YAŞAR UNIVERSITY

GRADUATE SCHOOL

MASTER IN BUSINESS ADMINISTRATION THESIS

CHANGES IN HUMAN RESOURCE PRACTICES OF MULTINATIONAL CORPORATIONS FOR RECRUITING AND ACCULTURATING SKILLED IMMIGRANT WOMEN DURING 2020 PANDEMIC

MALIHA REHMAN

THESIS ADVISER: PROF. DR. ÇAĞRI BULUT,

CO ADVISOR: ASSOC.PROF.DR. EMİR ÖZEREN

MASTERS OF BUSINESS ADMINISTRATION

PRESENTATION DATE: 8TH SEPTEMBER 2021

BORNOVA / İZMİR
SEPTEMBER 2021

ABSTRACT

CHANGES IN HUMAN RESOURCE PRACTICES OF MULTINATIONAL CORPORATIONS FOR RECRUITING AND ACCULTURATING SKILLED IMMIGRANT WOMEN DURING 2020 PANDEMIC

Rehman, Maliha

MBA

Thesis Adviser: Prof. Dr. Çağrı Bulut

Co Advisor: Assoc.Prof.Dr. Emİr Özeren

September 2021

Purpose – The thesis aims to uncover the human resources practices of recruitment and acculturating in multinational corporations towards skilled immigrant women or self-initiated expatriate women before and during the 2020 pandemic.

Design/methodology/approach – A qualitative study using thematic analysis to derive codes and classify them into themes and dimensions using the Gioia method. A combination of semi-structured interviews and questionnaire surveys is used to collect data.

Findings – Diversity and inclusion have become a severe concern to multinational corporations, which is adapted for achieving organizational efficiency and creativity and satisfying external stakeholders. Companies emphasize and follow practices for Gender equality and rights of minorities for brand's reputation and making a global impact. Using RBV theory, we concluded that Multinational corporations are investing ample amount on recruitment and acculturation of minorities that contain women and skilled immigrants and diversify their workforce to gain competitive advantage, improve their productivity, engagement, and increase creativity. During pandemics, considerable changes in practices are observed for workplace integration, hiring and employee management. Companies are adapting to remote working, flexible hours, programs for mental wellbeing and online recruitment. This change in work practices will create new opportunities for female skilled immigrants.

Keywords: Recruitment, Acculturation, inclusion and diversity, skilled immigrants, COVID-19 pandemics.

ÖZ

2020 SALGINI SIRASINDA ÇOK ULUSLU FIRMALARIN NITELIKLI GÖÇMEN KADIN IŞE ALIM VE IŞE UYUM AMAÇLI INSAN KAYNAKLARI PRATIKLERINDEKI DEĞIŞIMLER

Rehman, Maliha

Yüksek Lisans, MBA

Danışman: Prof. Dr. Çağrı Bulut

Yardımcı Danışman: Assoc.Prof.Dr. Emİr Özeren

September 2021

Amaç- Tez, çok uluslu firmalarda 2020 salgını öncesi ve sırasında nitelikli göçmen veya kendi imkanları ile kendini geliştirmiş yabancı (ekspat) kadınların işe alım ve iş kültürüne entegre edilmeleri amaçlı insan kaynakları pratiklerini ortaya çıkarmayı amaçlar.

Tasarım/metodoloji/yaklaşım – Gioia metodu ile gerçekleştirilen, kodların türetilmesi, tema ve boyuta göre sınıflandırılması için tematik analiz kullanılan kalitatif çalışma.

Bulgular – Çeşitlilik ve katılımcılık çok uluslu şirketleri için önemli bir ilgi odağı haline gelmiştir, firmalar da firma dışı hisse sahiplerini tatmin etmek, organizasyonel verim ve yaratıcılığı elde etmek için değişim göstermiştir. Marka itibarı ve küresel etki için firmalar cinsiyet eşitliği ve azınlık haklarına önem veren pratiklere önem vermektedir. RBV teorisini kullanarak, iş gücünü çeşitlendirerek rekabetçi üstünlük elde etmek, üretkenlik, katılım ve yaratıcılığı arttırmak için çok uluslu firmaların kadın ve nitelikli göçmenleri içeren azınlıklardan istihdam etmek için büyük yatırımlar yaptıkları sonucuna vardık. Salgın sırasında, işyeri uyumu, işe alım ve personel yönetiminde önemli değişiklikler gözlemlenmiştir. Firmalar uzaktan çalışma, esnek saatler, zihinsel sağlık programları ve çevrimiçi işe alım süreçlerine uyum sağlamaktadırlar. İş pratiklerindeki bu değişiklikler nitelikli kadın göçmenler için yeni fırsatlar yaratacaktır.

Anahtar kelimeler- İşe alım, işe uyum, katılım ve çeşitlilik, nitelikli göçmenler, COVID 19 salgını

ACKNOWLEDGEMENTS

TEXT OF OATH

I declare and honestly confirm that my study, titled "CHANGES IN HUMAN RESOURCE PRACTICES OF MULTINATIONAL CORPORATIONS FOR RECRUITING AND ACCULTURATING SKILLED IMMIGRANT WOMEN DURING 2020 PANDEMIC" and presented as a master's thesis, has been written without applying to any assistance inconsistent with scientific ethics and traditions. I declare, to the best of my knowledge and belief, that all content and ideas drawn directly or indirectly from external sources are indicated in the text and listed in the list of references.

Maliha Rehman

İzmir, 2021

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABBREVIATIONS

HRM: Human Resource Management

MNC: Multinational corporation

SIEs: Self-initiated expatriates

ISM: International skilled immigrant

RBV: Resource Based View Theory

CSD: Customer Service Department

SMEs: Small and Medium Enterprises

CSR: Corporate Social Responsibility

PR: Public Relations

CHAPTER 1 INTRODUCTION

This chapter sheds a light on the motivation and the rationale for the study. It focuses on identifying and defining the research problems, the associated goals of this research, and carrying out any and all of its key objectives. Additionally, this chapter also illustrates the most basic of all research methods and designs that summarize the approach of this study in a concise and illuminating manner.

1.1　Rationale of the Study

At the beginning of time, as early human civilizations settled down and formed their roots, their sought places where no human habitation had been before. This would give them the chance to score a vast resource of untouched, wild-grown fruits and vegetables, hunt game and store enough food to survive the winter (Knörr & Meier, 2000). As human settlements developed and they began to trade with other settlements, they started picking up skills that they were formally unaware of (Hoerder et al., 2002). Most people learned these new skills in order to produce better goods to trade and hence a system of barter of introduced. This prompted people to travel to other settlements and pick up their skills and way of life to improve themselves (A. P. G. H. Bauder & Bauder, 2006; Hoerder et al., 2002).

Eventually, human societies advanced themselves and their cultures developed. The barter system was replaced with rudimentary economic institutions that were soon followed by prevailing boughs of capitalism (A. P. G. H. Bauder & Bauder, 2006). This prompted people to move from place to place in search of work and pick up new skills and market themselves in the best light possible. At the time, the person that had a new and innovative technique and could produce the best of wares used to be sought after (Hoerder et al., 2002). People used to travel to these individuals to learn and improve themselves, laying the basis of the very first skilled immigrants (Chaichian, 2013).

In the 21st century, globalization has changed how skilled immigrants are defined and the level of skill they need to hold in order to flourish as a skilled immigrant (Chaichian,

2013). International migration witnessed a tremendous increase in the past few decades as a direct result of demographic changes, an integrated economy, shortage of skilled labour and a much-enhanced labour market. These factors are further affected by more permeable cultural, and geographical boundaries (McAuliffe et al., 2019; Nathan, 2014). The COVID-19 pandemic adds another layer of boundaries to the influx of international migration around the globe. It has not only impacted the global economy adversely but has also changed the process of recruitment and the acculturation of skilled immigrants, especially women (Foley & Piper, 2020).

Skilled female immigrants in many host countries around the world work as front-line workers. The recent increase in the need for essential personnel in these countries and the travel restriction in place makes it much harder for females to support their families and continue with their plans and way of life in the economic sphere, with COVID-19 exacerbating the situation (OECD, 2020). This research takes a look at how the ongoing pandemic has changed the process of recruitment and acculturation of female skilled immigrants around the globe. It focuses on the current practices being observed in terms of both employment and retention of female skilled immigrants and whether they are being subjected to any or all racial or gender bias in the companies they work for. This research identifies strategies for inclusion and diversity used in multinational corporations. While female skilled immigrants are an essential part of various economic institutions, this study will focus on the fractions that are being employed and are currently in the employment of multinational corporations.

The challenges faced by organizations concerning self-initiated skilled immigrant includes identifying, recruiting, and selecting talent. Additionally, employees and their level of skill must be constantly developed by the organization, and methods are put in place that ensures the retention of potential employees. organizational development depends significantly on attracting skilled human talent and retaining them (Vaiman et al., 2015). Such endeavors are key to making organizations efficient and organizational efficiency can have a significant positive impact by attaining a diverse, well-selected, and motivated workforce. Skilled migrants are, therefore, a source of achieving this outcome, not only at the meso level but at the micro and macro level for corporations as well as the country's economy.

Using Human capital theory, (Al Ariss et al., 2014) stated that skilled immigrants play a very important role in the host country's economy and organizations. They are a competitive advantage for the growth of economies and global organizations. Despite the crucial role of skilled immigrants, human resource management (HRM) of MNCs towards skilled immigrants remains under-researched (Al Ariss et al., 2014). We still lack knowledge of effective management of international diversity at work (Tatli, 2011). Besides only a few studies taking the gender dimension such as subjective experiences (Myers & Pringle, 2005), issues (Iredale, 2005), challenges (Purkayastha, 2005), and career strategies of high-skilled female immigrants (Colakoglu et al., 2018). This is a significant omission considering the fact that women account for almost one-half (48%) of the migrant population around the globe (McAuliffe et al., 2019).

The study of skilled immigrant women is very extensive and has a wide range of sub-topics to be focused on, in this research, we focus on the recruitment process that HR managers follow to acquire a diverse workforce and recruit without selection bias or gender discrimination. (Syed, 2008) used the human capital theory to enlighten upon the struggles faced by highly skilled immigrants. He claimed the more educated or skilled the immigrants are, the more difficult it is for them to find jobs related to their fields. The writer also added that immigrants face issues in employment because of the importance given to locals, language barriers, legal migration issues, or the inefficient recruitment practices from the companies. By looking from the perspective of multinational corporations, neglecting a potential candidate can cause a lack of utilizing human capital. Therefore, improving the practices of recruitment and workplace integration is very crucial for companies so that they can have efficient human capital.

Focus on high skilled female immigrant in particular is given because of the researcher's personal experience related to cultural adjustment and lack of job opportunities. The researcher who has been a self-initiated high skilled female immigrant, has dealt with issues such as cultural shock, workplace integration and difficulties to adapt new culture. The personal journey of the researcher living as a high skilled female immigrant has urged the researcher to focus on this topic. Furthermore, the researcher holds a keen interest in feminism, workplace feminism, gender discrimination and rights of minorities. Growing up in a third world country, where Labor force, female (% of total labor force) in Pakistan was reported

3

at 20.53 % in 2020, by World Bank, it is still considered taboo for many women in Pakistan to work or utilize their potential. Due to being a collectivist society (Hofstede 1980) and high-power distance culture (Salman, Muhammad 2015), many women are discouraged to work and are still considered to be inferior than men. The exposure to this society has influenced the researcher to study feminism and women rights.

The researcher has had a brief history of job experiences. However, after migration to another country and travelling to different countries she had identified few issues in job markets through exposure and communication with other expatriates. Some of them are lack of inclusion and diversity in foreign companies, lack of proper job advertisements to reach potential candidates, poor workplace integration of foreigners, lack of support for immigrant employees. The reason for this research is to give awareness to companies to be more diverse and inclusive so that women, immigrants or other minorities can have more opportunities and integrate better, eventually enhancing the performance of businesses. Understanding the need for businesses to focus on this, it was concluded by the researcher to focus on large corporations as they have more liberty to have diverse employees. Small companies tend to focus on enhancing their businesses so the researcher decided to study the diversity and inclusion practices in corporations that are multinational and have foreign employees.

After careful consideration. It was concluded that two areas of focus will be given in this research that is recruitment of skilled immigrant so that companies can hire efficient human capital despite gender or race and secondly acculturation, which would study the inclusion and workplace integration practices followed by companies.

1.2 Research Problem

Migration can cause significant loss of high-level educational skills of immigrants (Iredale, 2005) because of reasons such as language barriers for immigrants, labour market discrimination, or the lesser value of certain types of expertise in the new labour markets. Using a social identity approach, evaluated that HR managers might be particularly biased in recruiting skilled immigrant applicants (Dietz et al., 2015). We refer to this phenomenon as a '*skill paradox'*, according to which immigrants are more likely to be targets of employment discrimination, even if they are on par with locals in terms of education or experience.

Recruiter apart from the legal migration factors of the candidate or language barriers is biased for their gender, ethnicity, or origin. This does affect not only the candidate but also affects the companies making them lose potential talent (Dietz et al., 2015). However, organizations need to utilize the potential of immigrant candidates from different backgrounds and different skills so they can work with maximum organizational efficiency and create synergy in the company. *'Organizational efficiency'* is the organization's degree of success in using the least possible inputs to produce the highest possible outputs (Shen et al., 2009).

In terms of human resources, efficiency is to create an efficient team and use their maximum potential of each employee to achieve organizational goals. This study will uncover the strategies that are already being followed in MNCs for high skilled immigrant women and how they have or can benefit the corporations. Furthermore, a focus will be given to the change in those strategies post-pandemic 2020 that has initiated the need to recruit new talent for companies, providing a chance for companies to hire female high skilled immigrants based on their expertise (Carnevale & Hatak, 2020).

High-skilled international employees, a part of which includes skilled immigrants, tend to present a unique challenge to the strategies and practices followed by HRM departments in multinational corporations (Doherty, 2013). This is primarily because of their high level of career agency, individualism, proactivity, and non-conformity. Besides, if high-skilled immigrants have to face various legal barriers while working with an organization, they might not commit to a long term stay with the said organizations. These reasons highlight the need to develop the right HR strategies and programs that actively contribute to workplace acculturation and ensuring that skilled immigrants are turned into highly effective employees.

Even though this area of highly skilled international immigrants holds severe importance, very less work on this issue can be found in literature, and even less focus is given to the high skilled female immigrants. Two HRM areas are of particular importance for high skilled female immigrants: *'recruitment & selection', and 'acculturation & adjustment'* (Guo & Al Ariss, 2015).

Firstly, by making use of an inclusive and differentiated recruitment process along with unique selection practices, organizations can ensure that they have access to some of

the best qualified and skilled international immigrants. This approach can address the shortage of skilled labour while also ensuring that the acculturation and adjustment process is headway from the get-go. Furthermore, good requirement strategies and practices can also go a long way in attracting eligible international migrants which can give the organization a competitive advantage in the field. It also the recruitment efforts of an organization, makes the acculturation process much easier and helps the organization stay one step ahead in the competition for global talent recruitment and management (Guo & Al Ariss, 2015).

Secondly, in terms of cross-cultural adjustment, companies should come up with the right set of designs and the very best HR practices that can ensure the retention of international migrants. Finding the right practices is key to both the adjustment and the acculturation of skilled international migrants by giving them the incentive to feel at home in the situation that they are in (van Tonder & Soontiens, 2014). This particular step can also address gender bias following found during the training and retention strategies.

The identification, selection, recruitment, and even the development of skilled migrants could be eased by changing the strategies followed by companies (Shen et al., 2009). Such a change might reduce the rate of underemployment and skill discounting prevalent among migrants, particularly women. Doing so will help organizations to fill growing gaps in their labour forces, organizational efficiency, and to improve their general stock of human capital. This area holds great importance since migration is now a crucial part of the economy, and talent management is the primary tool to achieve global competence.

1.3 Purpose of the Study

International migration has now been a part of almost every country, and each country's economy is affected by migrant labour markets to some extent. An increase in the global number of international migrants continues to outpace the growth of the world's population (Danso, 2009). Various factors may be the cause of it at a macro-societal level, which includes war, political instability, conflict, lack of economic opportunities in native countries, or a change in demography. Every organization is directly or indirectly affected because of international migration. It is thus a crucial topic to

discuss Human resource development towards skilled migrants, particularly women, as this is a hugely under-researched topic in the literature compared to its significance.

This study focuses on revealing the practices being followed in multinational corporations that are used for recruiting and acculturating skilled immigrant women. Through uncovering the current practices, we will be able to design an HR Model for the best strategies for recruitment and acculturation of skilled immigrant women. This model will serve as a guideline for HR managers of global companies that are constantly looking for enhancing their human capital to gain organizational efficiency. Particularly during the times of the current pandemic (COVID-19) in which businesses have moved online and are in dire need of recruiting proper talent regardless of nationality or gender (P. Caligiuri et al., 2020).

This research will evaluate what practices are already followed in companies and what can be enhanced in this area so that organizations can increase their profits and adequately manage their human resources. It holds great importance because proper management of human resources will directly affect all business operations and companies who fail to do that, face severe problems in their growth. During this pandemic, these ideas can significantly contribute as guidelines for HR managers to implement.

The recent pandemic has changed the recruitment and acculturating patterns of businesses overnight. Mainly due to the transfer from physical workplaces to the virtual work environment, companies are now keen to understand the importance of proper talent recruitment, and thus the differences of nationality, ethnicity, or gender are expected to diminish. During the times of pandemics, companies are not bound by the locality or gender of the employees. Instead, they have an open space for recruiting talent globally without any biases and only in the terms of skills. The patterns of acculturating have also changed significantly, moving to a virtual environment (Carnevale & Hatak, 2020).

This research will provide an insight into how businesses are taking the opportunity of the pandemic to recruit proper talent regardless of boundaries and acculturate them efficiently. This academic knowledge will be particularly useful for human resource managers and practitioners, as they face new challenges every day and have to make critical decisions during this pandemic.

At the end of the research, we will be able to develop an HR model for the recruitment and acculturation of skilled immigrant women. We will also use focus group discussion with our participants to discuss 'quick strategies' (P. Caligiuri et al., 2020) that could be immediately applied in MNCs managerial practice. These quick strategies will be used to increase diversity through recruiting and acculturating highly skilled immigrant women. These models and strategies will serve as a guideline for future research as well.

1.4 Research Questions

This research compares past practices, strategies, policies, legal framework and technicalities involved with the recruitment and acculturation process being followed for skilled immigrants working in the multinational corporation as a result of the recent pandemic. Thus, in order to understand if the practices have changed for the better or the worse, the following questions need to be addressed.

Q1: What HR strategies are followed by managers for recruiting skilled migrant women in organizations, before and during pandemic 2020?

Q2: What HR strategies are followed by managers for acculturating skilled migrant women in organizations, before and during pandemic 2020?

1.5 Objectives of the Study

The primary objective of the present study is to uncover changes in human resource practices followed by multinational corporations in terms of both the recruitment and acculturation of skilled immigrant women during the recent pandemic (2020). The changes and the various elements associated with the objective of the study that will be further elaborated during this research include the following;

- Understanding the new recruitment policies being followed by companies due to the recent pandemic.
- Delving into how the recruitment process changed for the better in light of the situation and identifying any gender bias in place that existed or exists based on the current situation.
- Looking into the acculturation practices being followed in companies prior to the pandemic and how they have been changed in light of the pandemic.

- Understanding whether the acculturation practices being followed aid towards employee development and retention and hence improving organization efficiency.
- Identifying and analyzing the practices of companies in light of inclusion and diversity.
- Observing how workplace integration is enhanced by multinational companies for skilled immigrants with remote working policies.

CHAPTER 2 LITERATURE REVIEW

Globalization and migration make up the very basis of the contemporary society. It alone was able to bring us out of the medieval ages and allow us to progress to a society that actively embraces and absorbs all the cultures it surrounds itself with. This movement of individual across regional, national and continental boundaries has become the norm for many in the modern times. The demographic characteristics at present can attest to this fact. Add in the fact that the International Organization for Migration (2013) has been able to document that in the year 2013, as many as 214 million people could be classified as international immigrants. This accounts for 3.1% of the global population for the year making every 33rd person worldwide an international immigrant (International Organization for Migration, 2013). This continuous movement of people that is forever expanding has brought people closer, while also presenting them with new challenges and exciting opportunities.

In the past 50 years or so, international mobility on the basis of skill has become an important part of academic study. This is because globalization has led to the emergence of a phenomenon which motivates individuals to become high skilled in fields like science, healthcare, engineering and academic to become a part of the international mobility (Cantwell & Taylor, 2013). To add to it, most globalized businesses, organizations that deal with consumers and clients across the globe, require a global perspective to get the right point of view. Thus, it has led to a need for the recruitment of global talent, with various governments actively working to make it possible. They have facilitated movement across borders so that the inflow of skilled global talent can be increased (Al Ariss et al., 2015). With that in mind, it can be easily deduced that international talent flow has impacted various occupational fields, for both better and worse. This has prompted the academic community to take notice and analyze this phenomenon from a number of perspectives (Groutsis & Arnold, 2012; Reid, 2012). For instance, Muñoz-Comet (2016) carried out a study of social structures

that have influenced the integration of migrants in the host country. On the other hand, economists like Riaño (2011) have examined the participation of migrant labor in the market and how it impacts the employment outcomes. Furthermore, we have Liu & Xu (2017) and Strauss & McGrath (2017) that have studied the demographic characteristics of skilled migrant mobility. Finally, we have Guo & Al Ariss (2015) and Zikic et al. (2010) that have actively worked to management of skilled immigrants in the host countries.

The unique insight provided by these disciples need to be merged in order to obtain a holistic picture of how companies need to deal with skilled immigrants and how to utilize them so that the host country could benefit greatly from their employment. An often-explored area of study regarding skilled immigrants shows that most immigrants and the careers they follow does not necessarily match the qualifications held by the said immigrants (Ariss & Crowley-Henry, 2013; Crowley-Henry & Al Ariss, 2018). This underutilization of global talent can impact the host country adversely. Furthermore, Ariss & Crowley-Henry (2013) have also made an attempt to understand how the experience and the opportunities offer to a skilled migrant and a self-initiated expatriate differs from one another. This study keeps in mind how a skilled migrant has actively worked to move out of their native country in an effort to turn their life considering they often come from ethnic minorities in developing countries.

This chapter aims to provide a brief understanding of the concepts used to understand how the highly skilled female population on the planet will be capable of holding down a job in a foreign country amidst the pandemic. This section will summarize the literature related to high skilled female immigrants and highlight the theories that have been recorded in literature. In the end, we will discuss the impacts of the COVID-19 pandemic on recruitment and acculturation of high skilled female immigrants.

2.1 Immigration and Skilled Immigrants

Skilled migrants are the people that hold a university degree along with extensive work experience on a professional level who electively choose to leave their native country and live in a host country to seek better employment opportunities (Crowley-Henry et al., 2018). Multinational corporations are always on the hunt for skilled migrants that can provide countries with able workforce that can close their skill gaps (C. F. Wright & Clibborn, 2019). Add in the political and economic situation at hand, such as war,

unemployment and insecurity, it is very easy for highly skilled and educated individuals to leave their present line of work and move to another country (Cerdin et al., 2014). Most people do so to flourish in a developed country and put their skills to good use and forge a better life for themselves and their families both in term of lifestyle as well as educational opportunities (Van Riemsdijk et al., 2016; Zikic et al., 2010).

Extensive study and research on the subject has unequivocally proven that skilled immigrants contribute economically to their host countries in a number of ways (OECD, 2014). Such individuals are not only highly trained in their line of work but bring in a superior level of education as well as work experience which can easily cater to the industry's demand for a skilled labor force. Their presence benefits the native population's annual earning by boosting an economic growth (Commander et al., 2008; Oreopoulos, 2011). Furthermore, highly skilled immigrants often also start new businesses in the host countries, which enhances the employment opportunities for the native population. This in turn, not only has the potential to match but to also exceed the economic performance of the host countries tremendously (Szarucki et al., 2016). Additionally, highly skilled immigrants can be of great use to host countries if their skills are matched with the right career opportunities, which makes them an asset for the host countries in the long run (G. B. Wright & Cullinan, 2017)

Ironically, for most high skilled immigrants, the biggest challenge comes in the form of finding the right employment opportunity to make up for their qualifications and their level of skill (H. Bauder, 2014; OECD, 2014; Syed, 2008). Highly skilled individual does bring a lot to the plate and are held in high regard in the host countries, their journey to finding the right job to match their skills is seldom smooth. They often have to overcome one obstacles after another to make a place for themselves in the country that they cannot call their own and work twice as hard (Syed, 2008). Thus, finding a job that matches their skill is a common theme for most highly skilled immigrants that enjoy even remotely success careers in countries foreign to them (Al Ariss & Syed, 2011). Add in a pandemic and a shift in the global world order and the dilemma takes on a graver turn for the international immigrant pool, especially women, making it the objective of this particular review.

2.1.1 The Immigration Process

Immigration simply means the movement of people between countries to improve their economic and social conditions (Douglas et al., 2019). Immigration is undertaken by an immigrant that has arrived to a host country, leaving his native country behind. On the other hand, a person leaving his native country is called an emigrant (Douglas et al., 2019).

On the other hand, Connell & Burgess (2009) stated that migration had become a permanent part of the national and international economy. People move from underdeveloped or developed countries to more promising economies for multiple reasons, including better lifestyle, higher pay, better jobs, escaping from oppression, or simply to alter their living conditions. According to the author, the last decade has witnessed a massive number of migrations, mainly from South America to the USA and Canada, Eastern Europe to Western Europe and from Latin from South East Asia to the Middle East. According to the United Nations World Migration Report 2020, the number of international migrants globally in 2019 was 272 million (3.5% of the world's population) (McAuliffe et al., 2019). Figure 2.1 shows the distribution of gender and age among immigrants.

 Fifty-two per cent of international migrants were male; 48 per cent were female.

Seventy-four per cent of all international migrants were of working age (20–64 years).

Gender of Immigrants

48% 52%

males   females

Age Group of Immigrants

26%

74%

working age (20–64 years)   below 20 or above 64

Figure 2-1. Distribution of Gender and Age among Immigrants

Source: Community Survey (ACS)

By the year 2019, more than 15% of the United States (U.S.) population comprised of immigrants. More than 50.6 million immigrants living in the United States, out of 329.8 million (2019) were foreign-born immigrants. According to 2018 American Community Survey (ACS) data, every seventh US resident is foreign born i.e. an individual that was born in a foreign country and immigrated to the US, making it the country with the largest immigrant population (McAuliffe et al., 2019). Corresponding figures for Australia were 30%, Canada were21.3%, United Kingdom were 14.1%, Germany were 15.7% and Saudi Arabia were 38.3% (McAuliffe et al., 2019).

According to International Labour Organization (International Labour Organization et al., 2018), the global estimates for international immigrants in the year 2017 were 258 million, in which 168 million were reported as migrant workers. Ninety-six million were males, and 68 million were females in 2017. Migrant workers include high skilled immigrant, low skilled labour immigrants, expatriates on international assignments. Other types of migrant workers include Military personnel, border workers i.e., the workers that reside in one country but due to close proximity of two countries, work in another and the consular official. However, they are excluded from the definition of an international migrant (International Labour Organization, 2015).

2.2 Distinguishing High Skilled Immigrants from Other Global Workers

As mentioned earlier, there has been a lack of consensus as to who should be classified as an immigrant, especially for the sake of literature that dealt with Human Resource
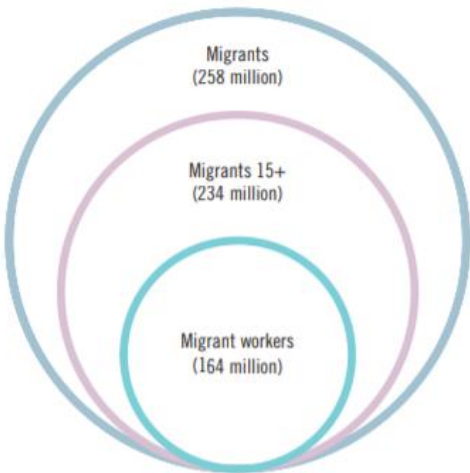
Figure 2-3 Global estimates of the stock of international migrants and migrant workers, 2017
Source: (Popova et al., 2018)
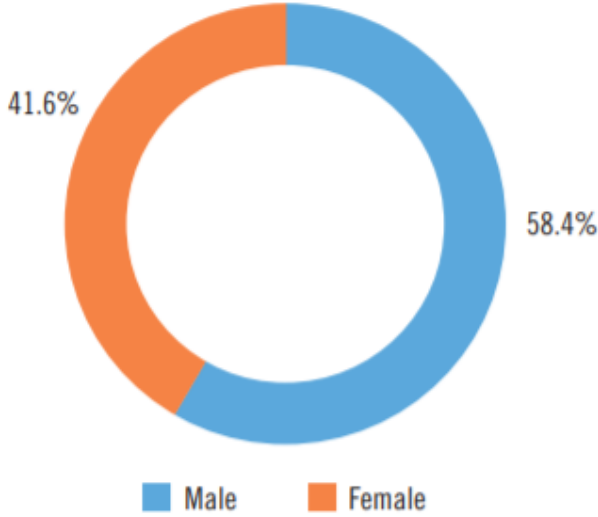
Figure 2-2 Global distribution of migrant workers, by sex, 2017
Source: (Popova et al., 2018)

Management. Here, a number of authors have tried to tell a Highly Skilled Immigrant apart from a Corporate Expat, and a migrant, but the criteria they have tried to follow differs vastly from one another (Al Ariss & Syed, 2011; Baruch et al., 2013). However, with as many as 136 articles being published on the subject, (Andresen et al., 2014) have been able to develop a framework that has been able to tell one such category apart from the other. They used the word "Migrant" as an umbrella term for people that lived away from their country of origin, with various subcategories to define the type of worker.

At present, skilled immigrants are considered to hold an essential role in the global talent pool, especially at the organizational level. They make a huge share of the competitive advantages frequently enjoyed by most global organizations. They also help the host countries to grow in a more global war for talent (Sidani & Al Ariss, 2014). Skilled immigrants make up a rapidly increasing percentage of the global workforce at present and this percentage continues to grow as more people improve their education, experiences, and competence levels (Iredale, 2005).

16

Although a broad definition of skilled immigrants by (Al Ariss & Syed, 2011) describes them as highly educated and experienced individuals who move from one country to another for various reasons. However, for the purpose of this study, high-skilled immigrants are referred to as foreign-born and raised individuals that hold an undergraduate or higher degree from a country foreign to the host country. These individuals have moved to another country with intentions to live there for an undefined period (Bergh & Plessis, 2012). This point of view sets corporate expatriates apart from the skilled immigrants in terms of their business contract because they are sponsored by their employers to work and live in another country for a predefined period (Doherty, 2013).

Forced migration, which includes refugees, stateless persons, expellees, displaced people; or any other type of involuntary migrants, are excluded from this study. Our study focuses on high skilled immigrants who are self-initiated expatriates, that migrate voluntarily to enhance their lifestyle or for a better chance at life. Our definition includes self-initiated expatriates that are highly skilled, but different from corporate expatriates who are sent by companies for international assignments for a limited period (Howe-Walsh & Schyns, 2010). In the context of this research, Self-initiated expatriates can be defined as a sub category to high skilled immigrants.

Most self-initiated expatriates have to face several challenges when they do decide to move to a host country as companies face various issues while catering to diverse talent. Legal barriers and constraints are a continuous challenge for international migrants, which also is one of the biggest limitations for skilled immigrants as it hinders both their opportunities and the career options they have in the host country (Vaiman et al., 2015). Furthermore, these challenges are increased tenfold to administrative difficulties involved in getting hold of the right set of work visas and permits to legally work in the host country (Purkayastha, 2005). Add in the various immigration restrictions and policies in place that play a key role in denying or delaying the recognition of migrant's credential qualifications. These restrictions further limit the level of freedom they possess in terms of international mobility in the form of migration destinations and career choices (Kunczer et al., 2019). Due to extensive details involved in the entire process, this research has chosen to exclude the legal process faced by migrants to obtain visas or work permits, and solely focuses on the process they undergo for employment and after employment.

17

2.2.1 The Difference between Immigrants, Refugees, SIEs, and Expatriates

Even though migration is an existing and on-going process that affects many economies significantly, the term migrant is very wide and can include refugees, stateless people, self-initiated expatriates, corporate expatriates. It further categorizes them as highly skilled or low skilled labour. In 2017, migrant workers accounted for approximately 59 per cent of the world's international migrant population ILO, categorized as corporate expatriates, low skilled labour, high skilled immigrants or other immigrants that move for business (International Labour Organization et al., 2018). The rest are refugees, stateless people, expellees, asylum seekers or displaces people. We can see the differences between these categories in Table 2.1, which provides a brief explanation of all the terms related to migrants and their definitions and meanings. The main division of immigration is by voluntary or involuntary Migration. As we can understand by looking at the table that Migration can consist of multiple types of migrant, our primary focus is on voluntary immigration that is done by choice of the immigrant. The table also gives an idea about the category of each migrant in the skill, whether it can be low or high skilled labour.

Table 2.1. Definitions of different types of immigrant

Type of Migrant	Definition	Voluntary or forced Migration
Refugees	According to the United Nations, Refugees are individuals outside their nationality or habitual residence because of violence, persecution, or war. Here, a refugee holds on to a fear of persecution on the basis of religion, race, nationality, from a particular group and even a political opinion.	Forced Migration
Stateless persons	Based on the definition by the UN, an individual is classified as stateless if that person does not hold citizenship of any country. At present, a citizenship is a legal bond that exists between a government and an individual which allows for a certain social, economic and political rights for an individual. A number of factors can contribute to someone being classified as stateless, which includes and is not limited to legal, sovereign, technical or even administrative decisions.	Forced Migration
Corporate expatriates	Corporate expatriates are employees on international assignments, having a job assignment arranged for them by their company before they leave their home organization. They are assigned for a limited period. They usually receive training before going for an assignment. Corporate expatriates can be provided with culture and language training as well as educational benefits for children, rental supplements, etc. (Peterson et al., 1996).	Voluntary Migration

19

Term	Definition	Migration Type
Self-initiated expatriates	SIE is an individual who decide to migrate to another country voluntarily to find work (Vaiman et al., 2015). Self-initiated expatriates intentionally leave their permanent place of residence and job to live and find work in another country (mostly more developed than their own). The reasons behind self-initiated expatriation is reportedly linked to a number of factors such as culture, economy, family and even career (Carr et al., 2005). Self-initiated expatriation can be one for an unidentified time.	Voluntary Migration
Low skilled immigrant	Workers that did not obtain higher education or even have a high school diploma are internationally recognized as Low-Skilled Immigrant (Enchautegui, 1998).	Voluntary Migration
High skilled immigrants	An individual that is born and raised in a foreign country and holds a bachelor's degree in his respective occupation from a foreign institute is called a High-Skilled Immigrant in the host country (Bergh & Plessis, 2012). Such individuals live in the host country for an unidentified period of time.	Voluntary Migration
Expellees	Expellees are those who are forced to leave the country by government, army or another authoritative source due to war, political reasons, security, religious reasons or any other misconduct.	Forced Migration
Displaced People	Individuals that have had to leave their homes as a result of being driven out of them through a natural or a deliberate disaster.	Forced Migration
Asylum Seekers	An asylum seeker is someone who is also seeking international protection from dangers in his or her home country, but whose claim for refugee status hasn't been determined legally.	Forced Migration

For the purpose of this research, the focus will remain solely on Highly-Skilled Immigrants whose migration process was self-initiated.

2.2.2   High Skilled Immigrants as self-initiated expatriates

Highly skilled immigrants are educated, experienced and competent individuals, in comparison to corporate expatriates (Shachar, 2006). These individuals are self-initiated expatriates that chose to migrate to another country to work (Howe-Walsh & Schyns, 2010). the underlining reasons may vary in every case. It can be for higher pay, improving lifestyle, for change, better job opportunities or any other. Self-initiated expatriates who are also highly skilled leave their careers in their home country and migrate with their own choice voluntarily to find a position in another country by themselves (Vaiman et al., 2015). In this context, self-initiated expatriate is a sub category of high skilled immigrants.

Carr et al., (2005) defined self-initiated immigrants as those 'who expatriate themselves voluntarily to new countries independently of any employers' (p. 386). On the other hand, Zikic et al., (2010) defined qualified/skilled immigrants as 'individuals who initiate their international career moves that are risky, unpredictable and usually involving career and life transitions'. Similarly, Iredale (2005) suggest that highly skilled immigrants are university-educated people having a minimum of 18 years of education who have moved to work in countries other than their own for an undefined period. Finally, in the opinion of Al Ariss and Syed (2011), skilled migrants as highly educated and experienced individuals that give up their career in their home country to work abroad, mostly to pursue a career in a better economy, for a better lifestyle or solely for the love of that country.

Our definition doesn't include corporate expatriates i.e., individuals that are sponsored by a respective company to both work and live in a country foreign to them for a specific period of time. We are focusing on highly skilled immigrants who are self-initiated, the differences between these two are mentioned in table 2.2. 'Self-initiated expatriation can be regarded in the context of modern careers where individuals manage their own careers' (Carr et al., 2005). SIEs are supposed to initiate their migration on their own and prepare for pre-migration processes like accommodation, visa processes, travelling expenses etc. by themselves. In contrast, corporate expatriates are selected for international assignments or jobs by companies, and companies sponsor the pre-departure preparation processes for corporate expatriates.

Bergh & Plessis (2012) states that self-initiated expatriates move in another country for an unidentified time, mostly to relocate permanently.

In contrast, corporate expatriates are supposed to cover international assignment or pursue a job for a limited period. Therefore, the time perspective is limited for corporate expatriates and unidentified for SIEs. Because corporate expatriates are already employed in an organization and are sent on international assignments, they already hold a compensation package and a source of income.

In contrast, SIEs may or may not have a job before their arrival and thus do not have a source of income (Al Ariss & Syed, 2011). The authors also add that it is a very prevalent culture for self-initiated immigrants to work outside their field of expertise due to labour market biases or other factors that will be discussed later. However, according to authors, migration can have an adverse effect on the careers of immigrants due to administrative issues (legal migration policies of the country or companies for immigrant). For all these reasons combined, we include SIEs in our broad definition of high-skilled immigrants for our research.

Table 2.2. Overview of differences between self-initiated expatriates and employees on international assignments
Source: (Howe-Walsh & Schyns, 2010).

	Self-initiated expatriates	Corporate expatriates
Initiation to migrate	Self	Company
Pre-departure preparation	Self	Company
Time-perspective	Unknown or Unlimited	Limited
Job secured before expatriation	Maybe, Not in most cases	Yes
Compensation package	No	Yes
Support in non-work issues	No	Yes

Lastly, Peterson et al., (1996) states that SIEs also have to manage the other aspects on their own, including language barriers, cultural & societal adjustment, accommodation,

visa or legal procedures, support for spouse or children. On the other hand, corporate expatriates are often provided training and workshops for better adjustment in the new culture that may cover language training, cultural shock training, memberships in cultural events, opportunities for family adjustment, schooling for children. Companies cover the accommodation, travel, medical and insurance for corporate expatriates whereas SIEs have to manage these on their own.

2.3 High Skilled Female Immigrants

So, while it is evident that migration, as well as skilled migration, is an occurring process in many major economies, regardless, it is overlooked and relegated in literature. Even less focus is given to the gender perspective in this regard. Here, it is worth mentioning that migrants share the concept of international mobility with one another as a common factor between themselves and other migrants, they cannot be classified as a common group as they hail from a culturally diverse skills, education, ethnicities and work experiences. As they comprise of different subgroups, they can be classified into different host organizations and countries, with gender being one of them (Doherty, 2013).

As we have seen above in figure 3 of migrant women workers are lower in percentage as compared to men, according to ILO. We may conclude that women are possibly to migrate for other reasons despite working. It may be for spouse support or family sponsorship. However, high skilled female immigrants are those women that hold 18 or more years of education and are willing to work in the place where they have migrated. Liversage, (2009) explained that highly skilled female immigrants might migrate for the reason of spouse migration or family, or initiate their expatriation for work. He further adds, whatever the reason might be, female immigrants, are likely to face more problems in finding a job despite being highly skilled, compared to their male counterparts.

2.3.1 Challenges faced by skilled immigrants

Skilled immigrants also often feel issues in adjusting and acculturating to the new environment and lead to a deeper understanding of four main challenges in immigrant acculturation (van Tonder & Soontiens, 2014). It comprises migrant re-establishment, disrupted social structure, coping and adaption and work and work-place. Here, work

and workplace issues are the most challenging part of the immigrant and the other themes greatly affected by it. Work and workplace included sub-themes of Securing employment, adapting to a different and novel work environment, workplace demands, frustrations, employer support, re-establishing career, partner's work & work environment.

Furthermore, companies and employers play a very crucial role in the adjustment of the immigrant and may also play an important role in reducing migrant culture shock (van Tonder & Soontiens, 2014). This shows that the work setting is the most likely social context for acculturation. Additionally, social-community interaction is a primary step for migrant's acculturation process (Berry, 2001). Hence, it can be said that employers can help and create opportunities for immigrants to better acculturate in the new country and workplace. Companies can do this investment in their potential employees to gain organizational efficiency through acquiring strong human capital.

Skilled immigrants often undergo a huge culture shock when they move to another country to seek employment. It often hinders their productivity especially in the first few weeks of employment. Thus, new employees, especially the ones that have immigrated to the host country require workplace acculturation. 'Workplace acculturation' refers to the role of work setting and work experiences for a migrant adjustment (Redfield et al., 1936). This phenomenon occurs when groups of individuals from different cultural backgrounds face direct, substantial changes in the original cultural norms and practices of either or both groups. Immigration is an overall hard process for the migrants, in terms of cultural adjustment, re-establishment of public identity or living environment, etc. (Redfield et al., 1936). However, the focus of this study is on uncovering the workplace settings and workplace acculturation process of MNCs that influences the performance of high skilled immigrant women. On the flip side, 'acculturation' also refers to the process of psychological change in the life of an immigrant as a result of contact with and involvement of other cultures that the immigrant is being exposed to when he moves to a host country (Berry, 2001).

Immigration continues to be a profoundly challenging experience for the migrants that carries huge implications for the individual being employed as well as the organization that is employing the said individual. By increasing awareness about the acculturation and workplace integration phenomenon and the changes it can bring to the life and the

temperament of a skilled immigrant, a large number of such challenges can be significantly reduced (Berry, 1997). In this sphere, gender plays a unique and important role that shapes both the experiences and the approach taken by immigrants (Myers & Pringle, 2005). In this research, our primary focus on the practices that MNCs follow to utilize the maximum potential of skilled migrant females, especially during times of pandemic. Moreover, this research will further focus on how women immigrants will be facilitated to acculturate within the organizations through different HR policies so that they can contribute more towards organizational efficiency.

2.3.2 Challenges faced by high skilled female immigrants/SIEs

Ressia et al., (2017) states that although skilled immigrants, both men and women face challenges in re-establishing their careers from the core, gender inequality is, however, a persistent feature of work organizations. De-skilling and downward occupational mobility are the norm for immigrant based on existing literature, especially for females because of gender discrimination and glass ceiling. Fewer opportunities for jobs are provided for skilled immigrant women. Even if companies or businesses focus on equal job opportunities, many high skilled female immigrants have noticed gender biases in recruitment procedures and acculturating process in corporate cultures (Fitzsimmons et al., 2020). The bias in the corporate culture for high skilled immigrant women results in lack of motivation and low performance of those individuals. This phenomenon is called 'brain waste' or 'brain abuse' (Koser & Salt, 1997). The cause of brain waste affects the worker as well as the company by not utilizing the maximum potential of the female worker. Indeed, after Migration, many immigrants, especially women, find themselves unemployed or permanently stuck in low-skilled occupations or lack proper facilitation in the workplace to use their potential.

Colakoglu et al., (2018) conducted research for highly skilled female immigrants in the USA, through rich interviewing, they stated that there is very scarce literature covering the hardships that high-skilled females face in finding employment, compared to their high-skilled male counterparts. They conducted in-depth interviews with 14 immigrants, the most common reason was following the spouse, while some of them were unemployed by choice, the rest were reluctant to establish their careers,

however unable to do so due to lack of job opportunities. In comparison, a few of them had issues in adjusting to their new corporate culture due to negligent acculturation provision for immigrant women. The authors suggested that local recruiters are supposed to create recruitment and selection processes are free of implicit and explicit bias and provide acculturation strategies to adjust female immigrants better.

Liversage, (2009) researched the reasons for skilled immigrant women to migrate. It included seven interviews from Danish women; all of them held a Master's degree. Despite the reasons for Migration, that may consist of movement for spouse or family, all of the respondents were eager to find work. They experienced repeated job rejections, lack of job opportunities, fewer wage offers, or gender-specific job roles, all of which affected their professional and personal identity.

Skilled immigrants are faced with a number of well-documented and career defining challenges. If this skilled immigrant is a female, the challenges just become increasingly tougher as they work to establish their careers. However, while the challenges do get tougher, the process that female immigrants have to go through to achieve their goals and establish their careers are still unknown. Muir et al., (2014) explains that skilled migrants go through a tough time to construct their careers again from the beginning. It often pushes them to choose different career paths; however, women are more likely to face these challenges due to gender discrimination that exists within the corporate culture. Ironically, women are only capable of predominating, or being featured in the skilled migration category if selective administrative policies are exclusively put into place to recruit them (Iredale, 2005).

2.4   Human Resource Management (HRM) in MNCs

Multinational corporations (MNCs) have, for quite some time, held public interest for their Human Resource Management (HRM) practices as they tend to be unconstrained by local contexts and have the freedom to pursue a global ideology (Fröbel et al., 1980) However, overtime, it was established that the country of origin that the MNCs come from has a huge impact on how they operate in the countries they are located in. Their infrastructure and their workplace environment greatly resembles the country of origin (Ferner & Quintanilla, 2002). With some more insight, it was seen that multinational

corporations work with global influences so that firms may adopt practices that have started being regarded as the gold standard at present (Pudelko & Harzing, 2007). Given the state of the world right now, the manner in which MNCs are dealing with the global pandemic and the way the pandemic has impacted the global skilled immigrant market, it is safe to assume that MNCs have had to think outside the box in order to make this work both for their people and their organization. Hence, this research pursues three questions when it comes to MNCs. (1) What kind of practices have the MNCs begun following after the pandemic and the lockdown. Have these practices depended on the location of the said MNC or they have maintained the practices rules across the board. (2) What practices have MNCs adopted recently to ensure that its employees are accultured into their practices and have had an easy handle on things despite the pandemic. (3) How have the female high skilled immigrants been impacted as a result of the changes in the workplace practices as a result of the pandemic. The answers to these questions have deep implications as to how organizations handle themselves and how they can continue to improve themselves with the situation at hand, which makes the basis of the said research.

2.4.1   Human Resource Management

According to Sharma (2009), HRM has evolved through many definitions since the 20th century. It has absorbed many techniques and ideas from several areas. HRM practices are now adapted as a crucial part of the business, however varying significantly from industry, company, people and many other factors. According to the author, HRM is a management approach that is adapted to effectively manage people in organizations, to gain better performance and achieve organizational goals. HRM or the human resource management is deeply dependent on the position and the role of each individual that works for them, with the term being subjective to the role of individual.

Legge (1995) states that personnel management has given birth to Human resource management, that includes a more sophisticated and diverse process for managing the human capital.   HRM has further given way to Strategic Human Resource Management. Personnel management that was traditionally considered to be the management of 'Hiring and firing' people was a concept that many scholars believe gave birth to human resource management. With the fast-changing technology and

27

structure of organizations and businesses, it was then proposed that workers need to be efficiently managed not only in terms of salaries, training, but also psychologically, and maximum wellbeing of the workers. It is giving rise to the concept of human resource management in the 1800s as a separate field and a management process.

Thus, it can be said that HRM is best understood as the "process of managing human talents to achieve organization's objective". According to Haslinda (2009), the sheer process in play when it comes to managing the talents possessed by a human is to fund the right process of recruitment, which would allow the right selection of personnel. Once the right set of people have been brought on board, they need to be compensated with benefits, labour and various industrial relations that manage both employee health concerns and safety. Further elaborated by Rao (2009), human resources management stands for the employment of the right set of people that serve as the human capital. This capital is further enhanced by developing one's sources, utilizing the right talent for the right job, maintaining the human capital by nurturing it and compensating the said individuals properly and in line with the goals of the individual, organization, and society. Besides, Härtel & Fujimoto (2014) describes that organizations need HRM to utilize efficient people management tools and practices (like talent management, diversity management), to ensure that all their capabilities and professional abilities effectively contribute to the organization's development.

Furthermore, Bishnoi & Sharma (2009) states that HRM is a vital tool to attract proper talent, and properly managing them, which will result in strengthening the competitive advantage of an organization. Storey (2016) states that managing people in the organization is the most essential and fundamental step to achieve any organizational goal, as it affects all departments and every process of the organization. He further explains that the active and productive use of employees helps in achieving both the organization's goals and the employees 'satisfaction and wellbeing, which further results in better performance, contributing to organizational growth.

In this context, HRM refers to personnel/people management by

1. effectively managing the human capital by recruiting new and diverse talent and

2. focusing on the effective use and development of the organization's employees to maximize benefits for the organization.

2.4.2 International Human Resource Management

The development in the area of Human resource management in the international context has evolved for many different reasons. Storey (2016) asserts that globalization and technology are the primary factors that have helped remove the barriers to doing business internationally. Because of the same reason of globalization and technology, HR practitioners have found ways to integrate throughout the world. Globalization and technology have eliminated the borders and has allowed businesses to grow globally. According to Sidani & Al Ariss (2014), the process of globalization is increasingly useful for harmonizing the world's national economies through cross border investment and integration; globalization requires coordination and communication with a diverse set of people, organizations and cultures across the globe. They further add that globalization enriches businesses by international and cross-border activities that also enhance the management style in organizations.

Bergh & Plessis (2012) highlights that technological advances in today's era reduce the cost for business activities and speed transportation and other business coordination. This is another development because of globalization. Companies can now coordinate globally and deal efficiently in business activities to reach the optimum utilization of resources and economies of scale. Globalization results in the growth of international companies, investment, and markets, economies. However, it also helps in spreading the concept of a diverse workforce. Haslinda (2009) states that HRM has given rise to many ideas, including strategic HRM, international HRM, diversity, or inclusion. International HRM has, however, considered being a result of globalization as well. Effective HRM certainly is one of the strategic activities that lead to successful businesses (Lucio, 2013). In the era of globalization, it is now essential for HR managers. A global organization's goals can be attained by developing efficient, effective, and productive ways of managing employees from around the world (Tarique et al., 2015).

Global businesses are increasingly causing the integration of trade practices and costs between countries, cultures, and diverse people in the global labour market (Tarique et al., 2015). The authors also verify that globalization is not only limited to large corporations but also Small and Medium Enterprises (SMEs) in every country in the world are acquiring internationalization and globalization practices to be more

efficient in their business practices. Internationalization is not only limited to business cost or trade but also applied to Human Resource practices. This increase in globalization and internationalization has made organizations compete on a global scale due to which HR managers require a diverse and innovative workforce, at lower costs and with high skills. A competent, diverse workforce is achieved by recruiting, selecting, developing, and retaining diverse talents that can maximize benefits and strengthen the organization's competitiveness (Tarique et al., 2015).. The widening of business prospects and workforce requires global corporations to face new challenges in managing human resource practices, like in employment or acculturating. These new challenges for dealing with a diverse workforce in an international give the concept of International Human Resource Management.

IHRM is the study and application of all HRM activities that are used to manage employees in global organizations and deal with global business conflicts to efficiently attain organizational goals (Tarique et al., 2015). Besides, Lucio (2013) defines IHRM as the management of people across borders. It can include expatriates, local or international people worldwide. IHRM includes basic HR activities. However, they are more complex in nature because of the distinctive features of a diverse workforce.

Bergh & Plessis (2012) states that HR managers are the main people responsible for effectively carrying out all activities in IHRM. These include recruitment and selection, placement, training and development, employee retention, performance management, performance appraisal, and reward management. IHRM groups these activities into one of the three dimensions: the broad human resource activities of procurement, allocation, and utilization of employees from diverse backgrounds.

IHRM can be broadly categorized into cross-cultural management or diversity management. Sengupta (2007) identified that two main factors could influence IHRM. These include the specific features of the organization (organizational culture, international strategy, international experiences, organizational structure, and so forth); and the contextual factors of the host (political, economic, legal, and social-cultural factors). Thus, IHRM serves as an excellent tool for managing and integrating immigrant women in multinational and global organizations. It has become essential for IHRM to be implemented to deal with HRM issues like diversity, particularly concerning highly skilled female immigrants (Bergh & Plessis, 2012).

2.4.3   Multinational corporations

International human resource management (IHRM) is essential for multinational organizations. This means that IHRM is followed by every international or multinational organization for managing their employees. Therefore, concerning IHRM, it is vital to understand the meaning of the term multinational organization. Cherunilam (2010) stated that the terms multinational corporations (MNC), international/multinational organization, global corporations, and transnational company (TNC) are often used correspondently in the sense of their operations and strategies. A multinational organization has many different characteristics, which makes it hard to propose a universal definition. Slangen & Hennart (2008) defines MNCs as private organizations that are established to operate in more than one country through interdependencies and employment contracts between employees and the business. According Shah et al. (2012), an MNC is defined as a business operation that is located overseas - it could be in more than one country or across multiple territorial boundaries - with the vision of adding more value-added holdings. Cherunilam (2010) explains that MNCs can vary from each other based on multiple factors: size of a company (which could differ by market values, sales, return on equity and profits); structure (includes the citizenship of the owners and the number of countries involved); performance (includes commitment and rewards for loyalty); and behavior (especially of top management).

Shah et al. (2012) concludes that an MNC is comprised of several companies, having the same vision but different organizational goals. They may vary their operations depending on the local cultures. However, the objective is to widen the market share in other nations or territorial boundaries and to strengthen shareholder benefits. The authors claim that MNCs generates more investment, joint ventures, and other business that also benefits the host country.

2.4.4   Diversity in The Workplace and Talent Management

Wrench (2008) defines Diversity management as organizational programs and policies that are established to deal with employees from diverse backgrounds. Diversity management can be categorized into two groups: first, intra-national diversity management (referring to the management of diverse workforces or immigrants within

one nation), and second, cross-national diversity management (relating to the management of diverse workforces or immigrants across multi-countries). According to the study of Rijamampianina & Carmichael (2005), Figure 2.4 shows the dimensions of diversity; diversity can be classified into three main aspects, which are primary, secondary, and tertiary. As mentioned above, this research focuses on the primary dimensions, with further focus on gender, ethnicity, and race; and secondary dimensions, with a focus on culture, nationality, geographic origin, work experience, and education.
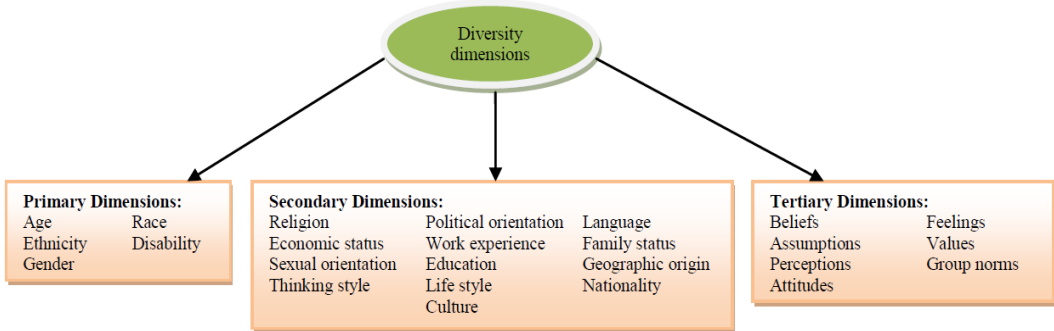
Figure 2-4 Dimensions of Diversity
Source: (Rijamampianina & Carmichael, 2005)

The age where companies tend to grow globally, their need to acquire a more diverse and inclusive workforce is increasing day by day. Successful companies are those who are proactive in proper talent management by achieving diversity and inclusion.

Vaiman et al. (2015) describes global talent management as organizations comprising various means to achieve the selection, attraction, retention, and development of the top talent in the highest global positions. Diversity and inclusion are tools of talent management that are used to achieve efficient talent management. Sidani & Al Ariss (2014) explained that diversity management that both recognizes and values the difference that exists between workforce. These differences include backgrounds, individual characteristics, religious beliefs, and orientations, so that unique talents held by individuals are fully utilized where they are needed and how they can ensure that organizational goals are met. Cultural differences in the diverse workforce have become a stimulus for HR managers, working in the organization, and across the

diverse boundaries existing within an organization while working to develop new HRM concepts and skills (Du Plessis, 2010).

Diversity management banks on making use of and taking advantage of individual difference and how it can maximize the potential of people coming from different background so that it can be employed in the best way possible within a company or a country. This is so that legal compliance-oriented equal employment opportunity can be met (Shen et al., 2009).

2.5 Diversity and Inclusion in the Workplace

Diversity management is a process that is used to create as well as maintain a healthy work environment, one where the similarities and the differences between people are both valued and enjoyed. This gives employees the room to reach their fullest potential and to maximize their contributions. Most literature on diversity management has revolved around the culture being followed in an organization, the common human resource management practices, organizational contexts as well as institutional environments, the diversity-related pressures as well as the expectations, the incentives, the requirements and the organizational outcomes while working with a diverse set of employees in a MNC (Patrick & Kumar, 2012).

As more time goes by, the importance of diversity and its proper management within an organization has only increased. The manner in which it impacts the diversity–organizational culture, diversity openness, and performance of diverse employees holds value. Here, Patrick & Kumar (2012) stated that diversity within an organization is not only tantamount to the level of openness observed in an organization, but it also revolves around and impacts the culture, the work groups, and organization's members within a company. Technological transformation has changed the world as we know it, yet, most international relations ask us to deal with another person on a very personal basis. In order for this to be effective, one has to not only overcome any and all language barriers but stereotype-based barriers as well. Here, the elimination of terms like alien is vital (Moran et al., 2011). (Simlin, 2006) was also able to find that the openness to diversity within an organization decreases as the individual ages. Thus, it is quite important to orient older employees and teach the importance of diversity and openness among their ranks through training group discussions, workshops, and the like. Furthermore, in order to create even more opportunities for collaborations, most

global leaders should invest time in learning the customs, the protocols and the courtesies from people living in other countries to enhance themselves even further (Hofstede, 1994).

2.5.1 Equal Employment Opportunities and Equality Diversity Inclusion

Equal Opportunity refers to the equality of access to jobs, opportunities, promotions, associations and other benefits within an organization (Losyk, 1996). This concept is based on the laws and the regulations that exists and are followed within a country and put into place so that discrimination can be removed from the ranks of the society. Here, one of the most important considerations deal with the globalization of a diverse workforce. Furthermore, it is also quite important to ensure that gender related discrimination where male and female employees holding the same job and working the same number of hours were compensated differently for the jobs that they did. This equality came to pass following countless movement and human rights protests, all of which advocated the possibility for equal opportunities in the work space, with equal pay and the adoption of the worker's rights. In the current sphere, where inequality is based more on ethnicity than gender, these laws and legislations need to be revised and upgraded in order to keep up with the times.

With an organization, the concept of equal employment opportunity begins through a movement that is aimed to raise consciousness and then it is legally enforced through the right set of legislations. Here, Konrad & Linnehan (1995) concluded that HRM strategies focusing on inequality in recruitment, advancement, appraisal, and the concurrent reward could have the potential to enhance equal employment opportunity. This in turn has the potential to improve inclusiveness while also enhancing creativity an organization boasting a diverse workforce. On the other hand, quite unlike equal employment opportunity, diversity management begins in-house and is propagated through all the segments of the society so that an atmosphere of equality and inclusiveness can enhance the organizational culture in the workplace (Gordon, 1995). In this research, the legislation processes promoting equality in the workplace is not our primary focus. Therefore, we only focus on equal job opportunities in terms of equal diversity inclusion. Proper channeling of job opportunities where it can reach skilled immigrants, rather than only reaching out to locals is a fundamental step for

reaching out to high skilled immigrants. Besides, recruitment and selection without any gender bias or ethnic/cultural bias, colour discrimination, equal pay, and inclusion in the workforce through the equal treatment of employees (proper appraisals, training); all of these should be a priority of multinational organizations (Shen et al., 2009).

2.5.2   Achieving Organizational Efficiency Through Diversity and Inclusion

As a result of the worldwide economic integration, a workplace is only becoming more and more diverse with time. It is because globalization has made room for a massive influx of skilled immigrants from native countries to host countries, increasing the level of diversity found in the workplace culture. At present, the diversity found in the workplace is both multi-layered and multi-dimensional owing to the diversity found in nationality, ethnicity, linguistics, cultures and economies. This has brought regions, neighborhoods, cities and the people closer than ever before (Leach et al., 2013). The sheer rate at which organizations have continued to become more ambiguous and complex, building a global culture within the workspace has become quite important for organizations, especially MNCs, in order to attract global talent to add to their ranks and face their competition with ease. Thus, it is vital that organizations modify themselves to achieve organizational efficiency through inclusivity and openness to diversity (Pradhan et al., 2017).

A vast majority of existing literature has investigated the influence held by diversity management in the success of an organization. It has also examined the effectiveness of a diverse workforce while also understanding the challenges faced by a diverse workforce. Henry & Evans (2007) studied the influence held by cultural diversity management with regard to enhancing organizational efficiency and reaching organizational success. further reviewed. The work of Smith & Schonfeld (2000) focused on understanding the benefits for diversity for an organization while Ikeije & Lekan-Akomolafe (2015) and Green et al. (2002) took it one step further by applying the said benefits to enhance organizational management. They also took a look at the tools needed to manage the said diversity. Organizations face various constrains while working a diverse workforce (Edewor & Aluko, 2007). Thus, Shen et al. (2009) and (Olsen & Martins, 2012) primarily focused on finding how a diverse employee group can be aptly managed within an organization.

Sidani & Al Ariss (2014) emphasizes that at the corporate level, international migrants, especially skilled migrants, constitute a significant segment of the global talent pool, contributing to the competitive advantages of global organizations, as well as assisting host countries to succeed in the worldwide war for talent. The authors proposed a talent management model for global companies that aim to compete internationally. It emphasizes on recruiting talent despite the gender, or nationality and based on the expertise and skills of individuals. The authors suggested that proper talent management can be achieved through efficient Human resource strategies such as recruiting a diverse workforce, inclusion strategies for culturally diverse teams, proper training, etc., to become a globally successful company.

2.6   The Recruitment of a Potential Employee

The recruitment practices being followed in an organization is being studied extensively courtesy of its importance in the age of globalization (Billsberry, 2007; Breaugh et al., 2008) . While the topic is being scrutinized from multiple angles, at the same time, the variety of recruitment topics being examined has also increased. For instance, Saks (2006) studied the importance of using realistic job previews where the potential applicant is given accurate information as to position he is applying for as well as his role within the organization. The study also takes a look at traditional recruitment done through newspaper advertisements and the characteristics of a recruiter when it comes to hiring a potential employee. However, in the recent years, the focus of research on the subject has shifted to finding the most effective and appropriate recruitment strategies while also actively working to understand how online recruitment strategies can be most effective when applied (Boswell et al., 2003; Dineen et al., 2007).

2.6.1   The Recruitment Process

Despite a large number of potential recruitment processes being followed at present by different organizations (Rynes & Cable, 2003). Fig. 2.5 presents a model from a chapter by Breaugh et al. (2008) which shows the most common recruitment process followed by organizations and MNCs.

36
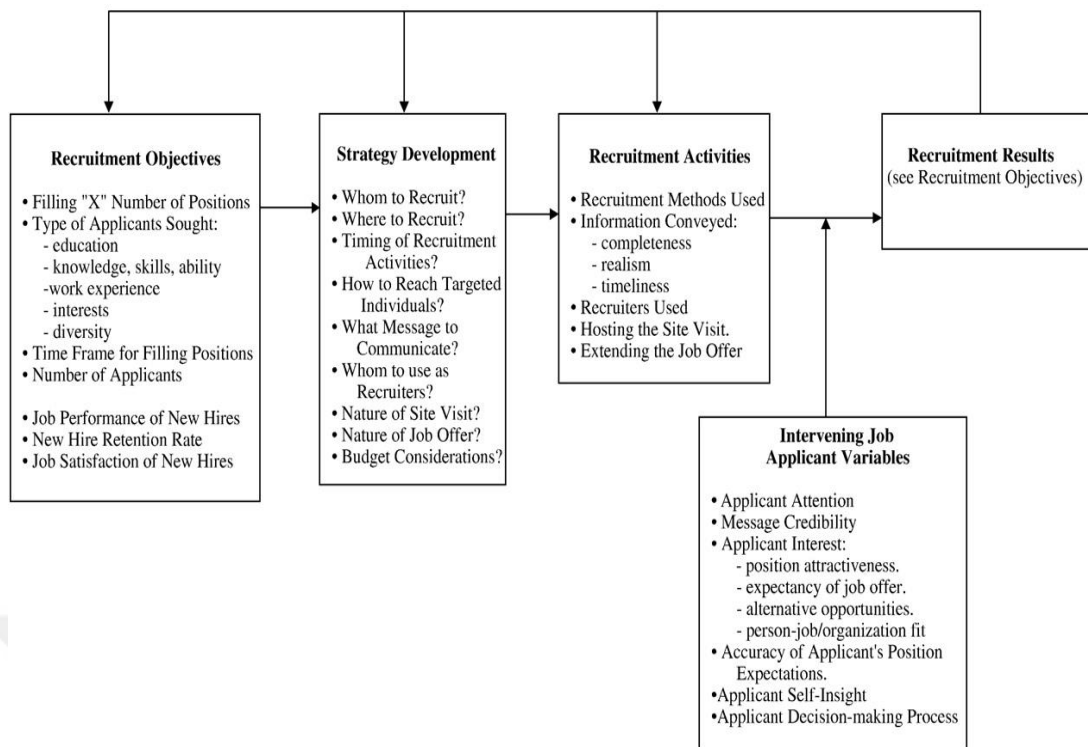
Figure 2-5 A model of the recruitment process
Source: (Breaugh et al., 2008).

Breaugh et al. (2008) has presented quite a detailed model of the recruitment process that is mostly followed by organizations around the globe. As the model is self-explanatory with regard to most of its content, some areas have been elaborated to enhance their understand.

The Recruitment Objectives

The model suggests that an organization should establish its recruitment objectives before it decides on what recruitment methods to use. It means that unless the organization, or an employer, is fully aware of the type of potential employee it would like to attract, the recruitment process should not be set in motion. One prime example of the fact is if an organization is trying to fill an entry level position with a highly skilled immigrant, they need to work with the resources that would be accessible to the said immigrant.

The Recruitment Strategy

Once the organization has established its recruitment objective, it needs to come up with a coherent and well-rounded strategy so that the objectives of the organization are met. Here, organizations should be clear on where they would like to begin the

recruitment process, what kind of message would they like to convey to the potential applicant and who would be the best option to serve as the recruiter for the said position. The answers to such and other strategy-based questions need to be consistent with the recruitment objectives that have been previously established.

The Recruitment Medium

Following the recruitment objectives and strategy, an organization needs to carry out the most appropriate activities necessary for the recruitment of the right set of employees. Here, they need to be careful about the medium they choose to post their jobs. In the age of social media, one can find a potential employee through a number of means. With each medium targeting a specific set of employees, it is vital that the right recruitment activities are decided from the get-go.

The Recruitment Outcomes

As soon as the applications start rolling in and the potential employees start to bid for the jobs, it is time to evaluate the recruitment results. Here, it is vital that the employer compares the recruitment objectives which stated what he would have liked to accomplish from the recruitment process and the outcomes of the recruitment drive i.e., what it actually would have liked to accomplish through the endeavors. This should serve as a learning experience for organizations as it can train a potential employer and make the recruitment process more efficient and effective in the future.

Intervening Job Applicant Variables

According to Breaugh et al., 2008, a number of elements mentioned in the "Intervening Job Applicant Variables" have been extensively addressed while working with potential employees. However, there are other elements that haven't been given their due or studied as extensively. They include attracting applicant attention and applicant self-insight. The author has stressed the importance of these variables and makes it essential for companies to give such variables their due, seeing its central position in the research. For instance, in an employer wishes to employ an individual that is skilled and is currently not looking for a job, the most common means of recruitment may not be as effective for them. They need to find a way to make the new job attractive enough for them to have the incentive to trade places. In a similar manner, if an organization seeks to improve its person-job arrangement, it needs to work with more realistic

information so that the applicant may be able to build up the self-insight to evaluate whether or not it is the right job for them.

2.6.2   Recruitment and Selection Approaches for High Skilled Female Immigrants

Staffing approaches for recruitment and selection processes are essential for multinational organisations. According to Scullion (1994) there are four main staffing approaches for international organizations that have been discussed by many scholars: ethnocentric, polycentric, geocentric and regiocentric. The comparison between these is shown in figure 2.6. These staffing approaches represent choices for the HRM practices in many multinational organisations.

- The polycentric approach is used when home country people are not available; most multinational organisations will thus employ local people to fulfil the positions
- The geocentric approach focuses on utilizing the best people for the key jobs throughout the organization, regardless of nationality.
- The regiocentric approach to international staffing is that a multinational corporation divides its operations into geographical regions and transfers staff within these regions.
- The ethnocentric approach uses home country nationals as top managers and gives the idea that host country nationals are not suitable or qualified enough for the job.

	Ethnocentric	Polycentric	Regiocentric	Geocentric
Management orientation	Home country	Host country	Regional	Global
Perception of market	•Domestic • focuses on similarities b/w home and foreign markets • foreign markets are extension of domestic market	*Each national is Distinctive *Focuses on difference b/w home and foreign markets	*Markets on the basis of common regional characteristics	* Entire world as single Market
Market strategy	Extension of domestic strategy to foreign markets	Localisation	Trade off b/w localisation and standardisation	Global standardisation
Merits	•No cost and effort of localisation • An easy route to internationalisation	*Adaptation to the market characteristics which help better exploitation of the market potentials	*Some of the advantages of both the localisation and standardisation strategies	*Economies of scale and lower costs * Advantages of pace
Demerits	Limits the scope of exploitation of international market	High cost of adaptation and delays	Neglect of intra-regional diff. In business environment	Standardisation will not be successful in many cases

Figure 2-6 Comparison between staffing approaches
Source: (P. M. Caligiuri & Stroh, 1995)

Our topic mainly focuses on the geocentric approach in which employees are recruited based on their talent regardless of their nationality or race.

Multinational corporations adapt different approaches for staffing in the companies that can vary based on the strategic goal of the organization. Figure x elaborates the different strategic goal each approach is used for. Cherunilam (2010) claims that along with the strategic goals, it is essential for multinational corporations to staff diverse workforce if they want to achieve competitive advantage in a globalized and technologically advanced age. Recruitment and selection of individuals from diverse backgrounds, based on their skills is the fundamental step in the process of achieving valuable human capital. The main focus of this research is not to raise awareness on diversity, but to analyze how diversity and inclusion of female immigrants can be beneficial for HR managers to strengthen their workforce and enhance organization's human capital.

Colakoglu et al., (2018) describes human capital as one of the organizations' most significant assets, companies make good use of the perspective, the diverse background and the energy that most high-skilled immigrants bring into the workplace. The authors emphasize that employers should be careful of holding any explicit or implicit bias against an immigrant during the recruitment and the selection process just because the potential employee was born, raised, and educated in a country foreign to

their own. Companies can take adequate measures to recruit on equal employment opportunities and eliminate discrimination based on gender or race. Equality diversity inclusion should also be a concern of firms that are reluctant to hire a diverse workforce. Having a diverse workforce will not only help them to become more efficient but also result in gaining a better competitive advantage in the global world.

2.7 Acculturation in the Workplace

In the past couple of decades, cross-national immigration has been at an all-time high. The extent of it can be measured through the fact that USA alone sees an annual immigration influx of a million, with half a million in EU and a quarter of a million in Canada. Such cross-national immigration creates great opportunities for both the immigrant and the host countries. However, the challenges it is accompanied with also poses a number of challenges, with most of it not being cultural alone. Research has demonstrated the fact that culture tends to greatly impact a number of aspects of business. Here, attitudes, perceptions, behaviors, and preferences of both the customer and the employees are shaped by culture. As a result, a number of common managerial practices that work well in the local context do not have the potential to do as well when it comes to international skilled immigrants (Taras et al., 2010). Here, it is vital that culture is taken into account while working with skilled immigrants (Tayeb, 1998). The impact of culture in a workplace have been studied extensively over the years. As culture varies from one region to another, the culture observed in the workplace also varies region to region. While these differences have been explored in depth, the dynamics and the variation in the context of immigration have not been explored as much.

Issues relating to the immigration of skilled individuals, the acculturation of the said individuals, the ethnic identity of the said individuals and the participation of individuals in the labour market of the host countries. It holds importance both in terms of research as well as in practice, especially in the context of globalization which enhances both the racial as well as the ethnic pluralism of the society as a whole. For most skilled immigrants, adapting to a new environment that is foreign to them is quite a feat. Given that they have moved into a place that is foreign to them, it takes most immigrants some time to integrate themselves into new society through employment and by picking up new sociocultural skills such as cultural competence and language

(Jasinskaja-Lahti, 2008). Thus, acculturation, including the process of acculturation at work, has a deep impact on the identities of immigrants as well as the ethnic identity change in immigrants (Chryssochoou, 2004). Here, a unique insight into the strategies for acculturation and the process of acculturation to bring an effective change in the identities of the individual can lead to enhanced HRD interventions, especially among those committed to enhancing cultural identity and creating a more inclusive workplace.

2.7.1   The Process of Acculturation

The initial research on the differences between regional cultures primarily focused on static cultural differences that were observed and explored between two different regions or countries (Hofstede, 1994). However, as years passed, it was also observed that cultures not only vary across geographical differences, but also over time (Taras et al., 2011). The growth in the number of immigrants and expiates, as a result of globalization, has only grown over time. It has made acculturation an essential and salient feature of most business and hence is significant from a research point of view. While the research on cultural change is quite basic and still in its infancy, especially at the individual and national levels, the importance of the phenomenon has been long held in high regard.

Since the turn of the century, most cultural psychologists have explored the phenomenon that an immigrant will stop endorsing or discard the practices, the values, and the beliefs close to him, just because the person has left behind the said beliefs because he does live in his country of origin anymore Berry, 1980). In order to understand this belief slightly better, Berry developed a model of acculturation where the focus is placed on heritage-culture retention and receiving-culture acquisition. These two operate as independent dimensions and often intersect to create four categories of acculturation i.e., assimilation, deculturation, integration, and rejection. This trend prevails in the social setup with regard to immigrants. However, a similar observation can be easily made with regard to a high-skilled immigrant and an MNC, where an individual's behavior decides the stage of acculturation he is at and how organizations can gauge the type of acculturation he needs in order to seamless absorb the organizational culture.

	Low	High
High	Assimilation	Integration/ Democratic pluralism
Orientation of immigrant to cultural exchange with dominant group **Low**	Deculturation	Rejection

Figure 2-7 Types of acculturation promoted by interaction between migrant and organizational orientation to acculturation.
Source:(John W Berry, 1997)

This model is designed by Berry 1997 that defines how people integrate to new culture. This describes the personal experiences of immigrants and how they respond to the new culture, the intensity to adapt it. The 4 strategies of acculturation that people use in response to new culture are discussed below.

Assimilation and Integration

According to the stated model, an individual has a better chance of adopting the first two orientations of acculturation i.e., assimilation and integration. These two orientations refer to some degree of assimilation within the new culture an individual is exposed to in a new country and organization. Assimilation refers to the tendency in an immigrant to discard the culture and the heritage he originates from in favor of the one that he has just moved into. Here, the individual adopts the characteristics of the new organization or country (Nwadoria & NcAdoo, 1996). This can only be possible if an individual holds the new culture in high regard. Integration, on the other hand, is the adoption of the culture an individual has received as a result of migration. However, the individual continues to retain their heritage culture. This trend is rather common especially if an individual has been integrated into a larger society and tries to maintain the characteristics and the culture, he is native to or born in. Such an orientation can be usually found in a pluralistic society where the dominant culture has room to integrate new cultures within its ranks seamlessly (Nwadoria & NcAdoo, 1996). In terms of organizations, integration is one of the most common modes of acculturations as highly skilled immigrants tend to value the cultural identity of the country and the organization they have moved into and, in return, feel as if their cultural identity and

43

cultural values are held in high regard by organization that they work for (Nwadoria & NcAdoo, 1996).

Deculturation and Rejection

Deculturation and rejection are two orientations that come into play when an individual identifies rather strongly with the culture he was born into and does not want to let go of his cultural identity and characteristics. This gives rise to a certain degree of isolation from the country he has just moved into, making it hard for the individual to become a part of this new culture he is being exposed to. Among the two, deculturation occurs when an immigrant experiences a certain sense of confusion with regard to the new culture and strikes out against it (Nwadoria & NcAdoo, 1996). In an organizational context, this orientation of acculturation usually occurs when the migrant feels that his cultural values and cultural identity is being devalued by his organization. Alternatively, rejection only occurs when an immigrant refuses to acculturate to the new culture and surroundings, even though both his cultural values and his cultural characteristics are held in high regard by the organization. Rejection often occurs when the immigrant is not ready to acculturate to the new dominant culture he is exposed to and feels as if accepting the new culture would be equal to denying the culture that he was born into (Nwadoria & NcAdoo, 1996).

2.7.2   The Theoretical Construct of Acculturation

This section discusses the integration of highly skilled immigrants as they move into a new culture and the type of acculturation, they require in order to add to the organizational efficiency of their employers. This strategy depends on the practices and policies being followed by the said organization of an individual level, on an organizational level, and on the country level. The proposed theoretical framework describes the processes that influence the process of acculturation that is adopted or should be put into place in order to facilitate skilled immigrants. The theoretical construct used for the purpose of this study includes three sets of variables i.e., on a country level, organizational level, and the individual level. The three levels play a vital role in the process of acculturation. Firstly, the support that the government provides new immigrants has a huge impact on the acculturation process and the ability of an immigrant to assimilate into the new culture easily Portes and Böröcz (1989). Furthermore, both government and non-government sources play an essential role in

the adjustment of new immigrants as the experience and behavior they treat the new immigrant to defines his acceptance of the new, dominant culture Markovic and Manderson (2000).

Secondly, the practices and the policies being followed at an organization level also defines the strategy of acculturation needed to make the new immigrant feel at home. Countries that accept diversity in the workplace and provide equal employment opportunity have a much easily time attracting global talent and acculturating them to the new culture. Additionally, if organizations go one step beyond the legal mandate, and put into place divert open practices and policies in order to accommodate the integration of diverse employees, they would have a much easier time ensuring that their new skilled immigrants add to the organizational efficiency in no time (Härtel 2004).

Thirdly, on an individual level, the qualification and the experiences earned by an individual, family support, cultural toughness, personal traits, and language skills also carry a lot of weightage when it comes acculturation. Here, an individual attitude towards acculturation and the openness to accept something different also carries weight and has a significant impact on the individual's ability to assimilate into the new society and their new surroundings (Bhattacharya 2008; Birrell and Healy 2008; Luijters, van den Zee & Otten 2006; Mui & Kang 2006).
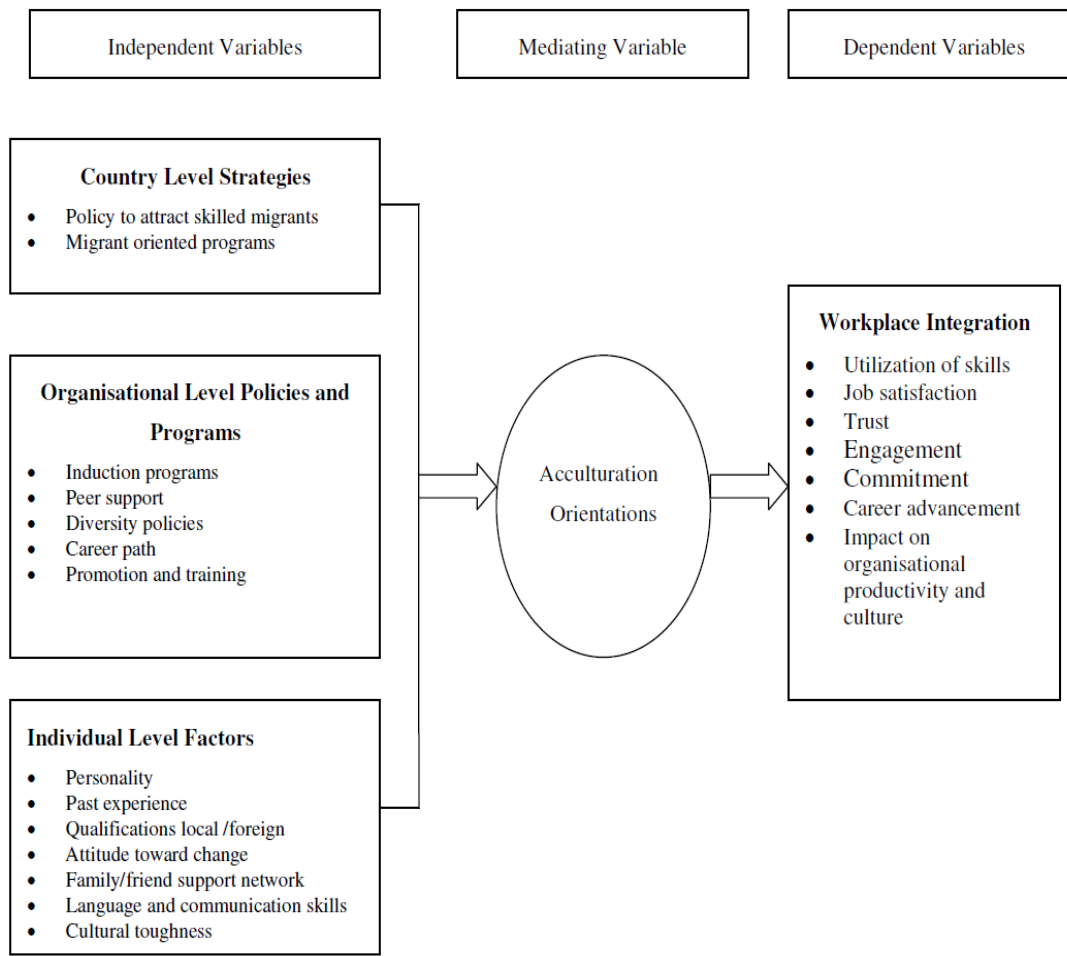
Figure 2-8 The process of Acculturation.
Source: (Härtel, C., Alam, Q., & Samaratunge, R. 2008)

Figure 2.8 represents the theoretical framework of the factors that may influence the integration process and acculturation orientation which is adapted by skilled immigrants. This model includes three sets of independent variables which are country level, organizational level and individual level. Even though all these elements equally affect the adaption process of immigrants (Portes and Böröcz 1989), this research only focuses on the organizational level policies and programs that impact the acculturation process of immigrants within the company. While all the set of variables play an important role in the adjustments of immigrants, we will discuss how organizational support beyond legal mandates and implementation of diversity open policies and practices can accommodate and integration diverse employees (Härtel 2004).

The proclivity of an immigrant to assimilate himself into the culture of the organization works through specific acculturation strategies and practices that are put in place at the

host organization. This enables the process of seamless transition for both parties (Portes and Böröcz 1989). Here, understanding the problem at hand and using the right acculturation practices can go a long way into turning global talent into an efficient and dependable part of the host organization. This, in turns adds to the organization efficiency that most organizations count on when they employee high-skilled immigrants among their ranks.

2.7.3 Acculturation and Adjustment of High Skilled Female Immigrants

Acculturation was proposed initially as a concept in which different groups of individuals from diverse backgrounds face alterations in cultural practices that are different from their culture of either or both groups (Redfield et al., 1936). Throughout the years, the idea has become more frequent, and many researchers have given an overlapping understanding of this idea. Rogler's (1994) definition on the subject states that acculturation are the changes one may observe in an immigrant as a result of the influence of the host society (p. 706).

Acculturating consists of a few elements and processes, including culture shedding that requires relinquishing aspects of the person's culture of origin) and culture learning in which the person adopts and internalize the various cultural elements of the host country (van Tonder & Soontiens, 2014). Adjusting in culture requires migrant to face situations and incidents in which they interact with the elements of the host culture that exist in the social setting or context while also adapting to their practices.

Acculturation is a result of the social encounters which make room for both migrant absorption and integration into the host culture. It occurs when a migrant participates in community activities at their host country, which makes him aware of the new culture and the heritage that he surrounded with. Furthermore, the acculturation process allows the migrant to create similarities and differences in their mind and perspective through the means of the culture that they belong to or the culture that they are poised to inherit in the form of host culture. This process also diminishes the 'culture shock' that an immigrant or newcomer may face in the new environment. Brown & Holloway (2008) defines 'culture shock' as "culture shock' as "uneasy experience due to the replacement of symbols and signs that are familiar to them in favor of cues that are strange and new".

In the organizational context, diversity training sees immigrant as a minority category and paves the way for integration or assimilation of the said immigrants through a process of transition. This diversity training can is key to preventing any form of brain waste as the transition happens to be one of the most difficult parts of the whole transition (Colakoglu et al., 2018). The author also suggests that providing language training, cultural shock training, memberships in cultural events, corporate activities such as dinner, picnics or parties, or other social activities can also help immigrants to better adjust in the new environment. Kofman (2000) suggests that female immigrants should be made comfortable by creating an organizational structure that supports women empowerment and eliminates gender biases or glass ceilings, providing them opportunities for personal and professional growth. Kofman also suggests that retention strategies such as career development, skill learning, workshops, personal development courses, etc., should be included as part of long-term acculturation practices for highly skilled female immigrants in multinational corporations.

2.8   Research on High Skilled Female Immigrants

The area of high skilled female immigrants is greatly overlooked in the literature despite its importance in today's world (Colakoglu et al., 2018). Majority of the scholarly reviews of HRM in MNCs for immigrants, were based on the rich knowledge of the authors in the field or focused on particular aspects. However, very little focus is given to high skilled female women. Following table comprises the work done for the recruitment or acculturation of high skilled female immigrants in MNCs. This figure shows the recent literature related to female immigrants, their employment and acculturation, which served as a guideline for constructing the theories in this paper.

The theoretical review carried out by Vaiman and colleagues (2015) worked "Recognizing the important role of self-initiated expatriates in effective global talent management". Their findings revealed how internationally operated organizations, such as MNCs, and SIEs have common interests and thus are quite proactive at the management of the global talent pool. They view this as a scarce source of talent and thus work together to effectively manage the shortages in the human capital to aid the system they have in place while also actively working to further the careers of the pool of talent they are working with. Howe-Walsh & Schyns (2010) also worked on a theoretical review that discusses the implication self-initiated expatriates have for the

human resource management. This particular review discussed the importance of good recruitment strategies and how such strategies give MNCs a corporate advantage over other companies in terms of attracting good candidates. Here, the process of training as well as mentoring.

Fitzsimmons et al. (2020) suggests that discrimination in hiring, improper lack of acculturating and inequality or discrimination among members of the workforce, hurts individuals who are not valued for their contributions and efforts. It also affects organizations that fail to benefit from the potential of employee skills and abilities. Lastly, it affects the economies of the countries which fail to capitalize on the contributions of immigrants. HR managers can make use of existing or new potential candidates to achieve organizational goals and reach organizational efficiency. This is possible if the recruiters create strategies that are free from the bias of any kind, gender, race, color, or any other. Furthermore, companies that focus on diversity must enhance their practices to acculturate their diverse workforce so that their maximum potential can be utilized.

Table 2.3 Previous main Studies Theories and Findings

Title	Editor	Year	Theories	Methods/ Analysis	Findings
Recognizing the important role of self-initiated expatriates in effective global talent management	Vlad Vaiman, Arno Haslberger, Charles M. Vance	2015		Theoretical Review	Internationally-operating organizations and SIEs share common interests, which proactive corporate management of this source of scarce talent could help foster. Such management would serve both organization and SIE, helping the former more effectively manage shortages in human capital and the latter to further their careers.
Self-initiated expatriation: implications for HRM	Liza Howe-Walsh & Birgit Schyns	2010		Theoretical Review	good recruitment strategy can give MNCs strategic advantage over other companies in that they will be able to attract good candidates. training and mentoring as well as support in non-work issues will render organizations' international staff effective in a shorter period of time.

Title	Authors	Year	Theory	Method	Findings
Capital Mobilization of Skilled Migrants: A Relational Perspective	Akram Al Ariss and Jawad Syed	2011	Bourdieu's Theory of Capital	Qualitative Interviews Conducted In 2007 And 2008	human capital alone is not sufficient to undertake international mobility for the participants in this study. There is a need to understand other forms of capital mobilization that skilled migrants from developing countries deploy in dealing with the barriers to their international career mobility.
Intersectional arithmetic: How gender, race and mother tongue combine to impact immigrants' work outcomes	Stacey R. Fitzsimmonsa, Jen Baggsa, Mary Yoko Brannen	2019	Integrated Theory	Survey Specific Regression Model	1- first-generation immigrant status had a surprisingly positive effect on outcomes after controlling for all other barriers.2- the gender barrier had a bigger impact on outcomes than the others
Human resource management of international migrants: current theories and future research	Chun Guo & Akram Al Arissb	2015	Job Embeddedness Theory, Social Identity Theory, Resource-Based View Theory	This Paper Review Prior Research on Human Resource Management (HRM) Of International Migrants to Identify Gaps in The Literature.	The findings on migration in HRM literature suggest that international migrants undertake cross-national moves and pursue international careers with different motivations, individual backgrounds, personal work experiences and available resources to those who are sent by their employing companies.

Title	Author	Year	Theory	Method	Findings
High-skilled female immigrants: career strategies and experiences	Saba Colakolu, Dilek G. Yunlu, Gamze Arman	2018	Grounded Theory	In-Depth Interviews	five primary theoretical themes that captured the career experiences of these individuals: non-linear career entry, career orientation, strong commitment and will to succeed, socialization patterns at work and support network.
Managing diversity through human resource management an international perspective and conceptual framework	Jie She , Ashok Chanda , Brian D'Netto & Manjit Monga	2009	Diversity Theory	A Critical Analysis of The Current HR Diversity Practices, Such as Recruitment and Selection Procedures, Criteria for Entry into Jobs, Selection Tools, Diversity Training Programmers, Performance Appraisal and Compensation Are Also Important.	the proposed framework suggests, at the strategic level, top management is required to have a philosophy and foster organizational culture that recognizes diversity, and commits resources and leadership so as to implement diversity policies. At the tactical level, organizations should adopt a range of HRM policies incorporating EEO and AA and simultaneously making use of diversity. At the operational level, organizations should pay attention to educating employees, networking, communications and flexible employment. At all levels, line managers should be actively involved in HR diversity management.
The Economic Absorption and Cultural Integration of Immigrant Workers	LYLE W. SHANNON	2015	Acculturation Theory.	The Present Study Adopted the RDS Sampling Method, Which Can Produce	Companies should develop acculturation-related programs to help native-born employees and managers to increase their cultural sensitivity, awareness and competence in working with and assisting immigrant

Title	Author	Year	Theory	Method	Findings
				Asymptotically Unbiased Estimates Compared with Other Chain-Referral Methods Such as The Snowball Sampling Method	employees. This is because immigrant employees' choice of acculturation strategy could also be impacted by the majority's inclusion tendency and organizational climate
Migrant Acculturation and The Workplace	Christian L. van Tonder, Werner Soontiens	2014	Acculturation Theory.	Exploratory Phenomenological Study, 'Key Informants' Were Identified from Social Networks Where After A 'Snowballing' Sampling Strategy Was Employed.	The findings of this study suggest that the work setting is the most likely social context for acculturation. It can therefore, reasonably, be hypothesized that the work setting and workplace are likely to be a significant and influential factor (worldwide) in migrants' pace of acculturation and adaptation. This study draw attention to the under-acknowledged role of work setting and workplace experiences in migrant acculturation and suggests that a more specific and pertinent focus on this social context as primary arena for acculturation may prove substantially beneficial both in research and applied domains.
The Impact of Foreign-born CEOs and Female CEOs on LGBT-friendly HR policies and Firm Performance	Zhaoyi Yan	2018	Resource Based View Theory	Ordinary Least Square Regressions and Fixed Effects Regressions.	The proposed "firms headed by foreign-born CEOs/female CEOs will be more likely than other firms to promote LGBT-friendly HR policies" hypothesis doesn't get support in this sample. There is no direct impact of foreign-born CEOs and female CEOs on more progressive LGBT-friendly HR policies adoption

Based on the study of literature that reviews and explores the challenges being faced by female high-skilled immigrants when they migrate to a place that is new to them and the process of recruitment and acculturation that have to go through, the following theories have provided an apt and detailed framework so that we can understand the strategies in place at MNCs to make the process of transition easier for female high-skilled immigration post the COVID-19 pandemic.

2.8.1   Resource-Based View Theory

The resource-based view (RBV) is considered a managerial framework which is used to specify the strategic resources that are used by organizations to attain sustainable competitive advantage (Barney's 1991). This paper identifies how employers in MNCs might come in contact with and make use of the human capital of skilled migrant women by applying resource-based view theory. The framework aptly explains the need of an organization to evaluate its Current HR policies accurately. This way, an organization can easily manage the high skilled immigrants it has employed. It also suggests how to attract potential candidates successfully and then integrate the said employees into an efficient workforce through the right strategies and the right practices

In light of a resource-based review of an organization, the internal competencies and the resources held by an organization holds a more important role in the entire infrastructure of a business, even more so that the environment of the business of the industry structure. This is especially true when it comes to the development of a sustained competitive advantage with in organization (J. Barney, 1991). When applied to the human resource management, the results show a transition of focus from the external resources towards internal resources to give the organization an advantage over the competition. This competitive advantage is quite essential for the growth of the firm. In order to do so, the internal resources in question are rare, valuable, inimitable and imperfectly mobile (Conner, 1991).

Resources have the capability to either enhance or deteriorate the ability of a firm to implement a particular strategy. This affects the effectiveness of the organization and places the focus of an organization on the human capital. It is so the resources at hand

can make the implementation of a strategy successful. Under this theory, if the resources are considered rare and valuable, they become the source of advantage for the said organisations as such a resource is only held by a few organizations (J. Barney, 1991).

Most firms tend to choose and implement strategies that are based on tangible as well as intangible resources and capabilities that includes both management experience and skills (J. B. Barney & Clark, 2007). The theory called the human capital one of the only categories of organizational resources that can drive the performance of an organization. It controls and affects all the secondary capitals found within an organization i.e., corporate capital resources, financial capital, and the physical capital.

The theory also elaborates on the belief that firms with superior human capital has a better potential to create capabilities and resources that are characterized by asset specificity in the form of human assets, social complexity that accounts for individual assets present in a complex social system for a particular firm, as well as casual ambiguity that has to identify the knowledge that is critical to the performance of a firm. All of this makes them very difficult to copy (J. Barney, 1991). Furthermore, to achieve a long-term competitive advantage, companies and businesses should be able to enhance their assets and resources. One way to do so is that they should be ready to tackle opportunities and offset threats by being unique and creative so that they cannot be easily substituted.

Richard et al. (2013) claimed that if RBV was applied exclusively in the context of a diverse workforce, one can easily observe how the diverse workforce can bring a unique set of knowledge and experience to the organization and the manner in which this organization can take advantage of their assets. Here, finding new ways to address problems, and then solving the said problems with the use of unique solutions and coming up with innovative and one-of- a-kind ideas to provide quality product and excellent services.

In our research, we will analyze how using RBV theory; we can understand the importance of a diverse workforce. Which policies by using an RBV approach may enhance the organization's competitive advantage in terms of skilled migrant women.

2.8.2 Human Capital Theory

Khadria (2001) defined migration of skilled labour as the 'globalization of human capital.' Most of the research that deals with immigrants professional and the various parameters of their employment often fall under the human capital theoretical framework

 that have examined the employment outcomes of immigrant professionals are situated within a, where the assumption is that the labour market treats all potential labour equally based on their skills (Evans 1984; Block 1990). Therefore, it can be evaluated that all HR professionals, recruiters and other individuals involved within the recruitment process adopt a human capital perspective during all phases of recruitment.

However, (Almeida S, Fernando M, Sheridan A 2012) found out that HR professionals, recruiters and other individuals who are responsible for the recruitment process are influenced by organizational-based characteristics and are not primarily driven by a human capital perspective. Organization-based factors such as business industry type (accounting firm versus IT firm), client ethnicity and management style can affect their level of tolerance, stereotypes and comfort levels. This results in shortlisting and selection of such candidates who are similar to the existing profiles of professionals within the organizations.

The application of human capital theory in the context of recruiting and acculturating skilled immigrant women in MNCs holds great importance because it is directly related to organizational efficiency through recruiting potential candidates.

Through human capital theory, we will take a closer look at recruitment processes and different acculturation strategies carried out by HR managers among several MNCs during the pandemic to achieve efficient teams and organizational efficiency.

2.8.3 Acculturation theory

 Berry (1997) defined acculturation as a process in which an immigrant adapts to a new environment. This includes changes in language use, work setting and hours, socio-economic status, gender roles and family obligations. Factors such as social networks, weather and food are additionally involved in the process of acculturation. As mentioned earlier we refer to acculturation as workplace acculturation in which

organization's acquire practices to adjust the immigrant or diverse employees in their new organizational and societal setup.

Berry's (2001) explains acculturation theory to be interpreted (erroneously) as pointing to social-community interaction as the primary context for advancing migrant acculturation. Acculturation theory revolves around the different strategies that are acquired by international human resource managers in order to adjust the immigrant in the organization, or society.
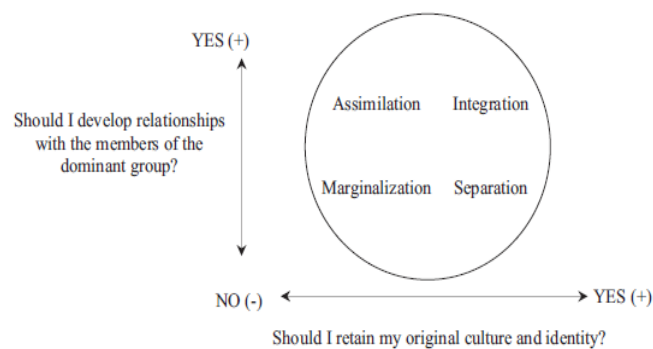
Figure 2-9 Acculturation Strategies of Immigrants
Source: (Berry, 1997).

Applying Berry's (1997) acculturation strategies on immigrant and host country/organization:

- Assimilation: Immigrants acquire the behaviours and values of the host culture and give up their own traditional beliefs and value systems in order to fit in.
- Integration: Immigrants integrate their traditional culture with the acquired characteristics of the host culture.
- Separation: Immigrant who adhere strictly to their traditional culture and exhibit reluctance to accept, adapt, or even identify with the host culture.
- Marginalization: Immigrant that do not maintain allegiance to traditional beliefs, values, or behaviours, and also do not accept the values of the host culture.

Acculturation theory can help in understanding and overcoming the attitudes and behaviors of immigrant (Tonder, Scoontien 2014). It can be utilized as a framework to design strategies to counter those behaviors and improvise them into a productive attitude.

The above theories are important to take into consideration when looking at immigrants and their experiences with regards to recruitment and acculturation. This study specifically chooses to view the immigrant women as a potential human capital for organizations. Therefore, it is necessary to gain an understanding of the theories that can be applied to enhance IHRM for high skilled immigrant women.

2.9   Changes in HRM practices of MNCs during Pandemic 2020

2.9.1   The COVID-19 Pandemic

Covid-19 is a global pandemic occurring in 2020 that has altered the world overnight. Globally, as of 1:04 pm CEST, August 4 2020, there have been 18,142,718 confirmed cases of COVID-19, including 691,013 deaths, reported to WHO. Covid-19 is a type of flu that is extremely contagious and can result in significant health issues to those who are infected (WHO). It is an infectious disease caused by the most recently discovered coronavirus. Originating from Wuhan, China in December 2019, this flu has spread globally across the world and has resulted in extreme measure to avoid the spread of this virus.

Table 2.4 COVID-19 Coronavirus Pandemic Statistics - August 6th 2020
Source: COVID-19 coronavirus pandemic, www.worldometers.info, August 6 2020

Area/Region	Total Cases	Total Deaths	Total Recovered	Active Cases
World	18,977,639	711,220	12,166,750	6,099,669
North America	5,849,483	227,714	3,108,220	2,513,549
Asia	4,688,291	103,855	3,514,830	1,069,606
South America	4,455,820	152,789	3,072,882	1,230,149
Europe	2,963,997	204,884	1,780,348	978,765
Africa	997,602	21,683	677,208	298,711
Oceania	21,725	280	12,611	8,834

Covid-19 is an extremely contagious disease that can transfer among humans through small droplets from the nose or mouth, which are expelled when a person with

COVID-19 coughs, sneezes or speaks. According to World Health Organizations, the tiny droplets are heavy in density that allows them to fall instead of staying in the air, resulting in germs existing on the surfaces. A person with COVID-19 can infect others if they are close enough to breathe in these droplets or if they touch any surface containing the virus.

According to UNICEF guidelines, it is recommended to stay 1 meter apart from other people and wear masks at all times to protect breathing these droplets. The droplets of the virus from an infected person can land on objects and surfaces around the person such as tables, doorknobs and handrails. Other individuals can catch the virus by touching these objects or surfaces, and then transferring the virus by contacting their eyes, nose or mouth with their hands. Because of these reasons, it is recommended by doctors to wash hands more often with soap and water or clean with alcohol-based hand rub. These patterns have become Standard Operating Procedures for carrying out businesses in daily work life. Government is imposing strict SOPs to prevent the spread of the disease.

These SOPs have caused countries to take measures such as lockdown, curfews, social distancing and travel restrictions to stop the increasing number of infected patients. Social distancing, self-isolation and travel restrictions have led to a reduced workforce across all economic sectors and caused many jobs to be lost and many businesses to diminish (Nikola M, Alsafi Z, et al., 2020).

2.9.2 Impacts of COVID-19 pandemics on the overall economy

Overall, the functioning of the global economy has been disrupted, affecting most of the companies across the globe. Many people have lost jobs, companies shutting down operations, revising estimates, or announcing layoffs. Consumers have also changed their consumption patterns, resulting in shortages of many goods in supermarkets around the world. Global financial markets have registered sharp falls, and volatility is at levels similar, or above, the financial crisis of 2008/9 (Fernandes N, 2020). Apart from all these misfortunes, multiple businesses have acted proactively by moving to the digital world. Being digital will not only give them an edge in this crisis but also help them gain a competitive advantage in the future. Many entrepreneurial ventures are also witnessed during this pandemic, including new business ideas such as creating

health equipment like designed face masks or flavored sanitizers. The pandemic has caused companies and managers to take decisions overnight, especially about moving to the digital world and technology. The moving of businesses online has given a chance for managers to recruit potential talent all around the world. Managers are now able to recruit and manage their business and human capital online efficiently. According to P, Ceiri D H et al. 2020, the pandemic has changed the organizational point of view on the virtual workforce, realizing the benefits of working from home and saving resources such as company sites or utilities. And not only from the organizational perspective but from the perspective of employees, the method of working virtually has seemed to prove more efficient in most professions, provided that they are given proper training and are on a proper controlled check and balance (P, Ceiri D H, et al. 2020). Digitalization and working virtually is the 'new normal' for businesses and are expected to be continued and further adapted even after the pandemics.

2.9.3 Challenges and opportunities during pandemics

The COVID-19 pandemic comes at a crucial time for international migration. Just prior to the crisis, record-high inflows were recorded in a number of countries, and populations of immigrants and native-born children of immigrants have grown virtually everywhere. They now account for one in five people across the OECD. Among the many recent arrivals, refugees account for a relatively high share in some countries and this group faces particular vulnerabilities and has specific needs.

At the same time, integration had improved on many fronts prior to the pandemic. In all OECD countries except Turkey and Colombia, immigrants were more successful in finding and keeping jobs over the past five years, although in most countries the gap with native-born did not close a lot. Likewise, attitudes towards immigrants had seen improvements in most countries over the past decade. Educational outcomes of children of immigrants had improved since 2005, with higher educational attainment levels and outcomes – in both absolute and relative terms – narrowing the previous gap between themselves and peers with native-born parents. This progress is now put at risk because of the pandemic. The COVID-19 crisis is affecting the health, education and jobs of already vulnerable immigrants and their children, as well as their broader social integration.

(J. B. Carnevale, I. Hatak 2020) states that the rise of work from home has allowed managers to recruit different talent regardless of their nationality, ethnicity or gender. Many new businesses ideas can also create the need for recruiting new talent, thus creating an opportunity for managers to recruit immigrant women more quickly, because of fewer travel restrictions or legal issues. Companies can also use this time to better assess their bench strength for culturally agile talent to understand who will be most effective in situations of growing novelty and uncertainty (P, Ceiri D H, et al. 2020). Selection is a vital step for this. However, acculturating patterns must have also been changed significantly due to the virtual movement from physical work. Working virtually has put a lot of responsibility on managers to manage their teams and train them for rapid uncertainty. In 2018, RW3 surveyed 1620 employees from 90 countries regarding their experiences working on 'global virtual teams' in multinational enterprises (MNEs). While most of the respondents identified their work on global virtual teams as essential for job success, only 22% received training on how best to work in their geographically distributed teams, 90% of which had two or more cultures represented. Employees working, even virtually, with clients, vendors, or colleagues from different cultures will now, more than ever, need to be competitive to be effective (Carnevale, Hatak, 2020).

While most OECD countries are gradually re-opening their economy after the often-strict confinement phase at the peak of the COVID-19 crisis, the impact on the labour market is likely to deepen significantly going forward. Changes in countries' unemployment rates since the onset of the COVID-19 crisis have varied widely, reflecting fundamental differences in policy responses but also the complexity of collecting and comparing labour market statistics in times of a pandemic (see (OECD, 2020[24]) for a comprehensive discussion and overview).

Given this, and the uncertainty over the situation in the near future, it is still early to assess the impact on immigrants, but the available evidence clearly suggests a disproportionate impact in most countries. Across the OECD, employment rates were higher among foreign- than native-born in almost two-thirds of countries. Immigrants were particularly affected in Southern European countries, Ireland and Austria, where employment rates decreased by at least 4 percentage points, at least twice as much as for their native counterparts (Figure 4).

Immigrant women are feeling the brunt of the negative economic and social impacts of the COVID-19 pandemic — and it may not get better. The COVID-19 pandemic has reignited public debate on the adverse socio-economic effects on women engaged in both paid and unpaid work. There have been some specific conversations about health-care workers and academic professionals. Generally, women experience greater work inequality, including high unemployment as well as increased child care and eldercare burdens.

Despite Canada's dependence on immigration to curb the impacts of an aging population and sustain high levels of economic growth, skilled foreign professionals often encounter deskilling, downward career mobility, underemployment, unemployment and talent waste, and find themselves in occupations that are not commensurate to their education and experience. Immigrant women also encounter particular vulnerabilities due to their gender responsibilities, which influence their employment experiences. Our interdisciplinary research team at Carleton University conducted an in-depth survey of 50 high-skilled immigrant women in July and August of 2020 asking about their employment experiences during the pandemic to understand the gendered effects of the pandemic on deepening social and especially gender-based inequalities.

These women had post-secondary education and work experience in a variety of professional fields. The survey contained factual and reflective open-ended questions, allowing respondents to write as much as they desired. Some recently arrived immigrants had their career start delayed. Some experienced a reversed career trajectory due to layoffs or decreased availability of short-term opportunities. Others had their career trajectory interrupted, as they faced pressures to navigate increased family demands, reduced opportunities to perform and advance in a work-from-home environment, and limited social support.

Many immigrant women have seen their career trajectories halted or reversed during COVID-19. COVID-19 measures, in particular, along with the drastic shift to online environments (job applications, closures and remote provision of social supports, and virtual networking) increased delays in career starts for recently arrived immigrant women. Some women who found work in February had job offers revoked, were laid

off and faced limited work opportunities at the onset of drastic lockdown measures recommended by public health officials in March.

Those who retained their jobs during the pandemic struggled with balancing work and family responsibilities. As well, their aspirations to move up the organizational ladder and secure better positions were interrupted by the onset and continuation of the pandemic. These delays, reversals and interruptions also made many of them ineligible for emergency government support.
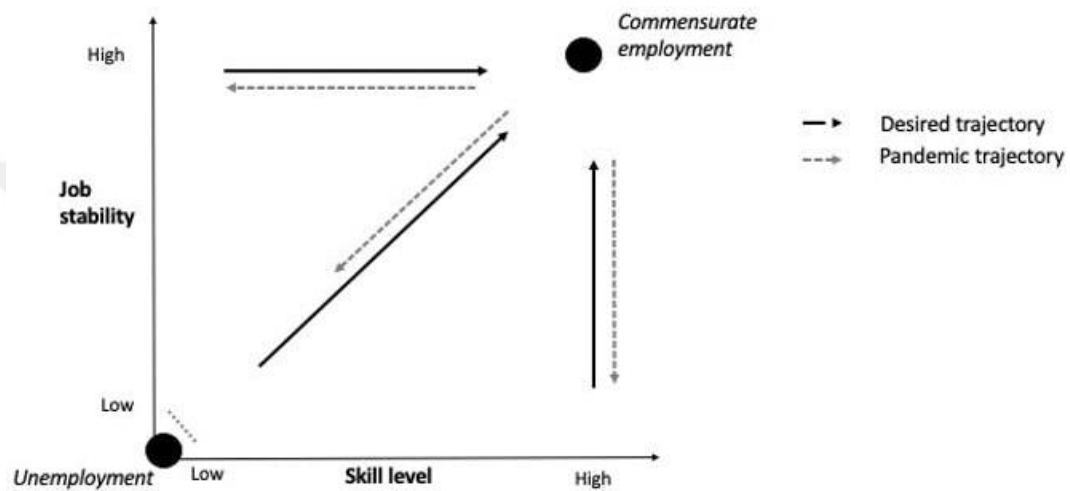
Figure 2-10 Desired career trajectory versus pandemic career trajectory.
Source: (Amrita Hari,2020)

Typically, in studies of employment support, entry-level jobs are viewed as a temporary concession and a stepping stone towards commensurate employment. The COVID-19 pandemic, however, created conditions of decreased job stability (the vertical axis) and a move towards lower-skilled jobs (horizontal axis), in effect reversing expected career trajectories as we can observe in figure 2.10.

Overall, the opposing nature of the two trajectories depicts downward career mobility and talent waste of immigrant women compounded by challenging virtual work environments and a rise in family responsibilities. We predict that these ongoing socio-economic challenges and post-pandemic recovery may have long-term consequences for immigrant women. Immigrant women delayed, interrupted and reversed career trajectories can prevent them from acquiring the necessary work experience in their fields to advance their careers and find job satisfaction. They may continue to have

their skills and experiences further devalued, and their confidence and psycho-social adjustment to Canada eroded.

Finally, the pandemic has led to increased demand for front-line workers engaging in health care, essential sales, production and food processing positions traditionally filled by disadvantaged groups. Immigrant women might remain stuck in low-level occupations. Urgent measures are therefore necessary from various levels of government to develop support programs providing financial and other emergency support regardless of immigration status. That includes reliable child care, career coaching and mentoring and mental-health support to minimize the long-term adverse impacts of the COVID-19 pandemic for immigrant women. It's not enough to think about the current circumstances and immediate consequences of the pandemic. It is vital that any dialogue include a plan for a post-pandemic future for Canadian immigration policies and immigrants themselves who want to make Canada their home.

2.10 Conclusion

The major world economies of today are innovation-driven knowledge centers. To move innovation forward, an economy cannot operate from a limited pool of local knowledge and skills. It must be able to access the larger pool of global talent. Foreign knowledge and skills bring new ideas, new perspectives and links to new markets that benefit Canadian employers enormously. A recent study by Statistics Canada shows that immigrant workers contribute significantly to business productivity over the long term. This impact is even stronger among firms in technology-intensive and knowledge-based industries.

Multinational corporations play a major role in the world economy by connecting knowledge resources through the placement of skilled people at branches around the world. Intra-company movement of skilled workers improves the overall productivity of the firm but also allows for countries to participate in the exchange of knowledge and ideas. Sustaining knowledge exchange requires stability and leadership. COVID-19 makes stability very difficult to achieve at the moment, but the right leadership can keep the innovation economy on a steady growth path.

The overall decline in employment rates – for both immigrants and native-born – tended to be more marked outside of Europe. At the same time, there was a much

stronger volatility in these countries throughout the pandemic thus far. Thus, in conclusion, recruiting proper talent and acculturating them efficiently, through training, leadership or other methods, only then businesses can achieve organizational efficiency, even during this pandemic.

CHAPTER 3 RESEARCH METHODOLOGY

This chapter will explain the research approach, design, instruments, data collection & sampling techniques, population group, and method of analysis and significance of the study with ethical considerations being the most crucial part of the methodology

3.1 Research Population

3.1.1 Sampling size

Sekaran & Bougie (2016) defined sample as the subset of the population. (Gibson 2009) stated that qualitative studies require a small sample size compared to quantitative studies. Sample size and the technique used are influenced by the availability of resources, in particular financial support and time available to select the sample and to collect, enter into a computer and analyze the data. (Saunder, 2009). This research was a cross-sectional research, and required a particular set of population, therefore sample size of 20 participants was used. After which our study reached a saturation point. Refer to demographic table for data of respondents.

3.1.2 Target Group/ Respondents

H.R. managers of companies all over the world, preferable countries with a high immigrant ratio e.g., U SA, Canada, UAE, Germany, England, China etc. were approached. Preference was given to the industries of automobile, software, high tech, pharmaceutical, consumer goods or textile/apparel. The reason for preferring these industries is because they are directly involved in skill-based jobs therefore having higher chance of having skilled employees, whereas service industries may focus on recruiting locals. Basically, companies where skills are required rather than unskilled labor. We selected those companies who are looking for talented/skilled and diverse workforce aggressively and are not bound by nationality, race or gender. As purposive sampling was used therefore the researcher contacted HR managers or recruiters by searching for them through LinkedIn. The researcher searched for managers in

different countries with high immigration rates, preferably English-speaking countries. Their profiles were further analyzed to check if they meet our criteria. The criteria were to find managers who are directly involved in dealing with skilled immigrants. The managers were sent a short message about the research and asked to participate through LinkedIn and those who responded were sent the proposal. On their acceptance, an interview was scheduled and conducted. These managers were interviewed to uncover the practices they are following in their companies.

Table 3.1 defines the demographic data in this study about the interview participants. The respondents' identities were kept anonymous; therefore, the use of pseudonyms was implemented and their personal information was not published. The table however shows gender and job position of each participants. This table further demonstrates the company details in the context of the variables used in this study.

Table 3.1 Demographic Data Chart

	Name of Participant	Gender	Job Position	Company Name	Specialties	Sector/Industry	headquarters	Branches	country of operations	size of the company	gender ratio in the company	ratio of foreigners /immigrants
1	Ahmed	Male	Head of HR and Admin	Valtrans Transportation Systems & Services	Integrating network transportation solutions with hospitality. Car Park Management, Valet Parking, Charter Coach Services, Traffic Management	Hospitality	Dubai, Abu Dhabi	130+ parking locations in Gulf Region	Dubai, UAE	2500+	15% women	70%
2	Melissa	Female	Head of People and Culture	Mallcom	Community communication, Stakeholder engagement, property management, crisis communications, and real estate	Real Estate	Bury St Edmunds, Suffolk, UK	UK and US, Central Eastern Europe, North America, UK and Ireland, France	UK	over 10,665 around the world	40%	25-30%
3	Bepa	Female	Chief People Officer	NSPK-National Payment Card System	Its core business is cashless money transfers with the use of MIR bank cards in Russia.	Financial Services	Moscow, Russia	There are 1,123 companies in the NSPK, AO corporate family.	Moscow, Russia	665 employees	50%	N/A
4	Elmira	Female	Human Resource Operations Director	Inchcape Russia	Inchcape is a global premium automotive Group, operating as a strategic partner to the world's leading car brands	Automotive	Москва, Russia	32 national markets	Northern Europe, Москва, Russia	20000 people globally, 2000 people in Russia	40-50%	more than 30% in Russia/Europe

#	Name	Gender	Position	Company	Description	Industry	HQ	Branches	Location	Employees	Women %	Ratio
5	Eduardo	Male	HR Director	GE Appliances Canada, a Mabe Company	Selling Home Appliances to Builders, Remodelers, and Building Distributors, Solutions for all Home Appliance Needs, for Designers and Architects	consumer goods	Toronto, Ontario	GE has branches all over the world	Toronto, Ontario	10,000+	55%	0.3
6	Erum	Female	Global Talent and Recruitment Director	HR Career Works	Workforce solutions from recruitment, onboarding, performance management, coaching, training, policy & procedure development, and more.	Management Consulting	Mississauga, Ontario	Online services provided worldwide	online	under 10 hiring agents	N/A	N/A
7	Fadi	Male	Group HR Manager	Madar Group	Investment, industrial and commercial group specialized in detergents, home care, personal care, cosmetics and childcare products	Chemicals	Istanbul, Turkey	Gulf Region, Europe	Istanbul, Turkey	3000	30-35%	0.3
8	Gabriele	Female	Head of HR	Körber AG	international technology group with business areas Digital, Pharma, Supply Chain, Tissue and Tobacco	Machinery / Technology	Hamburg, Germany	more than 100 locations worldwide	Hamburg, Germany	more than 10,000	60% women	more than 50 %
9	Imran	Male	Senior Manager Human Resource	i2C	IT services providers and seamless payment gateways	Financial Services	Redwood City, CA	3 Canada, Pakistan, United States	Montreal, Canada	more than 1500, Pakistan 1000, US 400, Canada, 100	60/40 in US, 70/30 in Canada	5 nationalities

	Name	Gender	Position	Company	Description	Industry	Location	Locations	HQ	Employees	Women %	Other
10	Jim	Male	Chief HR Officer	Rogers Communications Inc	Cable, Wireless, Media, High-speed Internet, Machine-to-machine communications, Broadcasting, Publishing, and Digital Media	Telecommunications	Toronto, ON, Canada	6 Corporate offices and 258 retails stores across Canada	Toronto, ON, Canada	22800	36%	64%+
11	John	Male	President and HR head	Food Employment Staffing	Sourcing & Placing Top Talent within the food manufacturing industry	Staffing & Recruiting	United States	online services given all around the world	United States	10 hiring agents	N/A	N/A
12	Kamran	Male	Global Vice President - Human Resources Compliance	Belle International Holdings Ltd	women's shoe retailer, manufacturer, distributer, retail sales of footwear products	Footwear	Shenzhen, China	distributers and stores in75 to 80 countries, 3,828 retail outlets in 150 cities in China and 35 in Hong Kong, Macau and the US.	Canada	more than 75,000	40% women	unknown
13	Muhammad	Male	People's operations manager	Centro Hostels Montevideo	Budget accommodation for students, backpackers, cycle tourists, and gap year travelers.	hospitality sector	Montevideo, Uruguay	2 hostels in Montevideo	Montevideo, Uruguay	every hostel has between 10-15 staff members	30%	70%
14	Nerissa	Female	HR Advisor for Canada & Wellbeing Lead for North America at Reckitt	Reckitt	hygiene, health and nutrition brands.	consumer goods	Slough, United Kingdom	Reckitt Benckiser has 71 office locations across 63 countries.	Canada	over 42,000	approximately 52-55%	more than 20 nationalities can be found in Canada branch

#	Name	Gender	Job Title	Company	Company Description	Industry	Location 1	Offices	HQ City	Employees	Women	Foreigners
15	Sarah	Female	Recruitment Manager	Metropolitan Pub Company	Metropolitan Pub Company. Pubs, Food, Drink, Gastro Pubs, chefs, riverside, and career	Hospitality	Broadstone Place, London	We have around 60 "urban locals"	London, England, United Kingdom	501-1,000 employees	40% women	more than 35%
16	Satyavir	Male	Regional Hr. Operation Head	Confidential	Confidential	Confidential	Dubai UAE	Oman, Qatar, UAE, India	Dubai UAE	300	10%	70%
17	Siddhant	Male	HR Manager	Dialog	Architecture, Planning & Urban Design, Interior Design, Sustainability, Engineering, Landscape Architecture, Structural Engineering, Mechanical Engineering, and Electrical Engineering	Design /architectural firm	Calgary, Alberta	5 studios (Toronto, Calgary, San Francisco, Vancouver, Edmonton)	Calgary, Alberta	800	60%	35-40%
18	Simon	Male	GM people	New Zealand Steel	New Zealand Steel is the sole producer of flat rolled steel products for New Zealand's building, construction, manufacturing and agricultural industries.	Building Materials	Glenbrook, New Zealand	Glenbrook, New Zealand	Glenbrook, New Zealand	1100 employees	30%	20-30%
19	Yashira	Female	HR Manager	1000heads	Word of Mouth, Social Media, Listening & Understanding, and Engaging	Marketing & Advertising	London, United Kingdom	5 New York, London, Berlin, Dubai, Sydney	New York, USA	51-200 employees	40% women	between 30-35% foreigners
20	Hina	Female	Human Resource Specialist	Teaming Way Inc.	Productivity platform for Project Management, Task Management Tool, Remote team meetings	Computer Software	Toronto, ON	Canada, Pakistan	Toronto, ON	approx. 50 employees	50 % women	18 foreigners in branch out of 30

3.2 Sampling techniques

There are two main kinds of sampling techniques that are probability and non-probability. Saunders M 2009 defined probability sampling as a technique in which the population is known and every member of the population has an equal chance to participate. All the research questions are answered in the probability sampling, and objectives are likely to be reached. The analysis is based on statistical data. On the other hand, in non-probability sampling, the odds of the selection of any member are not known. Each sampling techniques has multiple methods that are illustrated in figure 3.2.
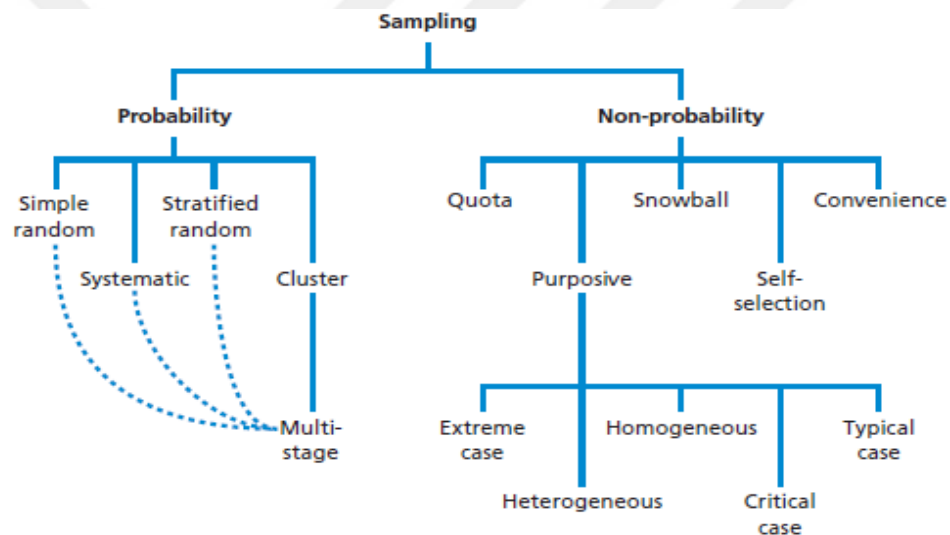
Figure 3-1 Sampling techniques

Source: Saunders, M. N. K., Thornhill, A., & Lewis, P. (2009). Research Methods for Business Students (5th Edition) (5th ed.). Pearson.

In this study, we have used a combination of sampling techniques. Firstly, purposive sampling was used to find potential participants. Purposive sampling, also known as judgmental sampling is used when the judgement of the researcher is used to select the best possible cases for their research (Silverman D,2015). The researcher evaluates a potential participant based on logical elements related to the research objectives and research questions. The main factors that we will consider for considering a potential respondent in our study will/maybe:

H.R. manager who works in an MNC or global firm

Responsible for recruiting or dealing with international candidates

A company with diversity and inclusion policies

Companies that follow Equality diversity inclusion

Companies that support women empowerment and follows gender equality practices in Hr. department.

Companies who search for talented candidates aggressively worldwide.

Companies with advanced policies for acculturation and adjustment of a diverse workforce

Managers who are experienced with recruitment or acculturation of skilled immigrant women.

The researcher has chosen this particular population group for this study with these specific attributes. Therefore, purposive sampling served the purpose of this study well. Potential participants were contacted based on this criterion. After that participants were filtered out based on their experiences with women immigrants.

Secondly, snowball sampling was also used for our research. Snowball sampling is used when it is difficult to identify the members of the population, and references from participants are required for other potential subjects (Sekaran, U 2003). As it was very challenging to connect with H.R. managers of MNCs, therefore we used references from other participants. We filtered out the participants who agreed to participate in the study, by their experience with skilled immigrant women and their level of knowledge related to skilled immigrants.

3.3 Research Approach

Primarily two research approaches provide direction for data collection and data analysis. The two approaches are "exploratory" also called a "theory building" and explanatory, which is also known as "theory testing".

According to Sekaran & Bougie (2016), an exploratory study is conducted when information regarding a particular topic is not enough, or there is a lack of research issues or problems in that area. In this case, extensive preliminary research is required

to attain the details of the problem. Besides, a deep understanding of the phenomena of the problem is vital to reach optimal conclusions. According to Durrheim (1999), qualitative research is naturalistic, holistic and inductive. This kind of study allows the phenomenon to unfold naturally and provide a detailed understanding of the phenomenon through acquiring responses from the respondents. The exploratory research is conducted when there are not many studies present related to the particular area, and theory is established throughout the research process.

Saunders M, et al., 2010 defined explanatory study as research that establishes cause and effect relationships between variable. It focuses on analyzing a problem or a situation to build a relationship between constructs. This type of study focuses on what and how questions, whereas an exploratory focus on why questions. The explanatory study is most suitable when testing something which is already investigated, and additional information related to it is being researched.

For this research, the exploratory research approach is used because of the lack of previous literature. We explored the practices of H.R. in MNCs for skilled immigrant women's recruitment and acculturation. This area is under-researched, and we identified it from the core and developed theories along without research. We analyzed how the practices of businesses all around the world changed due to pandemics and what different ways they used to tackle the new normal in their unique way.

3.4 Research Design

Saunders M, et al., 2020 states that research design is used to decide how to collect the data further, how to analyze the data and how to interpret it. Research design reflects the overall strategy that is used for studying different factors of the selected topic reasonably and rationally.

There are generally two research designs:

Qualitative Research design focuses on exploring undiscovered theories, problem, phenomena or new dimensions of a particular challenge using non-numerical expressions on the whole. Whereas, Quantitative Research design uses cause and effect relationship between the variables related to a specific phenomenon in statistical and measurable manifestations (J.W Creswell 2020). Our study is a qualitative research as our focus is to uncover the practices of HRM and analyze those practices to explore

and create effective theories. Therefore, this kind of data requires qualitative study rather than quantitative methods. We have used the data from interviews and surveys to analyze each individual case intensively and found common themes among those different approaches used by different companies.

Secondly, the research is explorative and descriptive; therefore, the quantitative method would not be appropriate. This further emphasizes the selection of a qualitative methodology.

3.5   Data Collection Techniques

 Sekaran & Bougie (2016) stated that there are two types of data a) primary and b) secondary. Data which has already been accumulated is called as "secondary". This type of data is already available, which is researched and collected by someone in the past. The sources of secondary data are books, personal sources, journal, newspaper, website, government record etc. On the other hand, primary data is about collecting data from the target population under the light of the study being conducted. This data is to be collected personally for the first time by the researcher through such as observations, surveys, interviews, or focus groups etc. We will be collecting data for our study through primary data collection methods as our topic is under-researched, and we will uncover the practices that have never been researched or discussed before by any researcher.

Saunders M et al., 2020 categorized data collection methods into two categories, that are a) mono methods b) mixed methods. Mono method uses a single data collection technique to conduct the study, whereas mixed-methods uses a combination of techniques and analysis procedures to conduct studies. Refer to figure 3.1.
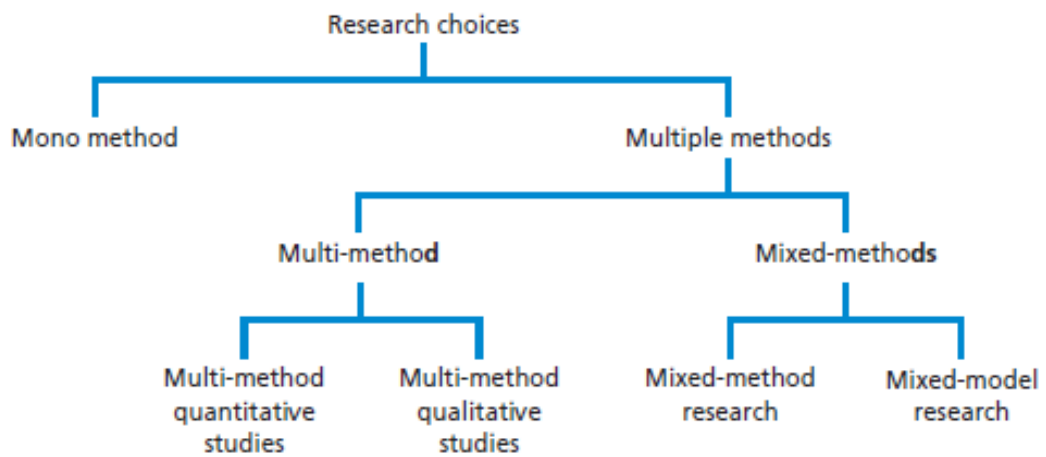
Figure 3-2 Data Collection methods

Source: Saunders, M. L. P. T. A. N. K. (2020). Research Methods for Business Students.

We have conducted a multi-method qualitative study that used a combination of semi-structured interviews and open-ended survey questions.

3.5.1 Semi-structured Interviews

Saunders M et al., 2020 categorized interviews into three categories a) structured, b) semi-structured, and c) unstructured interviews. Structured interviews are predesigned and pre-approved and follow a specific standard, order and schedule. They are used to collect quantifiable data; therefore, it is not applicable for a qualitative study.

Semi Structure interviews follow a theme or a plan and have the capacity to be improvised during the session. The questions can vary in each interview, and the order can also change, or new questions can be added in every interview. The primary purpose is to reach the research objectives and research questions, given the nature of the respondent or organization. They are used for exploratory and explanatory studies. Semi-structured interviews are more suitable for our research because we will use convergence theory to explore our research objective and semi-structured interviews are the best instrument for this kind of research.

Lastly, Saunders M, 2020 explained unstructured or in-depth interviews that are used when the idea for conducting the research is clear, but the interview questions are not

pre-determined. The questions are asked spontaneously and derived from the flow of the interview.

Saunders M et al., 2020 categorized three main mediums to conduct interviews a) face to face, b) telephone c) Internet and intranet-mediated (electronic). Whereas, Gibson, W, et al. (2009) outlined four basic modes of conducting interviews that include a) face to face, b) email, c) online chat or d) telephone. Due to the recent events of Covid-19 lockdowns, businesses and other communication have moved online; therefore, our study will be internet-mediated. Moreover, as our target is international H.R. managers from global companies, therefore it is not possible to conduct face to face interviews.

For the purpose of this research, potential participants were found through LinkedIn, Facebook and company's websites. HR managers of companies in countries where there is high immigrant population were contacted.

For data collection, we used email to send/receive survey questionnaires and online chat/video calls for interviews. We used platforms that were easily accessible to the participants and advisors, including Google Teams, Skype and Zoom. For email, Gmail and Outlook was used. Interviews were further transcribed and analyzed.

The interviews were conducted for roughly an hour. As they were semi structured therefore, the sequence of the questions was changed. Skype and Zoom meetings were the platforms used for interviews. Each of them was recorded and are kept confidential for the safe guard of the identity of respondents. They were further transcribed into manuscripts. All the interview and data collection were completed within the time interval of 6 months.

3.6 Ethical consideration

It is important to note that all information collected is strictly for this research only. The ethical considerations kept in consideration for this study were first to obtain the respondents' willingness to be the subjects of this study. Secondly, the respondents were informed of their rights as a participant in this study, which included confidentiality, being allowed to withdraw, and that if they should need to be guided at any time during the study that counselling services would be readily made available to them by the researcher. The respondents were made aware of the strict

confidentiality status of this research study that their responses and identity will be kept confidential.

Respondents were asked to sign a letter of consent stating the research topic and the purpose of the research being conducted (Appendix Two). It shows that they have voluntarily participated in the research and that they are not legally bound for it. The respondents were notified of their rights for withdrawal from the research project and at the subject's discretion at any point during the study.

Moreover, plagiarism is given great importance in this study. Sekaran U 2009 mentioned that plagiarism is a fraud that is taken very seriously in the academic world. This research is primarily the work of the author, and every data or work of other authors has been cited correctly in this study. The similarity index of this research is under 1% which shows the authenticity of the work.

3.7   Method of Data Analysis

Silverman D 2015, stated that there are three most common methods of analyzing qualitative data, a) content analysis, b) thematic analysis and c) narrative analysis. Thematic content analysis is usually used for qualitative data and applied to a set of texts such as interview responses. It revolves around the theme of the participants' speech, for example, participants' experiences, life-histories or social situations. The researcher carefully examines these themes to explore connections and patterns to give meaning to those responses.

In content analysis, the data is coded and interpreting the count of the code. It is mostly used in quantitative studies as it requires creating categories and then counting the number of instances each time those categories are used.

 In Narrative analysis, analytic frames are interpreted by the researcher, from the stories narrated by the participant within the context of the research and according to the theme of the study.

For the purpose of our research, a qualitative analysis is required; therefore, a thematic analysis will be used to analyze our data. A thematic analysis is considered the main method for qualitative analysis. This type of analysis encompasses everything in the study, namely identification, analysis and reporting of patterns occurring in the data (Braun & Clarke, 2006).

Silverman D 2015 states that in a qualitative thematic analysis, the themes and patterns will be studied in detail to create connections and give logical reasoning. In this study, we have explored the patterns of the organizations and understand how they are similar to each other. Firstly, we have derived first order codes by carefully analyzing each interview, word by word, and then categorized them intro a main second order code. Finally, each second order code is further categorized into a main theme that revolves around the topic of our study. After collecting data from 20 respondents, the data reached a saturation point as themes and codes were repeating. Each code and theme are critically analyzed and created an optimal guideline that can benefit organizations and HR managers.

The data results have identified 24 themes which are group into 4 main concepts and sub categorized into 150 sub categories. Gioia method is an inductive approach for analyzing qualitative data (Reay, T,2014). This method is used in this research to analyze first order codes by reviewing each and every response on each respondent. These codes were classified into second order themes and lastly aggregate dimensions for these codes.

The researcher spent an enormous amount of time to study each interview individually and analyzed which first order codes should be retrieved. Many of the responses were repetitive which were suggesting similar codes. After carefully studying all the interviews and deriving codes for each of them, the codes were merged and repetitive codes were removed. This process was very time consuming. For the next step, second order themes were derived by classifying similar first order codes and the ideas behind them. The third order dimensions showed an aggregate concept behind the different factors revolving around that concept. Each third order dimension showed the practices followed, measures taken and suggestions given.

3.8 Issues of Credibility, reflexibility, consistency, transparency

Tracy 2010 developed an 8-factor model for evaluating the quality of a qualitative study. We will use 4 factors from the model that will give a better reflection of this research instead of using the constructs for quantitative research.

Credibility establishes whether the research findings represent credible or believable data from the perspective of the respondents in the research (Lincoln and Guba 1985). This

research is focused on the responses of the participants and the practices they follow in their companies. The data collected, answers the research questions and fulfils the objectives of the research. Although the results of the interviews can be perceived as subjective, but the researcher has maintained trustworthiness in the results by showing all possible perceptions that can be perceived from the data collected. Researcher has identified all the positive and adverse aspects of the interviews and has deeply analyzed the ideas behind the answers of the respondents from all aspects which is an evidence for the validity in the quality of the results.

Reflexivity identifies the subjective values, biases, and inclinations of the researcher (Tracy 2010). The researcher has mentioned personal experiences and connections with many concepts that are used in this research. In sections of topic derivation, data collection, and findings, self-reflexivity can be observed that highlights the personal inclinations of the researcher.

Consistency, sometimes called dependability is similar to reliability in quantitative research. Joppe 2000 defined reliability as the consistency of the results and actual representation of the total population in the research. He further adds that if the results of a study can be obtained again using similar methods then the research instruments are considered reliable. This research has proved to be reliable as it reached a saturation point after conducting few interviews. The nature of the results was similar and the results were repeating in most cases. Similarity in interviews and surveys is evidence that the data is consistent and that the methods used in this study are stable. Furthermore, trustworthiness of the data has been maintained by the researcher, implying that the data is the actual representation of the strategies that are being used in companies in different parts of the world and the similarity among them proves that the data is therefore reliable.

Transparency in research means being honest and vulnerable through self-reflexivity, and being transparent about the research process (Tracy 2010). The researcher has used reflexivity from time to time in this research while maintaining transparency in all the approaches and methods for data collection. This study is purely the work of the author and all the criteria of analyzing data has been honestly stated in the research.

CHAPTER 4 FINDINGS

This chapter aims to discuss the main themes and patterns found in each of the responses with regards to practices of recruitment and acculturation and the impacts of pandemics. The researcher has used thematic analysis for deriving codes and themes, using the Gioia method for concept development, that helped in identifying the first order codes and classifying them into aggregate dimensions (Corley K, et al, 2013).

Following table is the classification of 4 main themes used in this research, each them categorized into several second order codes which are further broken down into first order codes that are derived by critically analyzing each interview and survey word by word.

Table 4.1 Findings

first order codes	second order themes	third order dimensions
Focus on targeting of women and minorities to bring diversity	Diversity and inclusion on rise in MNCs	Diversity, Inclusion and EEO in organizations
strong commitment to diversity and inclusion.		
equal opportunity to every candidate regardless of gender or race		
Maintaining quota system for all age, gender, sexual orientation, civil partnership status or ethnic groups		
innovation due to diverse workforce		
pressure from outside groups to include diverse workforces in companies		
increased business value by employee empowerment		
eliminating differences	External factors influencing diversity and inclusion in companies	
Differences makes companies stronger		
Pressure from Social media and government for inclusivity		
differences due to developed, underdeveloped or developing economies		
social media campaigns impact positively and negatively on inclusivity		
Excessive focus on recruiting diversity may jeopardize deserving candidates	Adverse impacts arising from excessive focus on diversity	
failure and success depend on the workforce compatibility rather than diversity		
difficulties arising for locals and white skinned people due to diversity requirement by companies		
unnecessary focus on diversity is a temporary situation		
fairness as a better strategy than diversity	Fairness and EEO in organizations	
exaggeration of issues related to women or minorities		
extra advantage/favourism to minorities		
valuing personal achievements		
equal employment opportunity		
EEO as an optimum strategy for recruitment		
Focus on potential rather than gender		

84

Codes	Theme
unnecessary discrimination in this century	Overcoming the issues related to recruitment of minorities
valuing international potential	
Gender neutral environment	
use of 3rd party websites for reaching diverse candidates	Evolution of job posting over the years
hidden codes in few Job postings which encourage minorities to apply	
job posts highlight that selection is based on skillset and talent	
companies are more direct about recruitment of minorities nowadays	
organizations are getting honest about diversifying the workforce	
lower expectations of skilled immigrant women	Fair wage policy
provision of fixed salaries even when employee demand less	
fair wage policy adaption	
minorities are paid more	
exploitation of employee's wage is unethical and incompetent	
Companies are following labor law to end discrimination	Gender or racial discrimination during recruitment process
MNCs tend to be merit based	
celebrating differences of race gender, belief or personal orientation	
racial or gender segmentation is against law in most countries	
existence of gender specific job requirements cannot be identified as discrimination	
lack of skilled locals resulting in hiring immigrants and diversified staff	Reasons for hiring immigrants
flow of ideas by diverse workforce	
Hiring immigrants who are familiar with client's culture for better communication	
More productivity due to high skilled workforce	
international employees are dedicated and grateful	Advantages of recruiting immigrants/ high skilled immigrants/ high skilled women immigrants
immigrants are more open to relocate	
immigrants are hardworking than locals	
immigrants are more motivated than locals	

85

Items	Sub-theme	Theme
Women are more nurturing and committed		
Immigrant women bring a decent culture in the office		
international hiring is expensive and costly	Drawbacks of international hiring	
immigration risk for hiring international candidates		
involvement of lawyers and attorneys is a hassle for international hiring		
visa restrictions for international hiring		
international hiring is a time-consuming process		
language barriers and difficulties in smooth communication	Barriers of acculturating immigrants or women immigrants	
personality and cultural differences of immigrants		
Family related issues		
lack of cultural adjustment		
Lack of social identity/social belonging in high skilled female immigrants		
dealing with culture shock		
guiding ways for adapting to new culture	Acculturation strategies for skilled immigrant women	Strategies for acculturation of women, or women immigrants
family care programs		
career counseling		
Feedback sessions		
sense of achievement by motivational sessions		
cultural festivals celebrations		
establishing inclusion network for collaboration among employees	Informal initiatives to enhance integration among diverse employees	
Celebration of women's day, father day and Children day		
Empathy Training		
Gatherings to socialize families		
women discussion groups on social media		
language programs for learning other languages	Formal trainings to acculturate individuals	
language training as part of JD or for acculturation		

Teaching ethical code of conduct to maintain discipline	coming from different backgrounds
introduction program to familiarize newcomers with staff and organizational culture	
orientation programs to enhance interaction among newcomers and staff	
facility tours	
teaching communication styles to candidates from different backgrounds	
training for negotiating and communicating with different types of personalities	
experienced professionals mentoring young candidates	
Job Shadowing	
growth opportunities in different or same field	Opportunities for career development
ease of switching department or career change	
workshops for professional growth	
learning new skills	
help in acquiring professional certifications	
Rewards and recognition for motivation	
child support provision	In work fringe benefits for women
maternal/paternal support	
physical fitness benefits	
Retirement plan benefits	
Life insurance plan	
Shareholder benefits	
raising awareness for women about their workplace rights	Specific initiatives for women empowerment
comfort in women to women support groups	
financial independence training for women	
guidance about equity in workplace environment	
safety rights for women in workplace	
women empowerment	

87

Item	Category	Theme
sexual harassment training		
Elimination of glass ceiling		
weekly informal discussions to discuss issues faced by women at work		
impacts of pandemic are relative by company's nature	Impacts of pandemics on business operations	
positive impact of pandemic on essential businesses		
saving money on office spaces and equipment as a new norm		
pandemic has caused an irreversible change		
less gas and resources have a positive impact on environment		
companies are focused on employee's outcome instead of time served		
complex business decisions due to pandemics		
Robotics introduction for recruitment process	Changes in recruitment processes during pandemics	Change of Business Dynamics during COVID-19 Pandemics
online interviews		
hiring done without physical meetings		
working remotely has made international hiring possible		
Some companies were already following online operations		
Online operations can be harder to manage and keep track		
ease of hiring employees online	Benefits of using technology as a tool for recruitment	
money and time saved by online recruitment		
factor of distance is eliminated because of online meetings		
use of fast paced technology to recruit instantly		
online recruitment can be risky		
less spontaneity and interaction due to working at home	Challenges faced by employees during covid-19 pandemics	
Lack of motivation		
technological issues due to working from home		
rise of communication barriers among subordinates		
Employees suffering from physical health issues		

First order codes	Second order themes
Mental health is jeopardized	Acculturation strategies during pandemics
impacts of pandemic on all genders and races	
mental health support	
flexible working hours/relaxed schedule	
technological support	
paid time off in case of sickness/vaccination	
organizing family meetings online to socialize	
third company partnership for emotional wellbeing counselling	
training for managing family and relationships during quarantine	
help in managing stress in the times of pandemic	
minimizing the impact of pandemics on workforce	
lack of loyalty from employees resulting in less investment on training of employees	
less investment from companies to train basic skills to employees	
flexible working hours	Benefits of pandemics for skilled immigrant women
Increased family engagement due to working from home	
women can spend more time with their families	
feasibility to look after children by aligning flexible working hours	
less money spent on day care	
less commute hours resulting in more productive working hours	
Job pool will be available for high skilled females worldwide due to online processes	Positive prediction about new normal
women should be given opportunities to nourish and grow their potential	

89

As we can see from this table that the main themes of the data revolve around recruitment of skilled immigrant women, acculturation of skilled immigrant women and the impact on strategies due to covid-19 pandemics.

Each of these dimensions will be defined briefly in this chapter, following an in-detail explanation of each first order code derived from the findings.

4.1 Diversity, Inclusion and EEO in organizations

Under this theme, it was found out that inclusivity, diversity and EEO is one of the main focus of companies nowadays. Specially in the countries where immigrant ratio is higher, diversity in large companies is more obligatory than choice. One of the main reasons for this is because large companies have more responsibility to take part in community welfare therefore, they have to be more inclusive to create a better brand persona. The sub themes under these categories are discussed below in detail.

4.1.1 Diversity and inclusion on rise

Focus on targeting of women and minorities to bring diversity

Even though women are not considered minorities in most countries especially the First World countries, however the group of skilled immigrant woman is considered as a minority group. One of our respondents who is a worldwide recruiter and has worked with multiple companies states that a lot of companies are focusing nowadays to hire minorities especially, they even assign roles to HR officers to deliberately find minorities for recruitment. He gives an example of the company Ford that has a specific sub-Department in HR who makes sure that minorities are being hired and diversity is maintained in the company. it is found that hiring of skilled immigrant women is not neglected in MNCs as their focus is to increase diversity, and skilled immigrant woman is a perfect combination for diversity.

Strong commitment to diversity and inclusion.

When respondents were asked about any racial or gender discrimination in their companies, the answer of all the of the respondents was negative. Companies tend to have a strong commitment to diversity and a strong commitment to hire the right candidates rather than focusing on gender, nationality, or race of the employee. One of the respondents mentioned it is the responsibility of a good HR manager to make sure that the job pool for candidates as diverse as possible. This is not only profitable for company in long-term but it is also helpful for the community we live in. Another respondent mentioned that critical thinking comes from diversity that leads to organizational efficiency, promising a diverse workforce is a key to success. Murmu 2014 stresses on the same idea that commitment to diversity can tremendously increase the success of any company.

Equal opportunity to every candidate regardless of gender or race

Equal employment opportunity is a concept that is widely followed by most countries to eliminate any bias based on race, color, religion, sex, national origin (Burstein, P., & Monaghan, K, 1986). All of the respondents confirm that their companies strongly adhere to the rules for fair treatment of employees based on EEO. All processes including hiring, promotion, termination, compensation, etc. Are based on the laws of the countries and any type of discrimination is considered an illegal act according to this law. Therefore, it is concluded that all immigrants have as much right as any local to apply for any job and get selected based on their credentials and expertise, despite their race, gender, color, religion or nationality.

Maintaining quota system for all ages, gender, sexual orientation groups, civil partnership status or ethnic groups

One advantage of using equal employment opportunity is that it allows companies to establish a quota system to fix the recruitment of every group in the company. One respondent mentions that equal employment opportunity has given the advantage to their company to understand the obligation they have towards the community and law to maintain their Workforce accordingly. This policy has seven to eight categories consisting of disabled people, gender, religion, civil partnership or marital status, maternity/ pregnancy, sexual orientation, age and nationality. This policy caters the needs for all these categories and provides an equal opportunity program to all. The respondent further adds that they fix a certain ratio for each these categories to be hired in our organization. This helps them maintain a diverse Workforce simultaneously improving their contribution for equal employment opportunity. One point of argument arises from this situation is that if the right candidate undermines the ratio system then the whole point of assigning quota will be affected. Thus, making it difficult to apply quota system. It can be concluded that flexible quota system can be more efficient to apply maintaining a minimum limit to hire a certain group. This is more important for large companies as they hold more responsibility than small companies for corporate social responsibility.

Innovation due to diverse workforce

It goes without saying that innovation and creativity is an absolute result of diverse workforce. All of the respondents agree that a diverse force workforce will bring innovation and creativity in the company. (Esty, et al., 1995) emphasizes on the idea

that diversity in the workforce can reduce lawsuits and enhance marketing, improve recruitment, creativity, and brand image. All of the respondents of this research were satisfied with the performance of immigrants and strongly believe that diversity has brought innovation in their company and improve their businesses. A general idea found in all the answers is that diversity enhanced decision-making, team performance, improved financial performance and resulted in inflow of new ideas. Astrid c 2019 affirmed that diversity cultivate diversity mindset which is defined as shared understanding of a team's diversity linking to the positive if it's in a group's performance by. Homogeneous groups likely to think similar vowels a diverse group can bring a variety of perspectives and different thinking styles, cognitive style, which can solve problems faster and result in creation of higher-quality intellectual property speeding such as patents (Corritore et al, 2020).

4.1.2   External factors influencing diversity and inclusion in companies

Pressure from outside groups to include diverse workforces in companies
Due to the rapidly growing technology and fast-paced internet and social media, people, media and governments are now more active and concerned about the actions of multinational corporations. This has put a huge responsibility on companies to perform ethically and continuously show their contribution to the society. Large companies are therefore answerable to public, government, media, and all stakeholders therefore they are supposed to more inclusive in nature. A respondent says that companies nowadays are feeling a lot of pressure from outside groups.

> *We frequently observe that they are focused on hiring based on the skin rather than the qualities or the skill set, just to show that they believe on inclusivity.*

Another respondent claims that sometimes it is observed that companies hire candidates just to increase diversity rather than focusing on the skill set, in order to create a better brand image. Even though pressure from outside groups can increase the chances for companies to be more responsible and inclusive, but it can cause a backlash as well clothing in negative outcome of hiding the wrong candidate, which can result in long-term lots of the company and jeopardizing the job pool for candidates who have the right potential.

Increased business value by employee empowerment

Bannahon and Hason 2018 discovered that having members in corporate board with diverse backgrounds and experiences can result in better fulfillment of the needs and interest of different stakeholder groups. keeping the stakeholders happy enhances business value. one of the respondents who is the head of HR of whole North American region of her company claims that women in managerial roles handle problems with empathy and intellect. She tells

> *Woman on managerial roles have all the qualities of being skilled,*
> *resilient, helpful and empathetic. these are all the qualities that we need*
> *to deal better with stakeholders and for creating business value.*

Loop and DeNicola 2019 found out that women who are working in the board of directors, more likely to identify the social issues involving right climate change income inequality, all of which are important for corporate strategy and business value.

Eliminating differences

As previously discussed, all of the respondents believed on following the equal employment opportunity criteria, most of the respondents agreed that diversity will be helpful for their organization. The respondents who were from large global organizations or MNCs, showed more concern for including diversity; whereas organizations which are small , showed more concern for hiring the right candidate. Manager of a hotel which is situated in only Montevideo, has experience of hiring many immigrant women. He stated that

> *We value diversity and inclusion and welcome every person fairly as long as they*
> *are capable for the job.*

On the other hand, HR manager of a company that is situated in more than 100 countries, stated that diversity is one of the key focus of their department, during each hiring they make sure that minorities are given preference. Difference between these answers of a global manager and a manager of a small firm suggest that multinational corporations focus more on eliminating the differences among people and then creating productivity through them, while the meaning of objective of small firms is to hire the right people while maintaining diversity. Both MNCs and SMEs endorses the idea of diversity, but the pattern followed is different for both.

Differences makes companies stronger

A study conducted from 2006 to 2014 shows that companies which have a consistent, inclusive environment especially with under-represented groups, outperformed the S&P 500 in average annual stock returns during the Great Recession. HR head of a multinational corporation that has more than 50% staff from diverse backgrounds, asserted that

What makes us different makes us stronger.

Differences in personalities, experiences, perspective, can bring together different set of ideas which can cultivate better and productive outcomes.

Pressure from social media and government for inclusivity

Woman empowerment and elimination of racial discrimination is a Hot Topic on internet on and off since few years. We often see movements like me too or BlackLivesMatter trending on the internet. In this fast-growing technology it has become very challenging for companies to maintain a positive image, they have to be careful of every step and be more thoughtful. It is found by the respondents that people are now more proactive and careful about selecting the right brands, therefore for creating a positive image, companies have to constantly prove that they are contributing for welfare of society. Working for the empowerment of women and minorities is one part of it. Small companies are less affected as they are not famous or popular as large companies or Global brands. A respondent also states that:

Small companies might not be too much focused about the trends or social media but larger companies are becoming the main Target of groups of young protestors, or government and especially social media has affected so much, that it has put a lot of pressure on large corporations to be more inclusive.

Differences due to developed, underdeveloped or developing economies

It is found out that economic situation of the countries has a strong impact on the diversity and inclusivity in organizations. It is noted that organizations which are working in developing countries focus less on diversity or inclusivity as they have other major problems like inflation or deteriorating economy. On the other hand, organizations that are working in developed Nations have more laws for women and minorities, therefore companies are more concerned for these issues. we have noted an

organization that has its branches in USA and in Pakistan, having completely different work environment in each branch. the gender ratio is also different for both of the branches. which implies that economic condition of the country can hugely impact workplace culture. other reasons can be religion or culture and norms of the country. A respondent from USA believes that a lot of issues might be valid 20 years ago but not anymore specially in developed countries. Such as criticism or violation of rights for women as compared to developing or underdeveloped countries. Matters that hold more importance in developed countries like gender ratio in the company, workplace attire, glass ceiling for women, gender pay Gap may differs significantly among developed or underdeveloped countries. A reason that can affect this is underdeveloped countries have less laws for women empowerment or minorities. According to one of our respondents.

Social media campaigns impact positively and negatively on inclusivity

Extreme focus on some social media campaigns has resulted in a lot of extremism in public opinion. This is the same case for companies, then extreme pressure from social media campaigns occurs, some organizations make bad decisions. A respondent states that

> *I think these movements absolutely has had a very strong impact on the decisions made by organizations. People have become much more sensitive nowadays. They are much more overreacting on small issues, which has put a lot of pressure on organizations to perform differently.*

It is found that many organizations have made decisions due to the extreme pressure from these social media campaigns on internet. Just to create a better brand persona, they have taking steps that were unnecessary or not effective in long-term. Is observed many managers hired the wrong candidate just to prove the inclusivity of the company or to fill the quota decided for minorities. This type of practices harms the company in long-term as it is not cost-effective. It further provides a short-term solution for a bigger problem. When there is extra media interference or bad marketing, companies should focus on better public relations, and decide more efficient long-term solutions rather than short-term fixes.

4.1.3 Adverse impacts arising from excessive focus on diversity

Excessive focus on recruiting diversity may jeopardize deserving candidates

As we discussed before that excessive pressure from external forces is causing companies to take several steps that are irrelevant or unnecessary. One of the unfortunate impacts, of this excessive pressure from external groups is that companies are getting more and more obsessed with increasing their diversity. It is observed that companies focus so much on diversity that they sometimes jeopardize skill-set required for the job. This does not only cost the company but also jeopardize the job pool and the right candidates which are a better fit for the job. A respondent says that

> *When companies do not take the right decisions and do not bring the right people then they will have to adjust this mistake in the future this would also waste time, energy and money on something which was not useful.*

Failure and success depend on the workforce compatibility rather than diversity

It can be argued that even though diversity has its own perks, but a company can also survive without diversity if they have the right skill set. It can vary from company to company, for example industries and sectors that require more innovation and creativity like software development, architectural design hospitality automotive etc., might not be able to produce effective and efficient results without diversity, but sectors like manufacturing, consumer goods, financial services etc. Require less innovation and more pre-decided routine work, can survive without diversity if they have the right workforce. A respondent stated that

> *At the end of the day, if the company is going to be successful or fail is based on who they bring in the organization and if they can do the work or not.*

This might be true a company can survive with a monogamous workforce but history proves that all the great ideas come when different mindset collaborate together. In the current dynamics off the world, when the world has become like a global village, companies are supposed to be more engaging. It can differentiate from company to company and the nature of the business, but diversity can significantly impact any type of company or sector, positively.

Another impact of excessive focus on diversity is that it is getting extremely difficult for locals to compete with immigrants. As immigrants are more experienced and hardworking due to their migration and background of coming from underdeveloped or developing countries, in general, immigrants are generally more skilled and confident than locals who have less exposure. Large companies are giving a lot of focus on hiring people of color, and people with different backgrounds that it is making extremely difficult for white-skinned people in America or Canada etc. to find jobs. A respondent from an American company directly involved in international recruitment stated that

> *let's just say that it's becoming increasingly difficult if you are a white male. A lot of these big companies are focused specially on hiring non-whites.*

Point of conflict arises when we compare skilled immigrants who have migrated generally from lesser economy to a better economy. This made them gain more experience of public dealing, conflict management, negotiation, personality skills where as local people who do not have this much exposure or difficulties, might not have learned these skills at the same level and at the same pace. Companies need to understand difference among minorities and local, the local people also need to level up their profiles to compete with these challenges.

Unnecessary focus on diversity is a temporary situation

Creating a diverse workforce has its own advantages but when excessive importance is given to a certain practice, it can create disturbances in the stability and coherence in the performance of the company. This is a cycle of cause and effect. Because of excessive pressure from external forces, it has affected the company's attitude towards diversity and inclusivity. Likewise, the unnecessary assertion on increasing diversity, has disturbed the job pool. And similarly, this cause has affected the selection of the right candidates in the company. Now we can observe that, to fix a problem companies are finding a solution which is neither profitable or cost-efficient in long-term. A respondent says that

> *Public companies who have to provide shares to their shareholders, are answerable to their shareholders and at the end of the day, they need to have a profitable company to survive. Wise people are not going to invest in the company. When they do not hire the right candidates, and focus on increasing brand positivity only, it is going to affect the performance of the company. So eventually in this type of large corporations, shareholders are going to dictate who to hire. And that is not going to be about having the right color or bringing diversity rather it will be about having the right talent and bringing productivity.*

Fairness as a better strategy than diversity

While inquiring about the best way to tackle the issue of diversity in the organization, a respondent answered that

> *fairness can be more productive and profitable for the organization. Giving equal employment opportunity to candidates and finding the best employee among them for your company is a long-term strategy that is going to profit your organization and result in organizational efficiency.*

Equal employment opportunity is already prevailing in organizations; however, companies need to be more proactive about how to deal with public pressure and stabilize their practices so that fairness and equal employment opportunity can be followed in the company. Government involvement is obligatory and check and balance from government officials can further enforce EEO in companies. Strict laws and policies should be implemented so that businesses oblige to those policies.

Exaggeration of issues related to women or minorities

Exaggeration of issues is also found a common idea among the respondents, related to the difficulties faced by minorities. Respondents believe that people are more sensitive nowadays on media, and create a big fuss about almost anything. Sometimes it is also done in order to gain an unfair advantage, or to find a shortcut. Even though respondents agree that skilled immigrant women and immigrants and minorities in general, face a lot of difficulties and have a harder life than an average white person. However, most respondents also agreed that a lot of times issues are exaggerated and do not need that much attention. In the opinion of a respondent, social media

campaigns like me-too has also harmed career of a lot of men who were innocent and were blamed falsely. Examples like this are a prove that sometimes exaggeration of ideas can give unfair advantage to groups rather than solving them properly.

Extra advantage/favourism to minorities

Another effect of exaggeration of ideas, is that companies tend to focus more on recruiting women and minority. More favoritism is shown the words the group of minorities and women. One of the respondent who has worked with multiple companies worldwide and is now working as a third-party recruiter in food industry for multiple organizations states that

> *Nowadays when companies are given a choice between a white male or a person from minority, their first choice is to select the minority, even if they both have the same skill set. We may never observe that a white male would be preferred over a minority when they have the chance to hire a minority, even minority who is also less qualified for the job. This has become a pattern. If this is supposed to be followed in every case than that can be assumed as extreme favoritism.*

Given that it has become a pattern for companies, it can be said that companies are neglecting a certain group in order to favor on other this is categorized as favoritism. This type of favoritism can have a long-term repercussion that will result in a very disturbed job market in future. It can also significantly impact migration and disturb economies. Companies should take a fair policy approach in recruitment of candidates rather than external forces impact their decision-making. Even if the favoritism is for minorities, favoritism in any form is not a viable solution.

4.1.4   Fairness and EEO in organizations

Valuing personal achievements

Diversity and fairness are tools that should be implemented together. Managers are supposed to focus on hiring the right potential for the company, this is a long-term solution, and cost-effective method. A manager responded about the fairness policy in their organization,

> *We do not consider any racial or gender elements rather we focus on the personal achievements of the candidates like experience, academics,*

> *communications, soft skills, confidence, transferable skills, and role specific skills requirements.*

Equal employment opportunity

Managing diversity is more about following equal employment opportunity and affirmative action (Losyk, 1996). Head of HR of one of the most successful companies of Canada quoted

> *We are an equal opportunity employer rated best-diversified employers for the past 8 years due to having more than 68% immigrants and diverse workforce.*

In most of the responses we have found that given equal employment opportunity and fairness, employers are able to find the right candidate for the job, meanwhile maintaining diversity and organization.

EEO as an optimum strategy for recruitment

During one interview a respondent was inquired about how excessive diversity can have an adverse effect on equal employment opportunity, the respondent thinks that they are in a temporary situation; this is not going to stay like this. Because hiring based on skin or color it's not a long-term plan, and not bringing the good people. Or ignoring good people because they don't have the right skin or they don't bring diversity based on color it's not an optimum plan for the organization for long-term. Like if you want a good salesman and you should focus on the selling strategies, they have rather than what color they are or where they are from. For better people management improving workplace productivity, enhancing EEO, and managing diversity efficiently is a must.

Focus on potential rather than gender

Be it in favor of woman or against hiring woman, extremism in any way is a potential threat for companies. Gender should be an exclusive factor and should not impact business operations. Managers should focus on decreasing gender discrimination; however, they should maintain a balance between extreme favoritism for women as well. Moderate employment by giving equal employment opportunity and following a fair and transparent system can help in achieving this. A manager from Germany, their gender nation is very low National level explain that their focus is on hiring skilled

100

employees and it is not about women or men. They value good candidates be it men or women.

Unnecessary discrimination in this century

We are living in 21st century and gender discrimination is irrelevant and useless to be followed. It might not be an important factor in many countries and companies, but a lot of companies and economies are still affected by gender discrimination. While most of the companies in this study has average woman ratio however we can notice that in some countries, especially in gulf region or Muslim countries, it is observed that the gender ratio in these companies is lower-than-average. This can be due to economic development and religious and cultural factors in the country. Women are not allowed to work and culturally it is observed that women do not chose to work. They do not contribute to the workforce despite having the qualifications and intellectual capacity. This needs immediate attention and society should take step forward for the welfare of the society and betterment of economies.

Valuing international potential

It is observed that many countries also allow international candidates based on their skill-set for specific jobs that are not readily available in their own country. Especially for higher management roles which are hard to find easily, for this type of roles that require a specific experience and expertise, instead of jeopardizing their skill-set and job description, brother companies Busan hiding right candidate despite the distance or nationality. Many large corporations give opportunity to candidates from outside the countries despite the distance or nationality. An HR Manager from England told that

> *We welcome all nationalities and people from different backgrounds to apply for the job as long as they are the right candidate to apply for it. Sometimes for higher positions we even consider International applicants from different countries and help them in visa processes and relocating.*

The culture of hiring International applicants is also affected positively by working remotely due to pandemic which will be discussed later on.

Gender neutral environment

The results showed that the countries which are in the developed economies and developed countries, has almost gender-neutral environment and they do not focus on differences among men or women. By looking at the profiles of the company we also observed that women are in many managerial roles and in board of directors. While it's not a prevailing idea in the countries from developing economies. Most of the countries who has left gender ratio are from a collectivist culture (Hofstede, 1994). Because of the collectivism, women are less empowered and patriarchy is prevailing in those regions. Due to which men are considered superior and responsible for women therefore women choose or are required to not work. Many global companies who have branches in those regions also except that understanding of gender roles differ in different regions. While one branch in Germany might have a gender-neutral environment, another branch in the gulf region, my focus a lot on male and female roles, like they might not give specific roles to female for examples a marketing officer that has to deal with public would be given to males only because of cultural values.

4.2 Overcoming the issues related to recruitment of minorities(women/immigrants)

This theme discusses the recruitment processes of organizations and compare and contrast the impacts of underdeveloped and developed Nations on the processes of recruitment. It also gives comparison among the different cultural societies and the practices they followed to recruit minorities and women. This theme also gives an overview of the comparison between the strategies of multinational corporations and small Enterprises

4.2.1 Evolution of job posting over the years

use of 3rd party websites for reaching diverse candidates

It is observed that most of the companies use third-party platforms like LinkedIn or indeed to reach out diverse candidates. One of the respondents explained that they do prefer diverse workforce and reach out to diverse candidates on multiple platforms like LinkedIn etc. because it is easier to find and reach diverse candidates. Internet is the best source to Target and find exactly what we are looking for. Social media is also one of the platforms that is flourishing for reaching diverse candidates and post job

advertisement. Some companies use websites for posting their job advertisement, newspaper or contact Department of Labor to inquire about unemployed skilled labor.

hidden codes in few Job postings which encourage minorities to apply

When inquired about the changes in job advertisement postings, are responding replied that the only change he has seen over the last few years is that employers are writing hidden messages the job advertisement that favoritism towards minorities. For example, when they write that they would prefer minority group or woman, it is assumed as a code that they will definitely hire a minority or woman. Another respondent also expresses that the term " preference" is definitely a code word for what they want, and they only choose otherwise when they have almost no other option.

job posts highlight that selection is based on skillset and talent

Respondents told about the things that have changed over the last few years in job advertising and they informed that one important factor that almost all job postings have nowadays if that they always write the minimum skillset or qualification required for that job. Even when the write what type of employee they would prefer in the organization; they always mention that the job is supposed to be given based on the talent and skill and expertise of the employee. A respondent exclaims that even if they do not give the job to the one who deserve, it at least creates positivity and hope for other candidates to apply.

companies are more direct about recruitment of minorities nowadays

Another change in job posting that is notice is that companies are now more direct about the requirement minorities. One of the respondents compared the job postings before and told that previously HR used to be very subtle about this idea, but now they are very direct to say that they want to hire women or a minority. It can be argued that this is a form of favoritism or neglect the equal employment opportunity, but if we look from the perspective that the company may require to manage their quota system then it can be assumed that company is focusing on the rights of minorities and women empowerment.

Organizations are getting honest about diversifying the workforce

In the past companies used to be subtle and quiet about stating what kind of employees do they want. It could have been because of the criticism public or journalists can bring to them. However, women empowerment and right for minorities is controversial topic

of discussion over the internet and in public, so companies are now more open and confident about the requirement for minority or women in their job advertisement.

4.2.2   Fair wage policy

lower expectations of skilled immigrant women

Few of the respondents stated that women who are migrants are willing to work on Lower wages and their expectations are relatively lower than the local people. One reason found was that it can be because of the lack of familiarity with the market competitive salary and another reason is the standard they have set for their salary is from their native lands which in most cases is a lower economy country, therefore due to the difference in value of money, immigrants might have lower expectation for the cost-of-living Liversage, A. (2009).

provision of fixed salaries even when employee demand less

The gender pay Gap seems to not exist in in our data. Most of the respondents denied that the gender wage Gap exist in their companies. They exerted on the fact that despite the lower expectations of the skilled immigrant woman, the company offers the salary which is assigned for the specific job role. Offering lower salary than the market competitive salary would be exploitation of the employee and is an illegal act

fair wage policy adaption

One of the respondents stated that this is the reality of today's time that female skilled immigrants agree to work on relatively lower wages however they try to encounter this issue by introducing a systematic approach through adding external females and also promoting internal applicants and introducing them to a fair wage policy that is updated every year as per the industry standards. Fairways policy can increase the transparency of the company and help build trust among employees and management. It also creates a positive image of the company in the public.

minorities are paid more

Another idea discovered in our research is that minorities are often paid more than the local white people. One of the respondents said that he firmly believes that the beach cap does not exist anymore at least not in the developed countries. In fact, he believes that in multinational corporations especially in the developed countries where there are strict laws and policies related to gender discrimination and rights of minorities,

we can observe that minorities are often paid more. This certainly is not observed in all the companies. It was discovered that few companies take advantage of the opportunity that employees are willing to work on lower wages, so they hire these people especially for short-term jobs as it is cost efficient for the company. Therefore, we can conclude that lower-skilled people are more likely to get affected by the wage gap.

exploitation of employee's wage is unethical and incompetent

It is concluded from the responses that avoiding the issue of gender wage Gap or giving lower wages to minorities is a critical issue and is that is considered illegal in most countries. Most companies which were interviewed clearly defined their Fair wage policy and that they do not discriminate among any employee in terms of paying and reimbursement. Therefore, incompetent companies with short-term goal orientation, hire employees who are expecting lower wages. It can save short-term costs but can negatively impact the company in the long run.

4.2.3 Gender or racial discrimination during recruitment process

Companies are following labor law to end discrimination

Labor law of most countries does not allow employers to discriminate among candidates based on gender or race. Companies with strict legal system are obliged to abide by this law and follow procedures which do not discriminate among the employees. Moreover, EEO also ensures that all candidates are given equal and fair chance. One of the respondents stated that

> *Discrimination of any kind is not allowed in most countries. E.g., labor law in Germany obliges the employer to take the most suitable candidate. Race, ethnicity etc. cannot be tracked.*

MNCs tend to be merit based

Multinational corporations tend to be more merit-based and follow equality act and labor law policies. SMEs and a small business are more flexible with hiring, their focus is on the right candidate. they often use references or to hire people. Whereas MNCs follow a strict procedure to give equal opportunity to all candidates to apply, and select based on Merit system, by measuring the talent and expertise of candidates.

celebrating differences of race gender, belief or personal orientation

It is concluded that, multinational corporations celebrate the differences that diverse Workforce bring in their organization, like different backgrounds and religion and cultural values, different belief system and different perspectives towards life. Large companies create an environment that is friendly and collaborative. Employees enhance each other's thinking and help each other grow. Their focus is on enriching integration and improving personalities by being more inclusive. Where is it is observed and in small companies, main focus is on the outcome of the employee. Whereas, large companies tend to focus more on the personality and general well-being of employees.

racial or gender segmentation is against law in most countries

A respondent from Germany said that discrimination or bias of any kind based on race or gender is not allowed by the law. It is also informed by the respondents from developed countries that there is less gender segregation found in those countries therefore their environment is more gender-neutral and if the companies discriminate against any gender or race, it is illegal and against the law. Where is we have observed that in developing or underdeveloped countries, in the branches of the same companies, environment is quite different. For example, a company operating in Canada while having a branch in Pakistan, we observe that the branch is Pakistan is affected by the widespread gender segregation in the culture. That affected their gender ratio, diversity as well as policies for inclusivity.

existence of gender specific job requirements cannot be identified as discrimination

When inquired about any gender specific job roles, answers from most of the respondents was that if does exists and their job roles are gender-neutral. We have observed that this idea is more prevalent in countries with developed economies, less power distance and societies with less patriarchy (Hofstede, g.1994). Whereas in the cultures where he is more prevalent, and there is higher power distance, we observe that there is special gender-specific jobs. There are some jobs that women are not eligible to do in those cultures as it cannot be perceived as a common norm or would not be appropriate for women. One of the respondent's response to this issue was

> *Certain jobs are more suitable for men and certain jobs are better for women. Because no matter how much we deny women and men are*

biologically different. Women are more nurturing and caring in nature while men are more tough. So, if you believe that then you will accept the fact that certain people are going to be better at certain jobs. like a job of a fireman is more suitable for a man, which involves climbing the walls and jumping in the fire and saving heavier people than your body can be a little tough for normal woman. not indicating that a female cannot do it, I am suggesting that jobs are more gender-specific than the others.

Gender segregation can cause long-lasting impacts on the economies as women in the workforce are crucial for the development of any country (Times 2019). The cultures with patriarchal mindset cannot flourish unless they empower woman.

4.2.4   Reasons for hiring immigrants

lack of skilled locals resulting in hiring immigrants and diversified staff
One of the main reasons in encountered for excessive diversity is large companies are more perfectionist and are looking for more motivated Workforce. One recruiter from America highlights the fact that

If we do not use foreigners to fill up our positions, the company won't have enough employees, because there are not enough Americans or at least there are not enough motivated Americans.

All the responses suggest that immigrant women are more hardworking in nature and are more dedicated to their job that is why they are a better fit for the organization's needs (Chaichian, M. 2013).

flow of ideas by diverse workforce
Study conducted by (Lorenzo R et al 2017) suggests that diversity in management and Workforce can enhance the productivity and revenues of companies by 38 % due to Innovative products and services compared to the countries with lower diversity. Most of the respondents agreed that a diverse Workforce can bring Innovative and creative ideas which are out of the box, whereas monogamous Workforce cannot bring this type of flow of ideas as they perceive things in a similar way.

Hiring immigrants who are familiar with client's culture for better communication
Another reason for hiring immigrants is to deal efficiently different backgrounds. Immigrants are considered to have better communication skills and negotiation skills you do their past experiences of migration and exposure to different personality (Muir m 2014). One of the respondent states that they often hire immigrants from the same culture as the client's so that they can create a better understanding, negotiate effectively and fulfill the business needs. Another respondent informs that for their Asian market, they specifically hire Asian people in America who can connect better with the Asian clientele. As Asians are very collectivist people and their culture are quite different from American culture (Moran r 2011), an employee with the same background can understand the better than a local American employee. Of course, there are exceptions but, in most cases, it seems to be an effective approach.

More productivity due to high skilled workforce
Inclusivity in business culture and policies are more likely to enhance business operations. A recent study by international labour organization 2019, shows that 59.1% increase in creativity innovation and openness is observed by more inclusive culture whereas 7.9% better understanding of consumer interest and demand is measured due to having diversified workforce. Respondents agreed that they have witnessed productive outcomes due to the hiring of immigrant women and minorities.

4.2.5   Advantages of recruiting immigrants/ high skilled women immigrants

international employees are dedicated and grateful
Respondents have highlighted the fact that immigrants who came from under developed or developing counties are more hard working because of the struggles they have faced in their countries and the migration related issues had made them more grateful and hard-working in nature. They seem to be more motivated than the local people because they are grateful for the opportunities they get in the developed countries (Cerdin 2014). They are more willing to take challenges and rake risks. Another reason for being dedicated to their work is because a new environment brings more challenges and change in the life of skilled immigrants. Whereas people who live on the same place are used to the environment and are used to the life that so they do not embrace change and are less willing to take risks.

immigrants are more open to relocate

It is also found out that migraines are more flexible and are willing to relocate. Because of their history of migration, they are used to the idea of relocation, and show flexibility for moving to another place for projects or corporate assignments. This gives them an advantage over the local people who are less willing to relocate because of the lack of experience of relocation and family issues. One of the respondents says that employees who are too ready to relocate have extra advantage because they are flexible and are ready to take the job. These employees are more likely to grow and progress towards higher positions.

immigrants are hardworking than locals

In one of the interviews, an interviewee who has recruited many immigrants and work as a global recruiter for multiple firms stated that he has never witnessed any job advertisement that was not applied by immigrants. Most of the job advertisement applicants are 70- 80% immigrants. Another respondent also stated that immigrants are likely to take any job they are assigned in order to progress and grow their careers. This shows flexibility and potential to grow 10 proving that immigrants and especially immigrant women are more hardworking in nature because they manage their families, their migration process, and have to manage work and personal life (Bergh R, 2012).

immigrants are more motivated than locals

The study also found out that immigrants are more dedicated and motivated to work, the reason for this can be that they migrated to improve the quality of their life, which gives them an extrinsic sense of motivation Liversage, A. (2009). Local people who are already living up to that standard of life do not have that extrinsic motivation. The motivation for immigrants is usually extrinsic because they migrated to improve their quality of life all to get better opportunities (Siddani, Al Ariss 2014). This makes them more motivated to improve their performance. Another reason discovered is that unemployment benefits can also decrease the intrinsic motivation of the local people, one of the respondents explained that government is also somewhat responsible for making people not want to work. Government offers a lot of unemployment money especially for higher level positions. People can make more money by sitting at home for six months, instead of working for 6 months. Some people would prefer to stay at

home and make money rather than working. They are not motivated enough. This gives immigrant an edge because of motivation.

Women are more nurturing and committed

Immigrant women are considered to be more nurturing in nature and have more intellectual capabilities according to most of the respondents. One of the respondents claimed that immigrant woman contributes a significant amount in the economies and are one of the most important part of business communities in developed countries because these developed countries are working on the skillset of migrant population.

These women are more nurturing because they have to deal with their family issues, help their families adjusting the new environment, focus on their careers at the same time, and deal with the culture shock and investment in the new culture (knörr, j., & meier, b, 2000).

Immigrant women bring a decent culture in the office

Skilled immigrant moment is likely to have strong personalities and possess great leadership qualities according to most of the respondents. The study found out that respondents believe having skilled immigrant organization can create a decent work environment and improve working climate. One of the respondents tells that having women in the organization makes men behave more formal and organized. Skilled immigrant woman shows more humility and resilience when it comes to decision-making and conducting business operations (Groutsis, D., & Arnold, P. C, 2012), which are the traits that are useful for enhancing business productivity.

4.2.6 Drawbacks of international hiring

International hiring is expensive and costly

 While companies tend to focus on diversity and bringing immigrants as it brings a lot of benefits for the company, another way to diversify the workforce is to hire International candidates. However International hiring is risky and challenging process. Respondents gave multiple reasons for avoiding International hiring. One of the main drawbacks of International hiring is that it is an expensive and costly operation, as they have to bear the cost of bringing the candidate from another country. They might also have to bear the cost of recruitment of the candidate by visiting him/her, or inviting

them for interviews. This trend is often found on higher management post and not viable option for lower hierarchical jobs.

Immigration risk for hiring international candidates

Even when hiring of international candidates is done and companies help them in migration and relocation, there is always a risk of legal processes and issues related to migration. There is never a guarantee that migration is going to be easy and successful. Therefore, companies avoid this huge risk and avoid international hiring.

Involvement of lawyers and attorneys is a hassle for international hiring

Another issue related to the hiring of international candidates is to decrease the risk of frauds. Employers have to hire attorneys and lawyers to make sure that they are hiring candidates with a clean background and have to be certain about the future responsibilities from the candidate. This requires involvement of attorneys and lawyers which is a very costly operation and is not worth it for lower management roles.

Visa restrictions for international hiring

One of the respondents mentions that A lot of good talent is placed outside United States but unfortunately, we cannot acquire it because of the Visa or relocation restrictions and difficulties. It is found out that white HR manager encourages diversity and hiring of international skilled candidates, visa requirements and other migration processes can be a challenge for recruitment of these skilled International workers. Therefore, all these hurdles can only be done if role of the job is of higher management and the skill set is hard to find in the origin country

International hiring is a time-consuming process

International hiring is also a time-consuming process because arranging interviews with candidates from different time zones and communication online takes a lot of time. Furthermore, arranging physical interviews are meeting for recruitment process and other legal processes can take a lot of time.

4.3   Strategies for acculturation of women, or women immigrants

This theme uncovers the strategies multinational corporations performs to acculturate skills immigrant woman. It also highlights that specific issues related to adjustment of skilled immigrant women, and the barriers companies face to efficiently manage diversity and be more inclusive. Under this team we also discuss how HR managers

can use different strategies for enhancing acculturation of immigrants, create strategies for women empowerment, and how to create a safe and flexible environment for woman and minorities.

4.3.1   Barriers of acculturating immigrants or women immigrants

language barriers and difficulties in smooth communication

Language can be a barrier many times the other hand. Most of the time they understand but it can be hard for Native people to understand their accent.

personality and cultural differences of immigrants

Another reason is that. Differences of can vary significantly. Immigrants who migrated from different countries are brought up in a different environment, has different belief system, and are you still different types of cultural values. It can be hard for native people to get used to differences that are brought by immigrants in the workplace like religious values, clothing, attitude towards power distance, teamwork etc. (Tonder, c. L. 2014),

Family related issues

It is observed at skilled immigrant women are likely to have difficulties in adjusting their families especially while having children. It is very hard to adjust them in a new environment and deal with change efficiently. Start the schooling system of children, accommodation, relocation due to migration, relocation of spouse are few factors that largely affect the performance of skilled immigrant women. (Lyle w, 2015)

lack of cultural adjustment

Another factor which was reported by respondents is the lack of cultural adjustment. Women can have a hard time to adjust in a new culture and to understand the environment of the new workplace. The cultural adjustment is a long-term and slow process. Making employees feel welcome and supporting them to deal with culture shock is a key responsibility of recruiters.

Lack of social identity/social belonging in high skilled female immigrants

Skilled immigrant women are also likely to deal with personality crisis and have self-doubt when they encounter new type of people and find themselves as an outcast. A respondent stated that foreigner woman can often feel that they do not belong to the

social group or they might face lack of confidence in the new environment away from their home this can affect their sense of achievement and demotivate them.

4.3.2 Acculturation strategies for skilled immigrant women

dealing with culture shock

Companies are proactively working for enhancing the performance of skilled immigrant women. They design and implement different strategies for women to acculturate them in the new organization. One of the primary strategies that companies focus is on dealing better with culture shock. Culture shock can give a sense of anxiety, depression or confusion which can result from unfamiliarity with the culture, environment and norms of a foreign country or environment. Companies create a warm welcoming environment for skilled immigrant woman and help them adjust in the new environment by providing them cultural training and helping them make connections.

guiding ways for adapting to new culture

One of the programs that a company follows is called preach the Gap in which aspects of physical discomfort or uncovered due to cultural change and interpersonal conflict because of diversity, this program help focus on multitasking and organize work-life balance. Other companies also informed that they perform several strategies for people who are feeling homesick or going through stages of culture shock. The most common way found among the respondents was to communicate better and create warm and welcoming environment for immigrants. Giving empathy training to other employees so that they can be more friendly with immigrants is also a way to make immigrants feel like home.

family care programs

A lot of family care programs are also offered by companies to help single mothers or single parents for child support, daycare programs, scholarship for children, and giving career advice and counseling to Children of employees. Few companies also help employees to find accommodation and help them in the processes of their family for obtaining visas and migration.

career counseling

Few companies informed that they also provide career growth counseling so that employees to make them get more self-awareness and understand their talents and

potential. This can help people to understand what they are capable of and opportunities they can consider for their career. Companies provide them opportunities to change their career field and transfer to other departments. They also provide career counseling for the children of employees so that they can chose the proper study fields for themselves. In a few companies a career counselling each year occurs for children of employees. They also give scholarships to prospective students who can in future be work in special departments of their company. This kind of investment from company can create loyalty among employees and their children may chose to work in the company as well. For example, particular fields like chemical engineering, if a child is interested, they will be helped in gaining scholarships from the company.

Feedback sessions

Most of the companies follow weekly or monthly feedback session in which and skilled immigrants' women or other minority groups can discuss and put their issues forwards in front of top management. These feedback sessions allow them to discuss optimum solutions to resolve these issues and implement change.

sense of achievement by motivational sessions

One of the companies informed that they have a program, in which they empowered woman and make them learn about Global Gender goals. This helps woman to understand and discuss the issues of other women who are from different backgrounds and cultures. They also make male employees join these meetings so that they can also get an understanding of the issues related to the women and minorities. Many other motivational sessions are provided to women and immigrants, in which the target is to increase the intrinsic motivation of employees, and make them gain a sense of fulfillment and get more motivated to plan higher. These types of programs are helpful to create empathy among employees for each other and integrate better.

4.3.3 Informal initiatives to enhance integration among diverse employees

cultural festivals celebrations

Companies follow set of informal initiative to enhance the integration among diverse employees. One of these informal activities is the celebration of cultural festivals like Christmas, Eid, or Diwali etc. This can help increase cultural understanding among

employees for each other, and eliminate differences. It can help employees engage better and create a deeper connection by understanding the cultural values of each other. Almost all the companies informed that they celebrate the cultural festivals of all the employees from different religions.

One of the respondents highlighted celebration of events in his company in different parts of the world

> *Internally we have celebrations for ethnic, religious, historical, and environmental initiatives by contributing financially and celebrate at our offices. Chinese New Year, Eid, Vaisakhi, Holi, Diwali, Ramadan, Hanukah, LGBTQ Pride, Caribana. We have potluck programs where different groups educate the colleagues about the celebrations.*

establishing inclusion network for collaboration among employees

For diversity/equity inclusion network is established to enhance the connection of employees, in which employees can collaborate with each other and learn from each other. It consists of private platforms to communicate and collaborate.

Celebration of women's day, father day and Children day

Celebration of days like women's day, Father's Day, Mother's Day or Children's Day can bring the people closer and also shows that the company for their employees and cares and respects the different roles employees preforms in their personal lives. Most of the respondents informed that these days are celebrated in their companies. In multinational corporations it is found that these days are celebrated on a large scale. Where is in small Enterprises are celebrated by having a small gathering.

Empathy Training

Empathy training is given to employees who are generally local and have to deal with their subordinates who are skilled or immigrant woman. It gives them a sense of understanding that change and diversity is important for workplace environment, and provides strategies to deal with different types of personalities. One of the respondents informs about a program which their company is following: "give time". It is community support program for two days where employees have to volunteer for the community in one way or another. For example, going for beach cleaning activity or visiting a school for underprivileged students for a day. This creates empathy and humility in the nature of employees. Some companies also informed that they conduct

empathy training for senior leadership so that they can develop empathy for their subordinates and become better leaders.

Gatherings to socialize families

One of the companies said that they have a program called Circle time in which parents can bring their children to their offices one day a month so that they can meet with the children of other employees and develop friendship. These types of programs can increase integration and collaboration among employees and will eventually result in a friendly environment. During the pandemic this all has moved online, some companies create programs like online discussion in which children are also discussing their homework with other children, and mothers discuss how to deal with children's schooling from home efficiently.

women discussion groups on social media

Few respondents informed that there are several groups on social media like Facebook where women immigrants who are going through similar situations can connect with each other and discuss their issues. Many women in the organizations who are going through the same difficulties for adjusting and acculturating, are collaborating through Facebook or other social media. There are also a lot of Foreigner groups found on social media which can help foreigners and immigrants to find friends who are going through similar situations, gain suggestions about their problems, and also to build more connections

4.3.4 Formal trainings to acculturate individuals coming from different backgrounds

language programs for learning other languages

It was found that some companies invest on employees to learn native language of the land where they have come. They give opportunity for the employees to learn the new language if they already do not know it. Sometimes they also offered to learn a new language so that they can deal with different lines.

language training as part of JD or for acculturation

Language training is also provided if the job description requires employee to learn a certain language. In some cases, companies also provide opportunities to employees for learning new language if the employee is willing to learn and expand his knowledge

116

Teaching ethical code of conduct to maintain discipline

Newcomers are provided code of ethics and compliance training so that they can understand the organizational ethics. Most of the companies confirmed ethical code is given to the newcomers be it in written form or in a seminar.

introduction program to familiarize newcomers with staff and organizational culture

It is found that introduction programs are given in each company two newcomers, which vary from one day to two months. However, the duration can vary from company to company and also according to the job role. For managerial positions are too weak induction program is more common which can help the newcomer to be introduced to other managers and workforce. For skilled labor, sometimes the introduction program can go as long as 1 month to familiarize the newbie with the tools or the procedures of the specific department.

orientation programs to enhance interaction among newcomers and staff family tours

The study also explored that companies also focus on providing orientation programs to the newcomers so that they can increase integration with their subordinates and other staff members. Orientation program provide an exposure to the newcomer, help them get accustomed to the organizational culture and atmosphere

teaching communication styles to candidates from different backgrounds/ training for negotiating and communicating with different types of personalities

Teaching communication skills to newcomers and workshops to existing employees to enhance their communication skills is also a strategy that is widely followed by most companies who are interviewed in the research. These workshops can teach employees about the different types of personalities and how to deal with different types of personalities or people efficiently. It guides them about tactics to identify different personalities and which communication style is more suitable to negotiate with a specific personality. These types of workshops can improve the negotiation skills of employees and enhance their communication skills.

experienced professionals mentoring young candidates

Managers informed that a mentor and a mentee program is also prevalent in the companies nowadays which can help youngsters to learn from experienced professionals. Professionals who have been in the industry for a long time and have

excellent skillset can guide and counsel fresh graduates or recent young employees who just entered industry about career selection and career growth.

Job Shadowing

Job shadowing refers to the condition in which a newbie work side by side with the department manager after newly getting employed to understand the department and organizational culture.

Multinational corporations use job shadowing to make interns or fresh graduates learn from experienced professionals working side-by-side with them

4.3.5   Opportunities for career development

Growth opportunities in different or same field

Upon inquiring about the growth strategies, response from one interviewee was

> *We provide growth opportunities to the entire workforce in their field of interest through online programs, instructor-led high-paced workshops, scholarships for university educations, and corporate training through external providers.*

These kinds of practices can encourage Employment motivation increase productivity

Ease of switching department or career change

One of the respondents explained about the policy for transferring two different departments, he explained that

> *Walk a mile in my shoes- for employees who want to transfer in another department will be given opportunity to spend a day with a manager from the required department to understand the culture of that department.*

These programs can give employees a chance to explore their real potential and choose the career that they really desired and are better at.

Workshops for professional growth

HR managers informed that multinational corporations and companies early arrange workshops for professional growth of employees. Companies invests on employees who have the potential to grow in the company and move to managerial roles. They often send them to seminars or workshops local or International, to learn new skills or

gain more knowledge and create better Network. This practice is followed by global companies.

Learning new skills

Me explored that multinational corporations offer access their employees for learning and acquiring new skills. For example, free membership to LinkedIn learning- (Linda learning, Skillsoft) to learn and acquire new skills without any charges is provided by one country that is interviewed. One of the respondents that when employees learn new skills not only beneficial for that employee it is also profitable for the company because this is skill will add more productivity in the employee which will result in better performance and company will gain more competitive advantage.

Help in acquiring professional certifications

Global companies are likely to invest on the career development of employees so that they can acquire more and more expertise. At the focus of multinational corporations and global corporations is to gain competitive workforce, therefore they encourage their employees to gain more certifications and knowledge. On the other hand, small enterprises expect goal achievement from employees. The retention ratio is lower for small enterprises therefore they are more hesitant to invest on the current development of employees. Small and medium enterprises focus on short-term goals. Another reason is that large corporations are directly target of public and media therefore they have to be more attentive about the issues related to career development of their employees

Rewards and recognition for motivation

We observe that companies use practices for enhancing Motivation by giving them Rewards. Physical rewards like cash or gifts can give employees extrinsic motivation. Recognition is another strategy that is used by many companies which we surveyed. Recognition and appreciation can make employees feel valuable and can result in intrinsic motivation

4.3.6 In work fringe benefits for women

Child support provision

One of the companies informed that their companies are focusing on providing opportunities for the children of employees for example companies offer to merit-

based scholarships for University going students who perform better in the results. They have set standard for those scholarships and any child of any employee can apply for it as long as they are eligible

Maternal/paternal support

Maternal or paternal Leaf is given according to the law of the country. In most cases 3 months paid or six-month leave is observed.

Physical fitness benefits

We also found that companies provided facilities to their employees which focus on their health as well companies have established gymnasium or fitness centers for employees so that they can perform gymnastics or physical fitness exercises. A company in Toronto Canada told that

> *We have partnered with Bwell for physical fitness and designed gym by Bwell fit, this gives the employees: discounted on-site gym- available in every facility, availability to programs like Pilates, yoga, Taiichi, Pilates, weight loss.*

Retirement plan benefits

Another benefit that can be offered to women are the retirement plans. Companies informed that they have plans for retirement plans in which employees give a certain amount of their salary which is reserved for their retirement plan. It ensures a comfortable and up to the standard retirement plan for them from employees.

Life insurance plan

It is found that multinational Corporations follow a strict guideline to have a mandatory life insurance plan for each employee, in which employees' contribution is not mandatory. If they pass away during the years of service, employee's family will be given a compensation of last months' salary multiplied by 2. Whereas small and medium Enterprises do not Focus on having a life insurance for employees. It can be concluded that large corporations are expected to be more responsible and hold more responsibility towards their employees and Workforce.

Shareholder benefits

Some multinational organizations also informed during the interview, that they offer shares to their employees, as they are a public company. If the employees invest in the

shares of the company, company will provide extra shares based on their investment plan. HR manager of rogers explain the share investment procedure in their company,

> *Under employee shares accumulation plan-, employees can submit max*
> *10% shares from their salary. Rogers will provide 50% extra profit as*
> *a benefit to its employees.*

4.3.7   Specific initiatives for women empowerment

Raising awareness for women about their workplace rights

The study observed that companies tend to focus more on the rights of women and minorities. Companies are giving more awareness to woman and skilled immigrants woman regarding their workplace rights. They are also teaching skills immigrant woman about the laws and policies of the country and organization, so that their rights cannot be exploited in any way.

Comfort in women to women support groups

There are a lot of programs in companies which help women to be more comfortable by opening up to other women leaders in the organization. For example, weekly meetings in women-only groups allow women to discuss issues they are facing in the organization or things that can be improved in the organization. These types of women only groups provide comfort for women who are resistant to speak about their personal opinions in front of men. It creates a safe space for women to voice their opinion.

Financial independence training for women

We found out that companies are also giving counseling to women to gain Financial Independence them become more independent. These types of programs can also provide women with legal counseling regarding divorce or separation laws or any other for example maintaining a separate account from their husband for us a future can be helpful for many women who blindly trust their spouse. One of the respondents said that a lot of women are afraid to confront their spouse about the financial limitations. They are not confident or have Independence to take decisions. These trainings can empower women and make them more of aware about their rights and laws which are supportive for them. Simultaneously it will result in a strong independent woman who will give more productive results for the organization.

Guidance about equity in workplace environment

Equity training workshops are also provided in some companies to make women understand their right in the workplace and the value and respect which is their right. Women needs to get awareness how they can tackle the issues related to sexual harassments or workplace harassment. They also need to get awareness about the boundaries which their subordinates are supposed to follow. This can help women to understand if their personal space is being exploited or if there is any threat for them in the organization. It can also make them understand the value and respect they hold and how other subordinates are supposed to treat them.

Safety rights for women in workplace

All the HR managers we have interviewed ensure that safety programs and training for safety is given to women so that they understand safety precautions like harassment and they should be aware about who to contact in case of emergency if their safety is compromised. Most of the managers ensured safety of women is the primary concern of their business management. Many companies also told that they have platforms for women only, where they can easily communicate with other woman to discuss any type of thread they are facing or recommendations to deal with a critical situation.

Women empowerment

Seminars related to women empowerment are conducted regularly in large corporations so that they can grow stronger as a community by supporting each other. Small and medium Enterprises also focus on women empowerment however the frequency of women empowerment practices differ from large companies to SMEs significantly. it was found that Multinational corporations and companies who are more Global, holds more responsibility to create events for women empowerment because they have liability to show that they are working towards these causes.

Sexual harassment training

Most of the companies also confirmed that they have zero percent cases of sexual harassment in the company because of strict laws of Zero Tolerance regarding sexual harassment which is followed by an immediate suspension or termination of the candidate who is a suspect of harassment. Companies provide regular trainings and educate women regarding to violations of professional workplace and ethics give them awareness about sexual harassment at workplace.

Elimination of glass ceiling

When inquired about the existence of glass ceiling in the companies, the answer of all the respondents was negative. All managers ensured that there is no glass ceiling in their organization and any gender or minority group has as much chance as any other employee to promote to higher management in the organization. However, looking at the company's profiles and their teams, it is observed that many companies located in developing countries have less gender ratio on top management, whereas women were found extensively in top management and board of directors in developed countries.

Weekly informal discussions to discuss issues faced by women at work

This program also highlights issues that women face at work and discuss strategies to encounter them. Usually in women only groups. It helps them to comfortably put out their problems in offices and as a community derive optimum solutions.

4.4 Change of Business Dynamics during COVID-19 Pandemics

Another theme that is explored in this study is the impact of pandemic 2020 on businesses and business operations like HR. In this theme we have discussed the backlashes and the advantages of pandemics on the business operation. We will also discuss the changes pandemics has caused on acculturation and recruitment of skilled immigrant woman. Lastly, we will discuss the future steps that HR managers can take to enhance their organizational efficiency by utilizing diversity and inclusivity given the conditions of The New Normal.

4.4.1 Impacts of pandemics on business operations

Impacts of pandemic are relative by company's nature

We discovered that the sector and Industry of the company is directly related to the impact of pandemic on the company. Companies in the Hospitality sector like restaurants on Hotel are adversely affected, why is companies working in Medical, software, or financial services had a positive impact on their businesses. In fact, we observed that most of the companies that we have interviewed has grown their businesses tremendously. The impact of pandemic is subjective to every company.

Apart from the industry of the company, crisis management tactics also played a huge role in efficiently managing the situation of covid-19 pandemics. For example, the hotel manager in Montevideo explained that, due to Covid- 19 pandemic and lockdown requirement tourism was declined and therefore it affected their business negatively. However, they managed to take a proactive action, and change their business operations. They optimize their strategies by introducing a new branding technique. Instead of operating as a hotel they also started to operate as a hostel for students in the city which allowed them to have customers and maintain their profits despite lack of Tourism. This shows that a proactive approach and efficient crisis-management can resolve issues and make company more profitable during a crisis.

Positive impact of pandemic on essential businesses

It is a known fact that essential businesses like Health sector, Pharma, food industry, Financial Services, technology industry etc. Had a positive impact on their services (Caliguiri 2020). We also witnessed during the interviews that companies which reacted proactively to the situation were able to increase businesses efficiency and gain more profit from the situation. They took covid-19 as an opportunity to expand their business operations rather than considering as disadvantage.

Saving money on office spaces and equipment as a new norm

After the introduction of work-from-home, companies are now understanding that the cost of office spaces and other expenditures related to office, are unnecessary and costly. It is found that HR managers are planning to eliminate these costs that are related to office spaces, and utilize them on something that can increase the productivity of the company. For example, investing that same amount on employees training and career development, can help them achieve more competitive advantage and better market share.

Pandemic has caused an irreversible change

The study predicts that pandemics have caused an irreversible change in the way business conduct their operations. One of the respondents stated that

> *We are not quite sure how exactly is going to turn out under the pandemic at the end but I'm sure that it is not going to be exactly the same as it was before for most companies. It is definitely a change forever.*

124

It is predicted that the way business is conducted operations and the practices are going to change forever. The new normal will offer more flexible working hours, focus on outcomes rather than structure, attention on the innovation and creativity rather than formal procedures, and decline in office spaces (Foley L2020).

Less gas and resources have a positive impact on environment
One of the positive results of decline in offices spaces and working remotely is a great impact on the atmosphere and pollution. Working remotely will definitely decrease the cost of gas and transportation, which will result in a positive effect on the environment.

Companies are focused on employee's outcome instead of time served
Another huge change will be that companies will be more focused on the outcomes of the employees rather than focusing on the working hours, or structural processes. Less commute hours will also result in more productive hours of the employees.

Complex business decisions due to pandemics
Pandemic has made businesses take critical decisions in order to optimize their strategies and become more proactive. It is observed that the companies who have dealt properly during the times of pandemics by properly recruiting and acculturating their employees were able to deal with the crisis in an efficient way.

4.4.2 Changes in recruitment processes during pandemics

Robotics introduction for recruitment process
Recruitment processes have also change drastically because of moving business operations online. Companies are introducing robotics technology for shortlisting and screening candidates. The use of software applications and other software sport communication, project management, task management and conducting group meeting is on the rise.

Online interviews
Working remotely has given the opportunity to recruiters to recruit online and conduct meetings online. This is also eliminating the costs of both the sides of the interviewer and interviewee. And it is more time-saving Bergh & Plessis (2012).

Hiring done without physical meetings

It is now being possible for recruiters to hire online without even physically meeting them. And conduct all human resource related operations online without having the employee come over to the office. One of the respondents who is a global recruiter told that

> *I have seen companies hiring employees without even meeting them,*
> *only by video chatting, many employees were hired during the Covid*
> *and started working from their home and they have never even been to*
> *a corporate office.*

Working remotely has made international hiring possible

Hiring online has also made possible to hire International candidates that can offer better skill set and expertise to the organization. It has eliminated the factor of distance and brought the job market closer. An interviewee said that compared to the Past Companies would not hire employees which they did not physically meet, but right now due to pandemic this has been made possible to recruit the right candidate from any part of the world. This has increased opportunities for immigrants and skilled workers all around the world to apply for jobs anywhere and in any part of the world.

Some companies were already following online operations

Despite the fact that does this have moved online, some companies that they were already using robotics technology to conduct their business operations. For some companies this might be a new concept online to run business operations online, while some companies are already used to it. These companies are mostly from the technological or software sectors. Companies from the sectors of manufacturing or consumer services, were not used to online operations. It is found in this study that it was hard to implement exchanges overnight for HR managers.

Online operations can be harder to manage and keep track

One of the respondents complains that window moving online has its own advantages, there can also be some limitations and disadvantages of working online. Currently it is always risky to depend on online servers that can be hacked or lost. Secondly it is hard to keep track of everything, some processes are easier to perform physically. Like sending calendar invites and aligning the interview schedules for 200 candidates can

be a very hard process. This type of issues can be solved by giving proper training to employees who lack technological skills.

4.4.3   Benefits of using technology as a tool for recruitment

Ease of hiring employees online

Conducting every process online has become more convenient for recruiters, recruitment online is easy and convenient. It saves time and cost, and it's to the point. Physical interviews and recruitment process come with a lot of formalities that can be easily avoided during online recruitment, like arranging transportation, interview space, aligning teamwork accordingly, managing office operation according to interviews etc. Online interviews are directly between interviewer and interviewee and does not affect any other person in the company.

Money and time saved by online recruitment

Online interviews are cost-effective and save a lot of time. Aligning the time zones can be challenging, in case the candidate is from another time zone. However online interviews save a lot of cost and energy compared to the physical ones. A respondent stated that

> *The recruitment processes have changed drastically. Before my clients used to fly potential candidates from another cities or countries and then fly them back and then invite them back for further interviews, all of this process has now moved completely online.*

Companies have realized that there was not much need to spend all this money and time rather they could do all this operation online with a very little cost and within a very little time.

Factor of distance is eliminated because of online meetings

The demand for skilled employees has been increased and Covid has eliminated the limitations of distance by moving everything online. Managers can recruit any talent based on their skill-set from and conduct all the human resource management related processes online.

Use of fast paced technology to recruit instantly

The recruitment process is getting faster because of moving the operations online. Where it was taking 5 weeks to complete recruitment process, now it is taking only two to three weeks on average. Companies are now able to take better decisions because of readily available information and excessive time (Bergh & Plessis (2012).

Online recruitment can be risky

With the given advantages of online recruitment, there are also some risks associated with online recruitment. One of the most common is fraud. Companies are supposed to be more active and attentive about the backgrounds of employees and make sure that they are hiring the right candidates with the right information. They should double-check the background and collect proof of their past experiences, qualifications, background check and work history.

4.4.4 Challenges faced by employees during covid-19 pandemics

Less spontaneity and interaction due to working at home

Physically working together can offer a lot of spontaneous interesting activities. It keeps the employees active and interact with each other give them motivation of competition enhances their purpose. They can go to lunch or parties together and socialize with each other, all of this can keep the employees connected and motivated. Wine working from home, these social interactions are missing and causing an adverse effect on the mental well-being of employees. It is getting harder to make better communication online among employees. However, HR managers are trying to overcome these issues by regularly keeping check on their subordinates and creating online events to discuss and interact with each other informally.

Lack of motivation

Another impact of working online is the lack of motivation. Engagement quotes it is important for HR managers to improve engagement among employees and create strategies to increase the interaction so that employees can be aware of each other's accomplishment which will create an intrinsic sense of motivation. Furthermore, strategies to acknowledge the contribution of employees like celebrating employee of the month, or acknowledging high sales achievement of an employee. These type of

small celebrations and acknowledgements can increase the motivation and competitiveness among the employees

Technological issues due to working from home

Many employees are also facing the issues related to internet connection, lack of technology equipment or issues related to the working equipment in their home. It is obligatory for HR managers to show concern to their employees related to these issues. Many HR managers interviewed informed that they are giving full support for any kind of technological assistance or providing laptops to the employees and providing sound all other required for conducting operation easily at home. HR manager are also concerned about the physical equipment that may be required for enhancing the comfort of the employee like comfortable chairs or working tables. An HR manager stated that

> *Due to work-from-home employees are facing technical issues. We encounter them by providing them the latest technology equipment and any stationary or physical equipment they may require like chairs or tables to perform work from home.*

Rise of communication barriers among subordinates

Online meeting among employees and managers and subordinate is getting more and more common. Online meetings are not only conducted to perform business operations, subordinates are also performing online meetings to discuss and interact with each other informally.

Employees suffering from physical health issues

HR managers informed that the employees who are suffering from physical health issues due to covid-19 or if their family member is suffering from physical health issue, they are provided full support by the company like life insurance policies and paid sick leaves. Some of the HR managers also managed to convince companies for providing financial help to the employee in case of any physical health related issues and if the employees of having financial crisis.

Mental health is jeopardized

As we have mentioned the adverse impacts of less engagement on employees is jeopardizing their Mental Health, one of the respondents also claimed that due to the

pandemic the motivation and participation level is not the same online as well as engagement with the same enthusiasm. We have to put a lot of effort to motivate our employees online that is done through continuous Meetings online. Companies have partnered with third party consultancies to provide free online consultation for mental wellbeing. 24 hours online or in call support is provided if any employee needs a counselling session.

Pandemic impacts all genders and races

Covid-19 has affected all the people equally. Some people who have been in better position financially or health might have had effect on their lives for some people who were already suffering from health conditions or financial problems had a difficult time during this pandemic (Caliguiri 2020). According to our HR managers they assume that there is not any gender specifically affected more by the pandemic. All of them are equally affected some are suffering more because of their mental health, but it is subjective from person-to-person. The adjustment for all employees regardless of gender has been hard

4.4.5 Acculturation strategies during pandemics

Mental health support

Pandemic 2020 has caused of adverse impacts on the mental health of all people. Working from home being in lockdown has caused going depression and anxiety staying indoors. This study found out that companies are taking severe steps for the betterment of mental health of employees who are working from home. Companies has introduced mental health webinars, online therapy session, counseling session and online discussions to discuss issues faced by employees working at home and provide them strategies to encounter them.

Flexible working hours/relaxed schedule

HR managers interviewed, responded that they have introduced working art for their employees so that employees can arrange their personal routine, and manage work and personal life together with convenience. Managers confirmed that giving employees free hand to complete their tasks according to their own flexible working hours, has increased performance productivity rather than focusing on strict schedules.

Technological support

Managers are also very concerned about the technological support to be given to employees who are working from home. For example, providing stable internet connection, laptop or computer to carry out their tasks, headphones for better sound quality during online meetings and other accessories required to work online Bergh & Plessis (2012).

Paid time off in case of sickness/vaccination

Due to the state of covid-19, employers had made sure that if the employee or family members of employee is suffering from a health issue, full support from the company is provided. Leave for vaccinations or if the employee's family is sick, are provided without question. Apart from the health benefits which comes with their job's life insurance plan, HR managers are making sure that their employees have full support from the company during sickness

Organizing family meetings online to socialize

To increase integration and connection while working remotely has been a challenge for HR Managers. Managers are constantly organizing events online to improve integration and connection of employees while working from home. Events like online meetings to discuss their issues, social integration program, meetings to discuss children related problems, and introducing their families to each other are taking place. Managers are using these tools to enhance inclusivity among employees.

Third company partnership for emotional wellbeing counselling

Few companies that we have interviewed stated that they have partnered with third-party Mental Health Services providers in order to provide their employees better services and resolve their issues related to emotional well-being. Employed at Rogers Communications stated that they have partnered with counseling agencies which are giving 24/7 helpline to employees who are suffering from trauma due to the loss of life of their loved one, or are suffering from depression. These kinds of strategies are helping employees improve their Mental Health. Another company interviewed also declared that they have partnered with another third-party who are giving moral support for employees so that they can improve their emotional health eventually helping them to perform better at their jobs. Moral support and motivation are one of the main concerns of HR managers during the time of pandemics

Training for managing family and relationships during quarantine

Another benefit of third-party integration is that they provide counseling for employees to enhance their family relationship and improve the connection with their families because they are now spending more and more time with their families due do working from home

Help in managing stress in the times of pandemic

Stress Management training and webinars are also organized by many HR managers. This helps employees deal with stress and anxiety which is caused during this crisis of pandemic. Stress Management helps employees feel better during the crisis and divert their energy towards things which are more constructive (Iredale, r, 2005). One of the respondents stated that they have introduced an Emotional Support Line for counselling people who have suicidal thoughts, had a trauma, or death etc. provides therapy for Mental wellbeing. They can also discuss relationship issues, stress related issues, family issues, career related issues or personal issues. Help immigrants deal with culture shock or guide them to acculturate and learn the new culture.

Minimizing the impact of pandemics on workforce

Most of the companies assured that pandemic has not caused any adverse impact on their Workforce. Companies did not have to downsize or terminate any employees because of the deteriorating economies and times of crises. Most of the companies interviewed belonged to the sectors that flourished during the times of pandemic therefore it did not have any adverse impact on businesses. This is study discovered that companies tried their best to minimize the impact of COVID on their workforce including women through different programs including financial help, mental health challenges and family support programs like daycare for essential workers in our workforce.

Lack of loyalty from employees resulting in less investment on training of employees

The Dynamics of work environment has completely turned around because of working remotely. Employees are now aware that they can apply to jobs overseas as well which can even pay better. This can result in lack of loyalty from the employee towards company. According to respondents, they believe that this is a prevailing practice right

now that employees are quitting their jobs as they have found better opportunities to work online.

Less investment from companies to train basic skills to employees

As a repercussion of lack of loyalty from employees, managers now tend to spend less on training the basic skills to employees. One of the recruiters informed that in previous time companies were looking for employees who are willing to learn, and even hire based on the willingness to learn rather than the potential they had at that moment. However nowadays companies focus on hiring the employees that already has the basic skill set, and requires less investment. In the words of a respondent

> *The idea to bring a candidate and then teach him it's not much in practice anymore. Once the employee is hired, they provide some additional training for technical learning or communication and improving motivation.*

4.4.6   Benefits of pandemics for skilled immigrant women

Flexible working hours

The study concluded that pandemic 2020 has given the opportunity for companies to introduce flexible working hours for employees and give them the chance to work from home according to their convenience and flexibility. This is becoming beneficial for skilled immigrants able to give more time to their families and children and perform their duties according to their own convenience and flexible working hours.

Increased family engagement due to working from home

Another benefit of working from home if that scared immigrant woman or normal employees are able to give more time to their families, they are able to increase connection and engagement with their families, that is causing a positive impact on their life and mental health. Even though quarantine or lockdown requirements is also negatively impacting their emotional well-being, but spending time with their loved ones is proving to enhance performance of employees as they are more mentally relaxed (Caliguiri p, 2020)

Women can spend more time with their families

HR managers in this study expresses that women specifically are getting benefit from working remotely. They are able to spend more time with their families, and focus on

the bringing of their children which is giving them mental satisfaction, simultaneously making them happy and this result in better performance on their job (Carnevale, J. B 2020).

Feasibility to look after children by aligning flexible working hours

Women are now able to align their work hours according to their feasibility and according to the requirements of the children needs like schooling. Pregnant ladies are also getting a lot of benefit from working at home, if they can spend more time resting and taking care of themselves and working according to their ease and convenience (Foley L 2020).

Less money spent on day care

Now women are able to work from home, the cost of daycare services can be avoided (Carnevale, J. B 2020). Women used to spend a lot of money on daycare services, one of the respondents tells that working from home is going to save a lot of costs for women as they spent huge amount of their salaries on day care, as it is quite expensive in most places. So, is it really worth for women to give all of their money to child care? Probably not. Working from home can encounter this issue very efficiently.

Less commute hours resulting in more productive working hours

It is predicted by HR managers that more flexible work requirements would be the new normal after pandemics. Companies will focus less on office spaces and more on the outcome of employees despite where they work from (Foley L 2020). Less commute hours will result in more productive working hours, which will increase the overall productivity of the company.

4.4.7   Positive prediction about new normal

Job pool will be available for high skilled females worldwide due to online processes

HR managers predict that the job pool in future after The New Normal is going to be more diverse, companies have realized that their focus should be set on hiring the right candidate for the right job (Caligiuri, P.,2020). Due to online movement of all the processes, corporations understood that they need to eliminate the extra cost of office spaces and office expenditures and move businesses online. This creates a chance for

high-skilled immigrant women all around the world. It will allow them to work remotely an approach companies based on their skill sets.

Women should be given opportunities to nourish and grow their potential

This study has established that women are found in many leading roles if given opportunities to grow and succeed. Women comprises of many managerial jobs all around the world and are found to be great leaders (Iredale, r, 2005). It is the responsibility of companies to introduce strategies for women empowerment. HR managers in this study suggests that it is obligatory for companies on a global level to introduce strategies for women empowerment by offering career development, giving them space to manage their work and life, grow their potential and increase their networking (Paula l 2019).

CHAPTER 5 DISCUSSION

The aim of the thesis is to uncover the human resources practices of recruitment and acculturating in multinational corporations towards skilled immigrant women or self-initiated expatriate women, before and during 2020 pandemic. This chapter concludes the findings and provides a direction for future research.

5.1   Review of findings

The researcher has found that gender equality and recruiting minorities is one of the main focus of companies nowadays for brand's reputation and making global impact. pressure from external sources like public, shareholders, government, journalists, and social media campaigns has put a lot of pressure on companies to be more inclusive, diverse and focus on the rights of minorities. Using RBV theory it was concluded that Multinational corporations are investing ample amount on recruitment and acculturation of minorities that contains women and skilled immigrants, and to diversify their workforce to gain competitive advantage, improve their productivity and engagement and increase creativity. This strategy is not only effective for enhancing human capital Khadria (2001), it is also beneficiary to create a positive brand image for the public. The inclination of companies towards diversity and inclusion can enhance the persona of the business in front of media, public or other external stakeholder.

 Companies with small workforce tend to focus less on diversity and focus more on the outcomes of the employees. This is a result of short-term orientation of small business or a cause of less financial capital. Excessive attention on diversity by large corporations has also caused less job opportunities for locals and white people. Exaggeration for rights of minorities is often used as a tool to gain unfair advantage. Companies need to exercise fairness and EEO to optimize their recruitment processes and manage diversity effectively. Human capital theory implies that recruitment of the right candidate is a similarity found in both MNCs and SMEs. It is also observed that

in many fields like human resource or administration, women immigrants are found to have more advantage than locals as they are more hardworking and grateful in nature. They are found to be more disciplined and able to help in creating a respectful and decent work culture. The researcher believes that this could be due to their experience of migration from developing countries or the hardships they face and their public dealing skills. Most of the women immigrants come from collectivist countries where they are bound to be disciplined and welcoming. However, this generalization is not valid for all cases but is extensively observed in the views of the respondents.

It was also observed that differences among different level of economies high impact on gender discrimination, gender pay gap expectations, and glass ceiling. In developed countries we observed high woman population working in companies whereas in developing or underdeveloped like gulf countries, or subcontinent, we observed low ratio of women in companies. The researcher believes that women who are coming from lower economies expects less wages than the locals and are willing to provide more to the company. Female immigrants coming from high power distance societies (Hofstede 1980) may also lack confidence to climb up organizational hierarchy compared to those who are brought up in a woman dominated/ or gender-neutral cultures. Collectivist culture also pay a huge role here, as women from collectivist culture may not be brought up in a nurturing environment that motivates them to focus on their individual career goals. Therefore, most of the skilled immigrants are unaware of their rights in organizations.

The study uncovered some cases in which skilled immigrant women are willing to work on relatively lower wages however companies tend to not exploit based on their expectations. Due to government regulations and labor law policies companies are supposed to follow a fair wage policy which ensures standard wage for specific roles despite what the candidate demands. The reason for lower expectation of skilled immigrant woman is assumed to be because of the difference in economics. Mostly immigrants migrate from underdeveloped to developed countries and they expect a lower rate based on the familiarity with the market wages of their native land. However, respondents assured that companies follow a fair wage policy that is required by the law of most countries. In a few cases it is observed that minorities are often paid more as well, as their costs and expenses are higher than local people because of adjusting in a new environment.

All of the respondents were optimistic about the recruitment of skilled immigrant women and their contribution to the companies. Respondents believe that skilled immigrant woman bring innovation, better decision-making, enhanced productivity and decent culture in the organization. The only disadvantage that the respondents face was the difficulty to make them adjust in a new culture and gain knowledge about the cultural norms and organizational structure and laws and policies of the country related to work environment. In a few occurrences it was noticed that employers had faced difficulty in language training or cultural shock training. Apart from that, the performance outcome of hiring immigrant woman was more than satisfactory. In fact, all the respondents agree that hiring skilled immigrant woman is one of the best investments they did. The general perception of all respondents formed was that skilled immigrant women are more hardworking, empathetic, grateful, honest and dedicated to their work.

Pandemic has affected most of the companies of the world dramatically (Caliguiri P 2020). However, most of the businesses we have interviewed have flourished during the times of pandemic. None of the businesses has had any effect on their workforce. Most of the businesses have moved their processes online especially the ones who is business operations can be easily operated remotely. Recruitment during the pandemic have completely moved online, due to which international hiring has been made possible. Companies are now recruiting employees from all around the world without even physically meeting them. This can open the gates for future recruitment of skilled immigrants that are unable to find jobs in their host countries. The online or remote work opportunity can also be beneficial for international hiring through which all the processes can be done online without any physical meeting or office space.

Acculturation of employees has been a difficult process during the pandemic. It was evaluated that physical confrontation is easy-to-manage rather than online management of employees. Responsibilities of HR managers has increased tremendously. They now have to care about the physical needs, emotional wellbeing, mental help, financial issues, family problems, physical health, technological requirements and motivation of employees.

Working remotely has been a challenge, but it has been advantageous for those candidates who are willing to work from home, or are living abroad. Especially skilled

138

immigrants' women are getting benefit from this as they can give more time to their families and focus on their career (Foley L, 2020). It is increasing their family engagement by saving time and money on childcare, commute and social interaction formalities. HR managers predict that this tremendous change in working dynamics, has given opportunity to female skilled immigrants to work remotely and choose flexible hours. They can also grow their potential by learning about new skills and career development strategies. Respondents also predict that the job pool will offer more opportunities in the new normal for skilled immigrant woman.

The res

5.2 Managerial Implications

Diversity and inclusivity are the key to success for growing globally in this era. To increase organizational efficiency and workplace productivity, it is essential to manage and value diversity for effective people's management (Black Enterprise, 2001). First managers must attain and deliver awareness about discrimination, EEO, diversity and inclusivity. Second, they must understand their own and their subordinate's prejudices and cultural bias. Third, they must design strategies to overcome these prejudices. There is not a single key recipe to encounter discrimination and promote diversity, rather combination of practices needs to be implemented. According to Roosevelt (2001) managing a diverse workforce and being inclusive is a comprehensive and slow process that requires implementation of different sets of strategies that are subjective to each organization. Some examples include: like cultural training, ethical guidelines, empathy trainings, communication workshops, enhancing communication, celebrating differences in culture, fostering diverse thinking and valuing feedback. acculturation of diverse Workforce should be made a priority for efficiently managing diversity being more inclusive.

Pandemic has given opportunity to HR managers and companies to recreate their working environment and working culture (Carnevale, J. B,2020). HR manager should focus on enhancing communication and collaboration among employees through online meetings. It has become an obligation for HR managers to focus on the mental health, emotional well-being, and technological needs of the employees who are working remotely. HR managers should constantly creative strategies to encounter

these issues for example creating events online, giving online counseling, workshops for managing family while working from home, time management and events to enhance motivation of employees working at home.

5.3   Recommendations for HR practitioners

HR managers has an opportunity due to remote working to enhance their work Force. They can recruit International employees based on the right skill set (Caliguiri P 2020), as most of the processes has moved online. This can be more cost-saving and beneficial for the company in long-term.

pandemic has also given us a chance to rethink about the traditional workspace practices. HR managers can now easily create strategies for flexible working hours, that can save office expenditures. online people management can save the cost of traditional office practices, and that can be spent on the emotional and mental well-being of the employees and for their motivation. HR manager should also focus on the development of skilled immigrants' woman as they belong to a minority group of immigrants as well as women (Foley L, 2020). woman empowerment and rights for minority can create a better brand image and result in organizational productivity by bringing Innovation and creativity.

5.4   Limitations and further research suggestions

This research only covers the strategies that HR managers practices for acculturating and recruiting skilled immigrant woman, it does not cover any law or legal policies related to recruitment or any other process. Furthermore, it does not inquire about the recruitment of refugees, stateless persons, corporate expatriates, low-skilled immigrants, displaced people or expellees. It only covers the voluntary migrants for whom the company is not obliged for any legal or VISA processes.

This research is limited to the opinions and perspective of HR managers that are interviewed or surveyed. This research does not cover the Viewpoint of skilled immigrant woman. the focus of this study was to understand and focus on the strategies HR managers use to recruit and acculturate skilled immigrant woman. the experiences of immigrant woman would divert the main purpose of the research therefore we have

only interviewed that HR managers who are responsible to create and Implement those strategies which are to recruit and skilled immigrant moment during pandemic 2020.

Future research should focus on the strategies that can be used to enhance the acculturation and recruit processes skilled immigrant woman (Al Ariss, 2011). Another area that needs to be researched is about the unskilled immigrant woman as they are the most under-represented group. Future research should focus on the policies related to the recruitment of unskilled immigrant woman.

Another area for research is to understand the perspective of skilled immigrant woman and the issues skilled immigrants' woman are facing in the organization. This can help understand HR managers the difficulties and issues skilled immigrant woman face to adjust related to inclusivity in corporations. Further studies can be done about gender related stereotypes about immigrant women in the lights of feminism. The research should also focus on the problem skilled immigrant woman face in terms of cultural shock, and work and personal life balance (Colakoglu, S,2018).

Lastly, future research can be conducted on the differences about gender norms according to developed/underdeveloped countries and/or class divided societies (Narayan 1997). This can highlight the effect of social conditioning of immigrant women on their behaviors and actions compared along with the rise of corporate feminism in globalized economies (Parekh et al 2020).

REFERENCES

Al Ariss, A., Cascio, W. F., & Paauwe, J. (2014). Talent management: Current theories and future research directions. *Talent Management*, *49*(2), 173–179. https://doi.org/10.1016/j.jwb.2013.11.001

Al Ariss, A., Mäkelä, L., & De Cieri, H. (2015). *CALL FOR PAPERS EUROPEAN MANAGEMENT REVIEW*.

Al Ariss, A., & Syed, J. (2011). Capital Mobilization of Skilled Migrants: A Relational Perspective. *British Journal of Management*, *22*(2), 286–304. https://doi.org/10.1111/j.1467-8551.2010.00734.x

Amrita Hari, Luciara Nardon, 2020, Immigrant women are falling behind during the COVID-19 pandemic, The Conversation. https://theconversation.com/immigrant-women-are-falling-behind-during-the-covid-19-pandemic-147821

Andresen, M., Bergdolt, F., Margenfeld, J., & Dickmann, M. (2014). Addressing international mobility confusion–developing definitions and differentiations for self-initiated and assigned expatriates as well as migrants. *The International Journal of Human Resource Management*, *25*(16), 2295–2318.

Ariss, A. A., & Crowley-Henry, M. (2013). Self-initiated expatriation and migration in the management literature: Present theorizations and future research directions. *Career Development International*, *18*(1), 78–96.

Astrid C. Homan, "Dealing with Diversity in Workgroups: Preventing Problems and Promoting Potential," *Social and Personality Psychology Compass*, vol. 13, no. 5 (2019).

Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, *17*(1), 99–120. https://doi.org/10.1177/014920639101700108

Barney, J. B., & Clark, D. N. (2007). *Resource-based theory: Creating and sustaining competitive advantage*. Oxford University Press on Demand.

Baruch, Y., Dickmann, M., Altman, Y., & Bournois, F. (2013). Exploring international work: Types and dimensions of global careers. *The International Journal of Human Resource Management*, *24*(12), 2369–2393.

Bauder, A. P. G. H., & Bauder, H. (2006). *Labor Movement: How Migration Regulates Labor Markets*. Oxford University Press, USA. https://books.google.com.pk/books?id=HRRS12_GAOAC

Bauder, H. (2014). Domicile citizenship, human mobility and territoriality. *Progress in Human Geography*, *38*(1), 91–106.

Bergh, R. van den, & Plessis, Y. D. (2012). Highly skilled migrant women: A career development framework. *The Journal of Management Development*, *31*(2), 142–158.

Berry, J. W. (1997). Immigration, acculturation, and adaptation. *Applied Psychology*, *46*(1), 5–34.

Berry, J. W. (2001). A psychology of immigration. *Journal of Social Issues*, *57*(3), 615–631.

Billsberry, J. (2007). Attracting for values: An empirical study of ASA's attraction proposition. *Journal of Managerial Psychology*.

Bishnoi, V. K., & Sharma, R. (2009). The Impact of TV Advertising on Buying Behaviour: A Comparative Study of Urban and Rural Teenagers. *JK Journal of Management & Technology*, *1*(1), 65–76.

Black Enterprise. (2001). Managing a multicultural workforce. *Black Enterprise Magazine* (July).

Boswell, W. R., Roehling, M. V., LePine, M. A., & Moynihan, L. M. (2003). Individual job-choice decisions and the impact of job attributes and recruitment practices: A longitudinal field study. *Human Resource Management, 42*(1), 23–37.

Breaugh, J. A., Macan, T. H., & Grambow, D. M. (2008). Employee recruitment: Current knowledge and directions for future research. *International Review of Industrial and Organizational Psychology*, *23*.

Brown, L., & Holloway, I. (2008). The initial stage of the international sojourn: Excitement or culture shock? *British Journal of Guidance & Counselling*, *36*(1), 33–49.

Burstein, P., & Monaghan, K. (1986). Equal Employment Opportunity and the Mobilization of Law. *Law & Society Review, 20*(3), 355-388. doi:10.2307/3053580

Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A., & Zimmermann, A. (2020). International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice. *Journal of International Business Studies*, 1.

Caligiuri, P. M., & Stroh, L. K. (1995). Multinational corporation management strategies and international human resources practices: Bringing IHRM to the bottom line. *International Journal of Human Resource Management*, *6*(3), 494–507.

Cantwell, B., & Taylor, B. J. (2013). Global status, intra-institutional stratification and organizational segmentation: A time-dynamic tobit analysis of ARWU position among US universities. *Minerva*, *51*(2), 195–223.

Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of Business Research*, *116*, 183–187. https://doi.org/10.1016/j.jbusres.2020.05.037

Carr, S. C., Inkson, K., & Thorn, K. (2005). From global careers to talent flow: Reinterpreting 'brain drain.' *Journal of World Business*, *40*(4), 386–398.

Cerdin, J.-L., Diné, M. A., & Brewster, C. (2014). Qualified immigrants' success: Exploring the motivation to migrate and to integrate. *Journal of International Business Studies*, *45*(2), 151–168.

Chaichian, M. (2013). Empires and Walls: Globalization, Migration, and Colonial Domination. Brill. https://books.google.com.pk/books?id=toxWAgAAQBAJ

Cherunilam, F. (2010). International business: Text and cases. PHI Learning Pvt. Ltd.

Chryssochoou, X. (2004). Cultural diversity: Its social psychology. Blackwell Publishing.

Colakoglu, S., Yunlu, D. G., & Arman, G. (2018). High-skilled female immigrants: Career strategies and experiences. *Journal of Global Mobility: The Home of Expatriate Management Research*.

Commander, S., Chanda, R., Kangasniemi, M., & Winters, L. A. (2008). The Consequences of Globalization: India's Software Industry and Cross-border Labour Mobility 1. *World Economy*, *31*(2), 187–211.

Connell, J., & Burgess, J. (2009). Migrant workers, migrant work, public policy and human resource management. *International Journal of Manpower*.

Conner, K. R. (1991). Do We Have a New Theory of the Firm?'. *Journal of Management*, *17*(1), 121–154.

Corley, K. G., & Hamilton, A. L. (2013). Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology. *Organizational Research Methods,* 16(1), 15–31.

Cristina Banahan and Gabriel Hasson, "Across the Board Improvements: Gender Diversity and ESG Performance," *Harvard Law School Forum on Corporate Governance,* September 6, 2018.

Crowley-Henry, M., & Al Ariss, A. (2018). Talent management of skilled migrants: Propositions and an agenda for future research. *The International Journal of Human Resource Management*, *29*(13), 2054–2079.

Crowley-Henry, M., O'Connor, E., & Al Ariss, A. (2018). Portrayal of skilled migrants' careers in business and management studies: A review of the literature and future research agenda. *European Management Review*, *15*(3), 375–394.

Danso, R. (2009). Emancipating and empowering de-valued skilled immigrants: What hope does anti-oppressive social work practice offer? *British Journal of Social Work*, *39*(3), 539–555.

De Vos, A. S., Strydom, H., Fouche, C. B., & Delport, C. S. (2012). Research at grass roots: For the social sciences and human service professions (4th ed.). Cape Town, South Africa: Van Schaik Publishers.

Dietz, J., Joshi, C., Esses, V. M., Hamilton, L. K., & Gabarrot, F. (2015). The skill paradox: Explaining and reducing employment discrimination against skilled immigrants. *The International Journal of Human Resource Management*, *26*(10), 1318–1334. https://doi.org/10.1080/09585192.2014.990398

Dineen, B. R., Ling, J., Ash, S. R., & DelVecchio, D. (2007). Aesthetic properties and message customization: Navigating the dark side of web recruitment. *Journal of Applied Psychology*, *92*(2), 356.

Doherty, N. (2013). Understanding the Self-initiated Expatriate: A Review and Directions for Future Research. *International Journal of Management Reviews*, *15*(4), 447–469. https://doi.org/10.1111/ijmr.12005

Douglas, P., Cetron, M., & Spiegel, P. (2019). *Definitions matter: Migrants, immigrants, asylum seekers and refugees*. Oxford University Press.

Du Plessis, A. (2010). *International Human Resource Management: An overview of its effect on managers in global organisations*.

Edewor, P., & Aluko, Y. A. (2007). Diversity management, challenges and opportunities in multicultural organizations. *The International Journal of Diversity in Organisations, Communities & Nations*, *7*(7).

Enchautegui, M. E. (1998). Low-skilled immigrants and the changing American labor market. *Population and Development Review*, 811–824.

Esty, Katharine, Richard Griffin, and Marcie Schorr-Hirsh (1995). *Workplace diversity. A manager guide to solving problems and turning diversity into a competitive advantage.* Avon, MA: Adams Media Corporation.

Ferner, A., & Quintanilla, J. (2002). Between globalization and capitalist variety: Multinationals and the international diffusion of employment relations. *European Journal of Industrial Relations*, *8*(3), 243–250.

Fitzsimmons, S. R., Baggs, J., & Brannen, M. Y. (2020). Intersectional arithmetic: How gender, race and mother tongue combine to impact immigrants' work outcomes. *Journal of World Business*, *55*(1), 101013.

Foley, L., & Piper, N. (2020). COVID-19 and women migrant workers: *Impacts and implications*. 18.

Fröbel, F., Heinrichs, J., & Kreye, O. (1980). *La nueva división internacional del trabajo: Paro estructural en los países industrializados e insdustralización de los países endesarrolo*. Siglo XXI de España Editores.

Gordon, J. (1995). Different from what? Diversity as a performance issue. *Training*, *32*(5), 25.

Great Place to Work, *Hidden Pieces of the D&I Puzzle* (2020)

Green, K. A., López, M., Wysocki, A., & Kepner, K. (2002). Diversity in the workplace: Benefits, challenges, and the required managerial tools. *EDIS*, *2002*(2).

Groutsis, D., & Arnold, P. C. (2012). Tracking the career decisions and experience of migrant elites: The case of South African-trained medical professionals in the Australian labour market. *Health Sociology Review*, *21*(3), 332–342.

Guo, C., & Al Ariss, A. (2015). Human resource management of international migrants: Current theories and future research. *The International Journal of Human Resource Management*, *26*(10), 1287–1297. https://doi.org/10.1080/09585192.2015.1011844

Hajro, A., Stahl, G. K., Clegg, C. C., & Lazarova, M. B. (2019). Acculturation, coping, and integration success of international skilled migrants: *An integrative review and multilevel framework. Human Resource Management Journal.*

Härtel, C. E. J., & Fujimoto, Y. (2014). *Human Resource Management*. Pearson Australia. https://books.google.com.pk/books?id=nqGaBQAAQBAJ

Haslinda, A. (2009). Evolving terms of human resource management and development. *The Journal of International Social Research*, *2*(9), 180–186.

Henry, O., & Evans, A. J. (2007). Critical review of literature on workforce diversity. *African Journal of Business Management*, *1*(4).

Hoerder, D., Hoerder, D. V. P. D., Gordon, A., James, D., & Keyssar, A. (2002). Cultures in Contact: World Migrations in the Second Millennium. Duke University Press. https://books.google.com.pk/books?id=pp4lRax4WaEC

Hofstede, G. (1994). Management scientists are human. *Management Science*, *40*(1), 4–13.

Howe-Walsh, L., & Schyns, B. (2010). Self-initiated expatriation: Implications for HRM. *The International Journal of Human Resource Management*, *21*(2), 260–273. https://doi.org/10.1080/09585190903509571

Ikeije, U., & Lekan-Akomolafe, C. (2015). Employees diversity and inclusion: A paradigm shift in organizational management. *European Journal of Business and Management*, *7*(14), 34–39.

International Labour Organization. (2015). International labour migration statistics: A guide for policymakers and statistics organizations in the Pacific. ILO.

International Labour Organization, Özel, M. H., & Popova, N. (2018). *ILO global estimates on international migrant workers: Results and methodology*.

International Labour Organization, Women in Business and Management: The Business Case for Change (2019): p. 21

International Labour Organization, ILOSTAT database. Labor force participation rate, female (% of female population ages 15+) (modeled ILO estimate) – Pakistan, Data retrieved on June 15, 2021.

International Organization for Migration. (2013). World Migration Report 2013: *Migrant Well-being and Development.* UN. https://doi.org/10.18356/a981b1e5-en

Iredale, R. (2005). Gender, immigration policies and accreditation: Valuing the skills of professional women migrants. *Geoforum*, *36*(2), 155–166.

Jasinskaja-Lahti, I. (2008). Long-term immigrant adaptation: Eight-year follow-up study among immigrants from Russia and Estonia living in Finland. *International Journal of Psychology*, *43*(1), 6–18.

John W Berry 1997, Immigration, Acculturation, and Adaptation. *Applied Psychology: An international review* 1997 46(2), 5-68.

Joppe, M. (2000). *The Research Process. Retrieved February 25,* 1998, from http://www.ryerson.ca/~mjoppe/rp.htm

Khadria, B. (2001). Shifting paradigms of globalization: The twenty-first century transition towards generics in skilled migration from India. *International Migration*, *39*(5), 45–71.

Knörr, J., & Meier, B. (2000). *Women and migration: Anthropological perspectives*. Campus.

Kofman, E. (2000). The invisibility of skilled female migrants and gender relations in studies of skilled migration in Europe. *International Journal of Population Geography*, *6*(1), 45–59.

Konrad, A. M., & Linnehan, F. (1995). Formalized HRM structures: Coordinating equal employment opportunity or concealing organizational practices? *Academy of Management Journal*, *38*(3), 787–820.

Koser, K., & Salt, J. (1997). The geography of highly skilled international migration. *International Journal of Population Geography*, *3*(4), 285–303.

Kunczer, V., Lindner, T., & Puck, J. (2019). Benefitting from immigration: The value of immigrants' country knowledge for firm internationalization. *Journal of International Business Policy*, *2*(4), 356–375. https://doi.org/10.1057/s42214-019-00034-9

Leach, M., Raworth, K., & Rockström, J. (2013). *Between social and planetary boundaries: Navigating pathways in the safe and just space for humanity*.

Legge, K. (1995). What is human resource management? In *Human resource management* (pp. 62–95). Springer.

Lincoln YS, Guba EG (1985) Naturalistic Enquiry. *Sage, Thousand Oaks,* CA.

Liu, Y., & Xu, W. (2017). Destination choices of permanent and temporary migrants in China, 1985–2005. *Population, Space and Place*, *23*(1), e1963.

Liversage, A. (2009). Vital conjunctures, shifting horizons: High-skilled female immigrants looking for work. *Work, Employment and Society*, *23*(1), 120–141.

Lucio, M. M. (2013). *International human resource management: An employment relations perspective*. Sage.

Matthew Corritore, Amir Goldberg, and Sameer B. Srivastava, "The New Analytics of Culture," *Harvard Business Review* (January-February 2020)

McAuliffe, M., Khadria, B., & Bauloz, C. (2019). *World migration report 2020*. IOM.

Moran, R. T., Harris, P. R., & Moran, S. V. (2011). *Managing cultural differences: Global leadership strategies for cross-cultural business success*. Routledge.

Muir, M., Wallace, M., & McMurray, D. (2014). Women on the move: The self-initiated expatriate in China. *Journal of Global Mobility*, *2*(2), 234–254.

Muñoz-Comet, J. (2016). Potential work experience as protection against unemployment: Does it bring equal benefit to immigrants and native workers? *European Sociological Review*, *32*(5), 537–551.

Myers, B., & Pringle, J. K. (2005). Self-initiated foreign experience as accelerated development: Influences of gender. *Global Careers*, *40*(4), 421–431. https://doi.org/10.1016/j.jwb.2005.08.009

Murmu, M. (2014). Cultural diversity in global workforce: Issues and challenges. *Review of HRM*, 3, 67-72. Retrieved from http://mdrfindia.org

Narayan, U., 1997, Dislocating Cultures: Identities, Traditions, and Third World Feminism, New York: *Routledge Press.*

Nathan, M. (2014). The wider economic impacts of high-skilled migrants: A survey of the literature for receiving countries. *IZA Journal of Migration*, *3*(1), 4. https://doi.org/10.1186/2193-9039-3-4

OECD. (2014). Perspectives on Global Development 2014: Boosting Productivity to Meet the Middle-Income Challenge. OECD. https://doi.org/10.1787/persp_glob_dev-2014-en

OECD. (2020, October 19). *What is the impact of the COVID-19 pandemic on immigrants and their children?* OECD. http://www.oecd.org/coronavirus/policy-responses/what-is-the-impact-of-the-covid-19-pandemic-on-immigrants-and-their-children-e7cbb7de/

Olsen, J. E., & Martins, L. L. (2012). Understanding organizational diversity management programs: A theoretical framework and directions for future research. *Journal of Organizational Behavior*, *33*(8), 1168–1187.

Oreopoulos, P. (2011). Why do skilled immigrants struggle in the labor market? A field experiment with thirteen thousand resumes. *American Economic Journal: Economic Policy*, *3*(4), 148–171.

Parekh, Serena and Shelley Wilcox, (2020). "Feminist Perspectives on Globalization", *The Stanford Encyclopedia of Philosophy,* Edward N. Zalta (ed.),

Patrick, H. A., & Kumar, V. R. (2012). Managing Workplace Diversity: Issues and Challenges. *SAGE Open*, *2*(2), 2158244012444615. https://doi.org/10.1177/2158244012444615

Paula Loop and Paul DeNicola, "You've Committed to Increasing Gender Diversity on Your Board. Here's How to Make It Happen," *Harvard Business Review*, February 18, 2019

Peterson, R. B., Napier, N., & Shim, W. S. (1996). Expatriate management The differential role of national multinational corporation ownership. *The International Executive (1986-1998)*, *38*(4), 543.

Portes, A. & Böröcz, J. (1989) Contemporary immigration: Theoretical perspective on its determinants and modes of incorporation. *International Migration Review.* 23(3): 606-630.

Pradhan, R. K., Panda, M., & Jena, L. K. (2017). Transformational leadership and psychological empowerment. *Journal of Enterprise Information Management*.

Pudelko, M., & Harzing, A.-W. (2007). Country-of-origin, localization, or dominance effect? An empirical investigation of HRM practices in foreign subsidiaries. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in Alliance with the Society of Human Resources Management*, *46*(4), 535–559.

Purkayastha, B. (2005). Skilled migration and cumulative disadvantage: The case of highly qualified Asian Indian immigrant women in the US. *Gender and Skilled Migrants: Into and Beyond the Workplace*, *36*(2), 181–196. https://doi.org/10.1016/j.geoforum.2003.11.006

Rao, P. S. (2009). *Personnel and human resource management*. Himalaya Publishing House.

Redfield, R., Linton, R., & Herskovits, M. J. (1936). Memorandum for the study of acculturation. *American Anthropologist*, *38*(1), 149–152.

Reay, T. (2014). Publishing Qualitative Research. *Family Business Review, 27(2),* 95–102.

Reid, A. (2012). Under-use of migrants' employment skills linked to poorer mental health. *Australian and New Zealand Journal of Public Health*, *36*(2), 120–125.

Ressia, S., Strachan, G., & Bailey, J. (2017). Operationalizing intersectionality: An approach to uncovering the complexity of the migrant job search in Australia. *Gender, Work & Organization*, *24*(4), 376–397.

Riaño, Y. (2011). Drawing new boundaries of participation: Experiences and strategies of economic citizenship among skilled migrant women in Switzerland. *Environment and Planning A*, *43*(7), 1530–1546.

Richard, O. C., Kirby, S. L., & Chadwick, K. (2013). The impact of racial and gender diversity in management on financial performance: How participative strategy making features can unleash a diversity advantage. *The International Journal of Human Resource Management*, *24*(13), 2571–2582.

Rijamampianina, R., & Carmichael, T. (2005). A pragmatic and holistic approach to managing diversity. *Problems and Perspectives in Management*, *1*, 109–117.

Rocío Lorenzo, Nicole Voigt, Karin Schetelig, Annika Zawadzki, Isabell M. Welpe, and Prisca Brosi, *The Mix That Matters: Innovation Through Diversity* (The Boston Consulting Group, 2017).

Rogler, L. H. (1994). International migrations: A framework for directing research. *American Psychologist*, *49*(8), 701.

Rynes, S. L., & Cable, D. M. (2003). Recruitment research in the twenty-first century. *Handbook of Psychology*, 55–76.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*.

Salman, Muhammad, Hofstede Dimensions of Culture: A Brief Comparison of Pakistan and New Zealand (December 12, 2015). H. (1994). Staffing policies and strategic control in British multinationals. *International Studies of Management & Organization,* 24(3), 86–104.

Sengupta, N. (2007). International human resource management. Excel Books India.

Shachar, A. (2006). The race for talent: Highly skilled migrants and competitive immigration regimes. *NYUL Rev.*, *81*, 148.

Shah, F. A., Yusaff, R. M., Hussain, A., & Hussain, J. (2012). A critical review of multinational corporations, their structures and strategies and their link with international human resource management. *Journal of Business and Management*, *3*(5), 28–37.

Shen, J., Chanda, A., D'Netto, B., & Monga, M. (2009). Managing diversity through human resource management: An international perspective and conceptual framework. *The International Journal of Human Resource Management*, *20*(2), 235–251. https://doi.org/10.1080/09585190802670516

Sidani, Y., & Al Ariss, A. (2014). Institutional and corporate drivers of global talent management: Evidence from the Arab Gulf region. *Journal of World Business*, *49*(2), 215–224.

Simlin, J. (2006). Organization culture and impact of diversity openness in the IT-ITES sector (Unpublished MBA dissertation thesis). Christ College Institute of Management, Karnataka.

Slangen, A. H., & Hennart, J.-F. (2008). Do multinationals really prefer to enter culturally distant countries through Greenfields rather than through acquisitions? The role of parent experience and subsidiary autonomy. *Journal of International Business Studies*, *39*(3), 472–490.

Smith, D. G., & Schonfeld, N. B. (2000). The Benefits of Diversity what the Research Tells Us. *About Campus*, *5*(5), 16–23.

Storey, J. (2016). *Human resource management*. Edward Elgar Publishing Limited.

Strauss, K., & McGrath, S. (2017). Temporary migration, precarious employment and unfree labour relations: Exploring the 'continuum of exploitation 'in Canada's Temporary Foreign Worker Program. *Geoforum*, *78*, 199–208.

Syed, J. (2008). Employment prospects for skilled migrants: A relational perspective. *Human Resource Management Review*, *18*(1), 28–45.

Szarucki, M., Brzozowski, J., & Stankevičienė, J. (2016). Determinants of self-employment among Polish and Romanian immigrants in Germany. *Journal of Business Economics and Management*, *17*(4), 598–612.

Taras, V., Kirkman, B. L., & Steel, P. (2010). Examining the impact of culture's consequences: A three-decade, multilevel, meta-analytic review of Hofstede's cultural value dimensions. *Journal of Applied Psychology*, *95*(3), 405.

Taras, V., Steel, P., & Kirkman, B. L. (2011). Three decades of research on national culture in the workplace: Do the differences still make a difference. *Organizational Dynamics*, *40*(3), 189–198.

Tarique, I., Briscoe, D. R., & Schuler, R. S. (2015). International human resource management: Policies and practices for multinational enterprises. Routledge.

Tatli, A. (2011). A multi-layered exploration of the diversity management field: Diversity discourses, practices and practitioners in the UK. *British Journal of Management*, *22*(2), 238–253.

Tayeb, M. (1998). Transfer of HRM practices across cultures: An American company in Scotland. *International Journal of Human Resource Management*, *9*(2), 332–358.

Tracy, S. J. (2010). Qualitative Quality: Eight "Big-Tent" Criteria for Excellent Qualitative Research. *Qualitative Inquiry,* 16(10), 837–851.

Vaiman, V., Haslberger, A., & Vance, C. M. (2015). Recognizing the important role of self-initiated expatriates in effective global talent management. *Human Resource Management Review*, *25*(3), 280–286.

Van Riemsdijk, M., Basford, S., & Burnham, A. (2016). Socio-cultural incorporation of skilled migrants at work: Employer and migrant perspectives. *International Migration*, *54*(3), 20–34.

van Tonder, C. L., & Soontiens, W. (2014). Migrant Acculturation and the Workplace. *3rd Cyprus International Conference on Educational Research, CY-ICER 2014, 30 January – 1 February 2014, Lefkosa, North Cyprus*, *143*, 1041–1047. https://doi.org/10.1016/j.sbspro.2014.07.550

Wrench, J. (2008). Diversity management and discrimination: Immigrants and ethnic minorities in the EU. *Human Resource Management International Digest*.

Wright, C. F., & Clibborn, S. (2019). Migrant labour and low-quality work: A persistent relationship. *Journal of Industrial Relations*, *61*(2), 157–175.

Wright, G. B., & Cullinan, C. P. (2017). Sino-Forest Corporation: The Case of the Standing Timber. *Global Perspectives on Accounting Education*, *14*, 10–22.

Zikic, J., Bonache, J., & Cerdin, J.-L. (2010). Crossing national boundaries: A typology of qualified immigrants' career orientations. *Journal of Organizational Behavior*, *31*(5), 667–686.

APPENDICES

Appendix 1: Letter of Invitation to Participate in Research

Title of Study: Changes in Human Resource practices of Multinational corporations for recruiting and acculturating skilled immigrant women during 2020 pandemic

Principal Investigator: Maliha Rehman, student of Masters of Business Administration at Yasar University, Business Administration department.

Research Supervisors: The research advisors are Assoc.Prof.Dr. Çağrı Bulut, Director of Strategic planning and excellence at Yasar University; and Assoc.Prof.Dr. Emİr Özeren, Assistant Professor at Dokuz Eylül University.

Purpose Of the study: The purpose of this study is to uncover *Changes in Human Resource practices of Multinational corporations for recruiting and acculturating skilled immigrant women during the 2020 pandemic*.

You are invited to participate in this research study. Should you choose to participate, you will be asked to attend a semi-structured interview with the researcher and answer a few questions related to the practices you use as a global HR manager. The expected duration of the interview is an hour. The interview will take place online, through any platform easily accessible (Zoom, Skype, Microsoft Teams, or any other, as per your request). The interview will contain questions about recruitment and acculturation practices for highly skilled immigrant women in your organization. And how these practices have evolved during 2020 pandemics in your company. The interview will be recorded and transcribed. Interview questions will be sent to the participant before the interview.

By participating in this research, you will be contributing to the very crucial topic of immigrant recruitment and acculturation, as diversity management is a scorching topic for economies and international companies. You will also gain knowledge about how other companies in the market are utilizing global talent to maximize their organization's efficiency. At the end of the research, we will also conduct focus group discussions (which are not part of the interview and are entirely voluntary). Focus group discussion will involve all our respectable participants in a group meeting in which they will discuss possible solutions to optimize their organizational practices to recruit, accommodate and manage diverse employees efficiently. These discussions

will be profitable for companies who are looking to enhance their methods of diversity management, especially in this time of pandemics.

Your participation in this study is completely voluntary. If you choose to participate, you may decide to discontinue participation at any time, and you may choose any of the interview questions that you do not wish to answer. Your responses can be anonymous and confidential if requested. If you consent to participate in this study, please reply with your available time and date. If you have any questions, please feel free to contact me (see below for contact information).

Thank you,

Maliha Rehman

Prof.Dr. Çağrı Bulut

Assoc.Prof.Dr. Emİr Özeren

This study has been reviewed and received ethics clearance through Yasar University Research Ethics Board

Appendix 2: Informed Consent Document

PROJECT TITLE: Changes in Human Resource practices of Multinational corporations for recruiting and acculturating skilled immigrant women during 2020 pandemic

INTRODUCTION You are invited to participate in a research study conducted by Maliha Rehman, a Master's student at Yasar University, Business Administration department. The research advisors are Prof.Dr. Çağrı Bulut, Director Strategic Planning and excellence at Yasar University; and Assoc.Prof.Dr. Emİr Özeren, Assistant Professor at Dokuz Eylül University.

The purpose of this study is to uncover *Changes in Human Resource practices of Multinational corporations for recruiting and acculturating skilled immigrant women during the 2020 pandemic.* You are eligible to participate in this study if you are an HR manager of any multinational corporation, particularly involved with recruitment and HR practices of immigrant women.

WHAT IS INVOLVED IN THE STUDY?

If you decide to participate you will be asked to do be involved in a semi-structured interview with the researcher. We think this will take you 60 minutes for a period of one day. You will be asked a few questions on your experiences as an HR manager dealing with the recruitment and acculturation of skilled immigrant women. The researcher will record the audio of your answers during the interview.

You may stop participating at any time during the study if you so wish. If you decide to stop you will not lose any benefits from not participating or face any punitive measures.

BENEFITS TO TAKING PART IN THE STUDY?

It is reasonable to expect the following benefits from this research: Highlighting and exploring your experience with regards to recruitment and acculturation of skilled immigrant, especially females, will increase the understanding of diverse workforce and improve the strategies for dealing with diversity. The research will help Managers of Multinational corporations to enhance their leadership and strategies to better facilitate immigrants. However, the researcher cannot guarantee that you will

personally experience benefits from participating in this study. Others may benefit in the future from the information we find in this study.

CONFIDENTIALITY

We will take the following steps to keep information about you confidential, and to protect it from unauthorized disclosure, tampering, or damage:

- The interview recordings and questionnaire sheets will be held strictly confidential.
- The researcher will work with the raw data, while the research supervisor and external examiners will have access to the typed verbatim texts only.
- Any identifying details will be withheld from the questionnaire and the recordings through the use of assigned pseudonyms or random numbers. Any identifying information will be withheld and protected.
- The recordings will be kept in a secure password protected file and destroyed after 5 years.
- The questionnaires will be kept in a locked and secure cabinet and they too will be destroyed after 5 years.
- Participant's information will be used with their permission, as we have to focus on the opinions and experiences of the participants. If requested, participant's identity will be kept confidential, in such a case the name of company and participants will be progress anonymously.

INCENTIVES There are no incentives available for the conducting of this research project.

YOUR RIGHTS AS A RESEARCH RESPONDENT?

Participation in this study is voluntary. You have the right not to participate at all or to leave the study at any time. Deciding not to participate or choosing to leave the study will not result in any penalty or loss of benefits to which you are entitled.

CONTACTS FOR QUESTIONS OR PROBLEMS?

If you have questions about the study, any problems, unexpected physical or psychological discomforts, any injuries, or think that something unusual or unexpected is happening. Please contact the above number or email address.

Contact Prof. Dr. Çağrı Bulut, Director of Strategic Planning and excellence at Yasar University; if you have any questions or concerns about your rights as a research respondent.

Consent of Subject

Signature of Subject or Representative

Date

Appendix 3: Interview schedule

Personal & Company information

H.R. Manager name:

Gender:

Branches supervised:

Employees supervised:

Job description

Company Name:

Company branches:

Headquarters:

Branch country:

Number of total employees in company:

Number of employees in branch:

Number of total women employees in company:

Number of women employees in branch:

Number of total foreigners/expats/immigrants in company:

Number of foreigners/expats/immigrants in branch:

Interview date and time: _____

Crucial points to discuss before the interview:

Skilled immigrants are university-educated people who have moved permanently to work in countries other than their own. Our definition doesn't include corporate expatriates sponsored by their employers to work and live in another country for a predefined period.

Skilled migrants go through a tough time to construct their careers; women are more likely to face these challenges due to gender discrimination that exists within the corporate culture. This research provides an overview of how H.R. managers can

utilize the talent among skilled migrant women despite the challenges, and help them grow and develop to achieve better human capital in their companies.

Acculturation consists of social encounters through which migrant absorption into the (host) community is 'achieved' by participating in sport, religious, and other community-based activities. It is through these social encounters that the migrant becomes aware of ('learns') about culture (cultural learning), which in results, helps them in adjusting in the corporate culture as well.

Corporations can do the acculturation process on a societal level or corporate level for migrant workers. Examples of acculturation methods in companies are (lunch, picnics, cultural workshops/training, etc.), social acculturation (sponsorship for sports, dance or other activities, traditional dinners, religious events, etc.). Any type of acculturation strategy would be valid in this research.

The research is solely about uncovering human resource practices for women migrants, apart from their legal migration issues or government policies.

Appendix 4: Interview Questions

Recruitment of Female High-Skilled Immigrants

Q. No.	Question	Reference
1	Is race or gender considered an important factor before recruitment in your company? (Except for the specific male roles or in the organization)	Sidani & Al Ariss, 2014) (Dietz, Joshi 2015
2	Which strategies for advertising job postings are utilized by your organization to reach diverse candidates such as skilled women immigrants? (does the message contain any gender or racial bias and which mediums are utilized to reach out immigrants)	Liversage, 2009
3	3A. Which gender or racial elements do you consider for screening and shortlisting candidates for selection process? 3B. Do you consider any additional issues while selection process related to gender differences or diversified candidates as positive discrimination?	Coates & Carr, 2005
4	3A. How do you promote diversity and inclusion with in your organizational practices (managerial practices)? 3B. How do you promote diversity and inclusion among employees?	Rijamampianina & Carmichael, 2005

165

Acculturation of Female High-Skilled Immigrants

#	Question	References
5	5A How do the following issues related to working women are encountered in your organization? • career development strategies for skilled immigrant women (training and development opportunities, motivation, elimination of glass ceiling) • In work fringe benefits (Housing allowance, maternal support, childcare, insurance, child education support, leaves/holidays etc.) 5B are female skilled immigrant willing to work on relatively lower wages? (existence of gender pay gap)	Connell & Burgess, 2009; Hajro et al., 2019
6	Which practices does your organization follow to acculturate employees from diverse backgrounds in terms of social and organizational adjustment (managerial practices)? Inside work Formal Programs (cultural/language training, induction/integration programs, workshops, cultural shows etc.)	Van De Vijver & Phalet, 2004; van Tonder & Soontiens, 2014
7	How do you promote diversity and inclusion among employees? Outside work Informal integration programs (group parties newcomer celebrations, peer support programs)	Bahn, 2015; Shen et al., 2009

166

| 8 | Are there any specific activities/programs//initiatives for diversity and inclusion to acculturate skilled immigrant women? | Shen, Chanda, 2009 |

Organizational Practices Post-Pandemic

9	9A. Has the need of your company to recruit skilled immigrants/women affected by the 2020 pandemic? *(increased, decreased, not affected; reasons)* 9B. Has the need of your company to acculturate skilled immigrants/women affected by the 2020 pandemic?	Nicola et al., 2020
9	What are the changes in strategies for recruitment before and during the pandemic in your company regarding with skilled immigrant women?	Caligiuri et al., 2020
10	What are the changes in the strategies for acculturating skilled (immigrant) women during pandemic and lockdown while working remotely?	Carnevale & Hatak, 2020

167

Sum up Questions

11	What are the cons and pros of recruiting skilled immigrant women in organizations before and during Pandemics?	Fernandes, 2020;
12	12A. What do you recommend to other HR Professionals related to recruitment practices of skilled women immigrants?	Caligiuri et al., 2020, Guo & Al Ariss, 2015
	12B. What do you recommend to other HR Professionals related to acculturation practices of skilled women immigrants?	
13	What is your final prediction for high skilled immigrant women in the 'new normal' after pandemics?	Fernandes, 2020