	Fear of making mistakes in the beginning. It made me more quiet and more anxious in the learning process. 1BM I think my integration went fairly smooth, sometimes ourselves are the ones who build boundaries unconsciously with our fears to the unknown, once I learnt to take down my own boundaries, integration went well. 5DB I think that my character has helped me a lot. The adaptability and also being social has helped me a lot. 17FT
Visa	NSTD	The status if my visa has restrictions regarding working in Ireland. Even though I have the ability, I can't prove my potential because it is hard for me to get into a specific role because of the requirement. 13SP

How you will describe the best scenario that can provide you a proper workplace integration?

Theme	Sub Theme	Answers
Workplace environment	Co-workers and Manger role	A scenario where managers and team members could be more comfortable to openly share their thoughts about work and live issues. 1BM Complete confident to talk with your manager about everything. Good colleagues. 2CR

		<p>Myself as a person with so many years working in the same field, I understand how scary a new place can be to a new worker, and I always do my best to make them feel in a safe place, the real world is not the same as what you learn in college, experience teaches you what the academy sometimes cant, we need to build experience, and we all learn new things every day no matter how long you have been working on a certain field.</p> <p>5DB Welcoming and supportive team members and managers.</p> <p>8IO The best scenario that can provide me a proper workplace would be where all the colleagues are willing to help each other in their professional area, where the boss understands that you have to adapt not only to a new workplace, but also to another culture, another way of working, etc.</p> <p>14VF A place where people are willing to learn and help each other, where you can get the help and guidance you need to grow. 16DF</p>
Stability	<p>Contract</p> <p>Home Country opportunities</p>	<p>The best scenario would be that contract are stable for both sides and facilities. 2CR</p> <p>The ideal scenario would be to find a position in your own country so that you can speak your own language and fell also like home. There will be no integration needed in terms of changing basic things at your day-to-day habits at work. 17FT</p>
Organisational Culture	<p>Multicultural culture</p> <p>Respect</p> <p>Communication</p> <p>Promotion</p>	<p>I work in a Government Agency, so change comes more slowly than in other industries. While tech and other areas are highly multicultural in Ireland, the public sector hasn't followed suit. Until they have the desire to hire non-Irish (which indeed, I'm not sure they ever will), the company will continue to exemplify a stereotypical, inward-facing Irish company, where county or rural versus non-rural tensions permeate company culture. 3CC</p> <p>An intercultural setting is best. When one can be in a workplace with colleagues from around the world, this makes it easier. 7ES</p> <p>A place when your bosses respect you. 4DP</p> <p>Basically an effective communication from the organization, clear responsibilities for every department. 6DO</p> <p>Open communication, participation and opinions of all employees should be well heard of. 13SP</p> <p>A place when they give you the possibility of promotion. 4DP</p>
Personal factors		<p>Try to be always motivated and don't be afraid to ask questions, we all start from zero and need to build our own experiences the best way possible.</p> <p>5DB</p>
Organisational practices	<p>Training</p> <p>Integration activities</p>	<p>One where I am properly trained and given time and assistance to adapt. 9JO</p> <p>I believe there are loads of uncertain thoughts when we start in a new place even when you know the tasks you are performing. A learning curve and all. A good workplace integration has the foundations on solid training. This will make the new hire to feel confident, perform better, enjoy the place and integrate with people.</p> <p>11PZ</p> <p>For my point of view the idea would be a company should "categorize" employee by knowledges and skills to target employee's weakness. They could create groups to work on this weakness by category and provide required training</p> <p>15YK</p> <p>Integration activities between colleagues. 6DO</p> <p>The best scenario would be to have an integration day with all new employees getting to know each other and then being gradually integrated to the rest</p>

	Induction	of the team and the work they're providing within the department. 10NB The best scenario would be having regular inductions or meetings; colleagues to be more understanding of the fact that I am an outsider and including me in cultural topics or explaining cultural references to me. 12PA
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How your employer has been supporting you in your integration process to the workplace?

Theme	Sub Theme	Answers
Practices	Training and social activities, feed back meetings.	As I mentioned before, they promote some social events inside the company. They also provide ongoing training section in a weekly basis. Weekly feedbacks meetings are also important for the integration process. 1BM
	No practices	They haven't. In fact, my boss wasn't even aware I was arriving when I showed up to the office. HR still haven't had a sitdown with me to ask how I'm doing, 8 months later. I got emergency-taxed for a number of months because they didn't tell me to register my job, I got kicked out of my accommodation and didn't know I had rights, didn't have any information on health insurance etc. I could go on for hours. Irish look out for their own—I'm not one of them. 3CCU
	Training, Inductions, meetings, team building.	Trainings, Inductions, Meetings, Team Building. 8IO
	Social Activities	We also go out to lunch sometimes as a team to bond and develop a rhythm. 9JO
	Meetings	They've been supporting by having a lot of regular meeting to discuss any topics we could have regarding the job itself or the environment and making sure we had everything we needed to feel comfortable and perform well. They really tried to keep everyone within the company as much as possible. 10NB
	Training, administrative support	On administrative side, my employer facilitated our integration on contract side. He directly shared with us what we needed to provide. Also, the company gave 2 weeks training on IT process before started to be comfortable with the job. 15YKFR
	Training, administrative support	A simple example is that when I moved to Ireland, I had to do some basic moves, such as open a bank account, go to Social Welfare to obtain a PPS number, go to Revenue office and of course to find an apartment. I didn't have a chance to do all these, before going to work, as I only moved to Ireland on a Saturday and started work on Monday. So they arranged flexible working hours for me in order to be able to finish everything I had to do. They also gave me a reference for the landlord in order to be able to move in my apartment. In regards to "work", everything was also excellent. There was a 2-week training, which helped me to integrate smoothly to the new working environment and then started being productive. 17FTGR
Organisational culture	Supportive environment	A lot, I cannot complain about anything because they are super understandable, and all the time that I need their support, they have never said not to me. 2CRSP From day one my employer showed me that he believed in my skills and that made

	<p>Accessible environment</p> <p>Participative environment</p> <p>Communication</p>	<p>me feel more confident and willing to learn more. I really appreciate his kindness. 5DBCO</p> <p>My boss, the CTO of the company, and the CEO have supported my process giving me confidence, explaining to me that everyone is used to some spelling, speaking mistakes and misunderstanding. However, I think with a better communication in the whole organization the process would have been easier.</p> <p>6DO</p> <p>My company has been very open and understanding, explaining things to me that I don't know of such as some work practices that are different from the ones in my home country. 12PA</p> <p>My employer has been always encouraged me to give ideas to improve the process that already exist or to create a new one. He is always available to explain what I do not understand and provide me all the necessary to be comfortable at the office.</p> <p>14VF</p> <p>My workspace is good, teammates are lovely and always willing to help, that makes my job easier 16DF</p> <p>My managers have been really helpful and supportive. 17FT</p> <p>Every time I had a doubt she answered me and gave me options to resolve any issue that I could have. 4DPCL</p> <p>Have taken on ideas that I have brought from working in different environments. They welcome my ideas about efficiencies. 7ES</p> <p>My employer has been very friendly, taken initiatives for me to participate and also made my opinions feel valued. 13SP</p> <p>We communicate constantly both on and off the job. 9JO</p> <p>Yes – I was told what they expect from me and showed how to reach that. They are always willing to help if needed. 11PZ</p>
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What do you think your employer must do to ensure your proper integration to workplace integration?

Theme	Sub Theme	Answers
Organisational culture		<p>I think they must guarantee that the company's culture is matching the employee expectations and vice-versa. I think is important to individualize each person necessity to apply the best option for integration for each person. 1BM</p> <p>It's important to believe everyone has potential, sometimes it takes longer or it requires different approaches for different persons, we are all different and see the world from different perspectives and that could ultimately be used to make the workplace and even your everyday life more productive. 5DB</p> <p>Make sure the work environment is relaxed, friendly and fit for all kinds of people and races. 16DF</p> <p>I think is really important when your employer respect every employee and giving them the space to talk. 4DP</p>
	Structure	<p>Clarifying departments and every employee functions. Giving clear instructions. Investing in having clear</p>

		processes and making sure that every employee knows them clearly. From the acquisition of a new customer to the addition of new services, what task is expected to be done by every employee. 6DO
	Welcoming culture	Ensure that an adaptive and a welcoming culture is followed within the organization as well. 13SP
	Recognition	I believe that my employer must encourage his employees to give the best of them, recognizing when someone achieves a goal in the company or could solve a situation and support them when things get tough. 14VF
Stability	Contract	I think that it is missing from their side if to implement a better contract that secure permanent position for the IT group. 2CR
Practices	General practices	They shouldn't hire non-Irish nationals unless they intend to provide them housing support, banking guidance, job training, mental health support, and healthcare guidance. That's the bare minimum. I didn't receive any of it. 3CC I believe that what they are doing is the best way to ensure proper workplace integration. 12PA Monitor, train and communicate. 9JO Nothing more. They were great. 17FT
	Relationships	It's good to have social outings and planned events for everyone. Cultural days are also nice. I think when you are not from Ireland it's important that your workplace recognizes this and tries to make you feel comfortable. 7ES Promoting instances where all employees can share. 14VF
	Meetings	Often do evaluations with team to know what is happening inside the organisation. 8IO They must have one to one meeting every week or month to discuss problems at work and help us performing the job with trainings where required. 10NB For my point of view an employer should follow his employees by providing regular one to one session at the least the first months. Could be with HR for contract or payment related, could be from our direct management for IT process or skills questions. 15YK
	Policies	Maintain strict policies to avoid any workplace discrimination. 13SP

What was your knowledge of English when you came to Ireland? From your experience, how important is your knowledge of English for your integration process?

Theme	Sub Theme	Answers
Career development	NSTD	I came to Ireland with an intermediate level of English. I started on my current job with a C1-proficiency level. It is more important than I thought. We can get a job in Ireland with intermediate level of English. But it is becoming clear for me that to progress on our career we must improve our English at most. I can see the best positions in the company require a high level of business English. 1BM
Communication	NSTD	That is really important to support our technical skills and to make us more

		<p>confident and comfortable to shares our thoughts. 1BM</p> <p>My level was absolutely poor, I couldn't speak a word. Probably for my personality it's key important to have good skills in communication.</p> <p>6DO</p> <p>Fortunately, my native language is English.</p> <p>7ES</p> <p>I am fluent in English when it comes to verbal and written communication.</p> <p>Initially, I had a bit of a problem to get used to the Irish accent but now I am completely acquainted with it. Knowing English is very important in Ireland because that is the main language used for communication purposes. It has enabled me to fit in well. 13SP</p> <p>Also, having a better English level, I could talk to my colleagues not just about things related with our job, but also our daily routine.</p> <p>14VF</p> <p>As I come from a country very protective for the language, it makes my knowledge in English was very poor. I could not really express myself as expected and it was not easy to understand the Irish accent. 15YK</p>
Performance	NSTD	<p>My knowledge was fluent and very powerful to contribute everyday in my job or in my life as a native speaker. English for me always was a language that I love and since I was a kid, I was doing exchange to England to proficiency my English. 2CR</p> <p>I am a native English speaker and it is crucial in my line of work where you are in direct contact with clients. 9JO</p> <p>Advanced: I am not a good reference for the language once I was blessed and worked always in big multi-cultural environment companies where all the communication was in English. It depends on what you do and roles you want to pursue. But overall speaking, it is essential. 11PZ</p> <p>I am a fluent English speaker having completed my education in English and having a writing background. For my job role, I believe my fluency in English was a major factor as I am from a non-English-speaking country 12PA</p> <p>When I came to Ireland, my level of English was Intermediate. At that time I only thought about improving my level and return to Chile, however, once I had the opportunity to start working here, I realized that my English should be better, so I started another English course, and even though when I started working in the company I was in Advanced level and I could learn more business vocabulary there, it was very important to have a higher level of English, so I could talk to my boss and colleagues and feel part of the team, as well as send emails to customers, suppliers, etc. 14VF</p> <p>It is very important though to speak English very good, at a professional level, especially if you want to feel comfortable at work. 17FT</p>
Integration	NSTD	<p>English is my first language. I can't imagine how difficult assimilation would be with English as a second language on</p>

		<p>top of Irish culture. Irish people rarely say what they mean and many nuances are picked up in tone, body language, and vernacular. I'd find it absolutely essential to be near fluent or fluent in English. 3CC</p> <p>It was basic. I started in elementary and I think my knowledge of English was the only thing that affected my integration process. 4DP</p> <p>It is crucial, in order to adapt to any place a person needs to use all the tools possible to achieve a goal, it will make the process more manageable. 5DB</p> <p>I started in the Upper Intermediate Class. I think knowledge of English is essential for the integration. 8IO</p> <p>When I first came to Ireland my language abilities were not very good, I had to work hard to make it better. I did not take any course or anything, just practiced in the daily life with people, within the workplace and outside, which is the best way to improve.</p> <p>10NB</p> <p>I took part of responsibility in the integration process. I could take English classes before start to work directly. This slow down a bit my integration. 15YK</p> <p>My English was very basic, so that was my main challenge. Learning the language is a key factor for integration as communication is extremely important in a workplace. 16DF</p>
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What workplace integration means for you? What do you understand about it?

Theme	Sub Theme	Answers
Value	NSTD	<p>For me it is best way to bring people together inside the company. It's a good way to show to each employee what is the purpose of the company and the purpose of their jobs inside the process of that company. That means, to show to the employee how important is their function inside the business and how the business can contribute to their professional growth. 1BM</p>
Workplace environment	NSTD	<p>Workplace integration for me means a lot because it is where you spend most of the day. So it is the business environment, co-workers, installation that will do your day a bit nicer, communication with managers. 2CR</p> <p>To me, workplace integration means creating an environment that is easily accessible and comfortable to people of various backgrounds. There is an onus on the individual to embark on the path to integration, but workplaces need to remove hurdles to them doing so. 3CC</p> <p>I think your work environment has to be as positive as possible, we all need to understand that we are part of a machine that needs all its elements to work smoothly, if one piece doesn't work, everything destabilizes, it is important to find the skills the better suit each person, we also need to understand that we as humans make mistakes and that its acceptable, the purpose of a team is to support each individual in order to achieve the ultimate goal. 5DB</p>

		It means settling in and adjusting to your work environment and culture, enabling you to work efficiently and effectively as an active member of the team. 9JO Moving to a new working environment. 17FT
Rules	NSTD	The way you understand the rules and how you get into the teamwork. 4DP
Relationship with others	NSTD	A good relationship with your co-workers based on respect and predisposition to new ideas in both sides. 4DP It means a person feeling as a member of a team and not feeling left out or discriminated against. 12PA For me, workplace integration means the way that you become part of the team in the company where you work. It is the way that your boss, colleagues and you interact between each other understanding the importance of having a good work environment, so all the parties can exchange knowledge to achieve different goals. 14VF Meeting new colleagues. 17FT
Organisation	NSTD	The process of being part of the organization overall work. 6DO It means that it is important that employees are comfortable where they work. 7ES That means being able as a foreign person to integrate in a company as easily and quickly someone from the county would do it, and being treated equally than everyone else, no matter who they are where they come from. 10NB It means good training in regards to your duties, properly introducing you to the team and caring leadership showing to be supportive. 11PZ To me, workplace integration means making a seamless transition into the culture of the company and the country where you are working 12PA Workplace integration, it's for me how an employer helps an employee to be part of the company. It's not only for foreigner but for any new starter: It could be a junior with no experience or a person with experience in his job but not necessarily with the knowledge process of the company. 15YK I also understand it could be the way you integrate in an environment, your goals, employees relationships, participation, learning. 16DF
Culture of the country	NSTD	With Ireland being an island as well as a tight knit culture, it is sometimes difficult to integrate here. I think for most international students or employees, we tend to be attracted to international groups rather than all Irish groups. It's important that Irish companies see this and try to encourage integration as much as possible. 7ES Challenges with the language (if moving to a foreign country). 17FT
Performance	NSTD	It is a very important point to work in a good atmosphere and it is necessary to succeed in your job. 2CR Workplaces need to take on the practical tasks like housing support, health support etc. so the individual can focus on learning their job and adjusting mentally/emotionally. 3CC It means settling in and adjusting to your work environment and culture, enabling

		<p>you to work efficiently and effectively as an active member of the team. 9JO</p> <p>It means ensuring effectiveness by practicing good communication, working together, inculcating good organizational values and practices, maintaining employee involvement as well as enrichment etc. 13SP</p> <p>The workplace integration is very important for the productivity. It helps the employees to be quickly comfortable with all the process to be focus as soon as possible on his job. 15YK</p> <p>Changing habits at work, challenges with new areas of knowledge. 17FT</p>
Diversity	NSTD	<p>I understand it as bringing people from different cultures and places together in the same space. 16DF</p> <p>Maybe even a multicultural environment. 17FT</p>

Appendix 3. HRM Manager Answers

1. What is your experience working with high-skilled migrant workers?

I have previously worked in a Global Mobility role in Ireland for 3 years where I assisted with the immigration and mobility of high-skilled migrant workers coming to Ireland to take up roles, primarily as Accountants and Management Consultants. I have also been working in a role where I assist with high-skilled migrant workers moving to Irish-based company's, generally in the field of Engineering and IT professionals for the last 2.5 years. In Canada, I also worked in Canadian immigration for a firm also mobilising its workforce specialising in Audit, IT audit and Management Consultancy.

2. From your point of view what is meant by workplace integration of high-skilled migrants' workers?

In my view, I would see workplace integration from a human resources and global mobility perspective as the onboarding and ongoing retention of high-skilled migrant workers as they settle in to a new workplace and work culture. In my roles as Global Mobility professional, I was there to support such activities where I could, but as I was not working directly with the individuals in their day-to-day role, there is also an onus on their workmates and managers to ensure correct onboarding and training which is critical to workplace integration.

3. What have you done, as a HR practitioner, to support their integration in the workplace?

This would typically come through my initial support of off-shore immigration support and liaising with a third-party relocation provider to assist them with matters relating to their wider integration to Ireland – such as accommodation support, general assistance on banking, social security etc. Upon arrival, it was frequent touch bases to ensure they were settling in to Ireland, assisting from an employers perspective to discuss benefits and the HR side of onboarding, as well as continuing immigration compliance. I was also available for ad-hoc assistance where possible.

4. Which factors, from your point of view, may interfere the integration of a high-skilled migrant in the workplace?

There are many, but one of the biggest factors is the unsuitability of the high-skilled migrant to being flexible enough to work in a new environment. Having worked abroad myself, there are many social and workplace challenges to overcome to settle in to a new place of employment, and it requires the migrant to be flexible in their demeanour and approach to adjust to societal demands and norms.

5. Which factors, from your point of view, may facilitate the integration of a high-skilled migrant in the workplace?

A culture of working with migrants and an embrace of differing ideas and workplace practices has always lead to the best success in my experience. While a migrant needs to be flexible in their approaches and practices, managers and the wider-team and colleagues need to equally embrace the differences and find a common ground from which to work from.

6. What is the role of HRM in the integration of high-skilled migrants in the workplace?

HRM lays the foundations for successful integration, and ensures underlying support and, where relevant, immigration compliance is being met. This allows the migrant to focus on their work and wider-integration to the team.

7. Which practices, from your point of view, may be developed by HRM to support high-skilled migrants' integration in their workplace?

I have no specific practices to recommend beyond frequently engaging with high-skilled migrants about their onboarding experience and managing a programme carefully with the necessary feedback to help focus an improved experience for those that follow.

8. Which practices may be boosting the integration of high-skilled migrant workers in the workplace?

I have found that a strong onboarding programme has worked best to try and assist with the relocation aspect of their move to Ireland, and provide frequent updates at the early stages where necessary.

9. Which practices may be hindering the integration of high-skilled migrant workers in the workplace?

I think disorganisation and a lack of engagement from HR and Global Mobility professionals can serve to isolate individuals at the early stages of their career and may increase issues down the line.

10. How important is the integration of high-skilled migrant workers in the workplace?

In a marketplace where full employment (until recently) was reached, Ireland has relied hugely on high-skilled migrant workers to fill an employment gap and skills shortages. To successfully integrate and retain migrant workers is as critical as ever, and in certain workplaces that may serve a diverse client base may be particularly keen to ensure migrant workers are well integrated to ensure they can continue to attract and retain others.