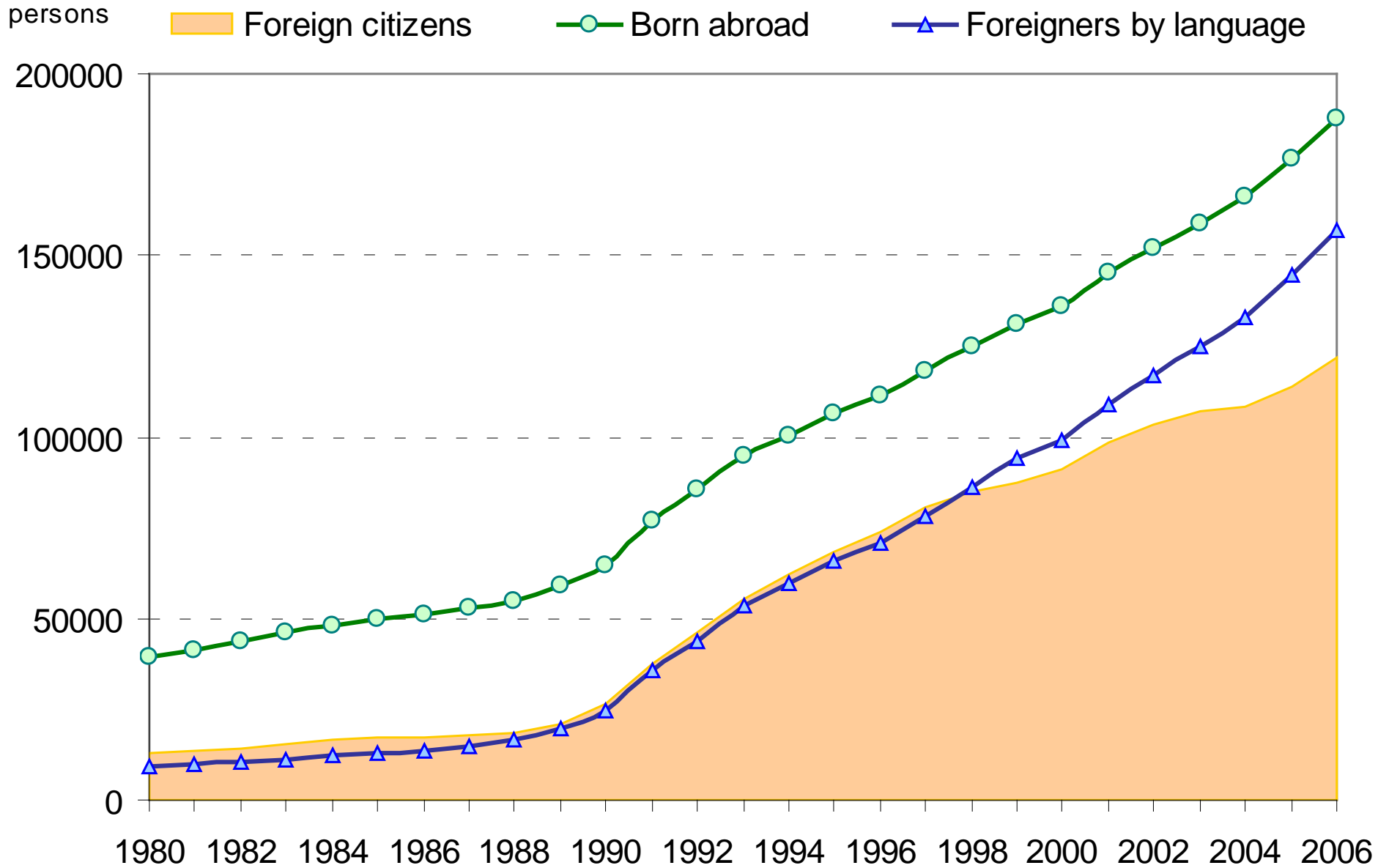


# **Immigrants in the Finnish Labour Markets and Experiences on a Diverse Work Community in Finland**

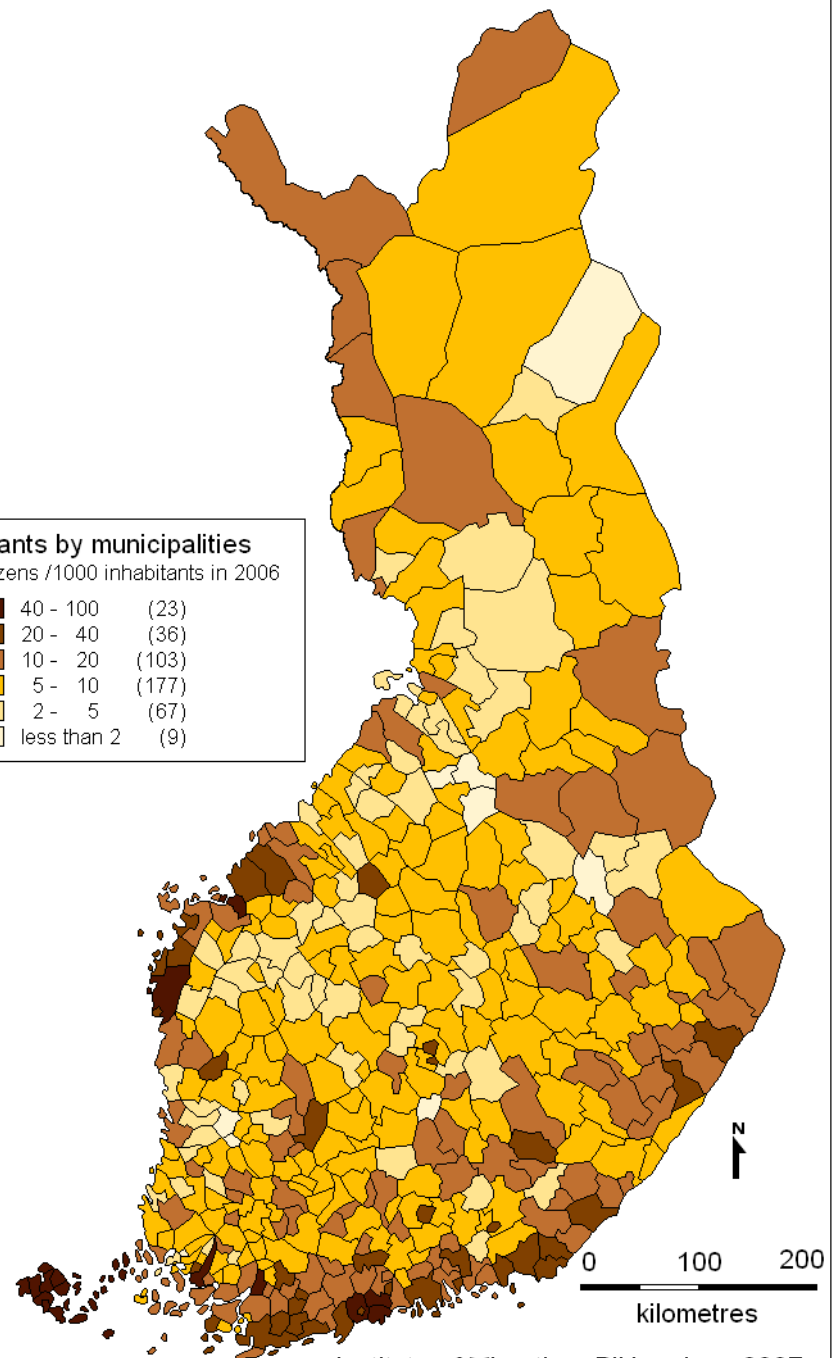
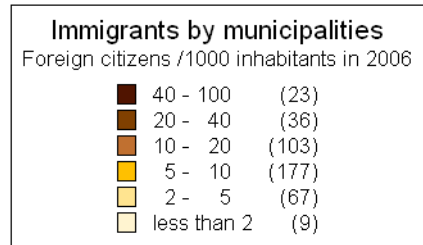
Elli Heikkilä and Aini Pehkonen\*

**Institute of Migration  
University of Eastern Finland\***

# Immigrants in Finland in 1980–2006

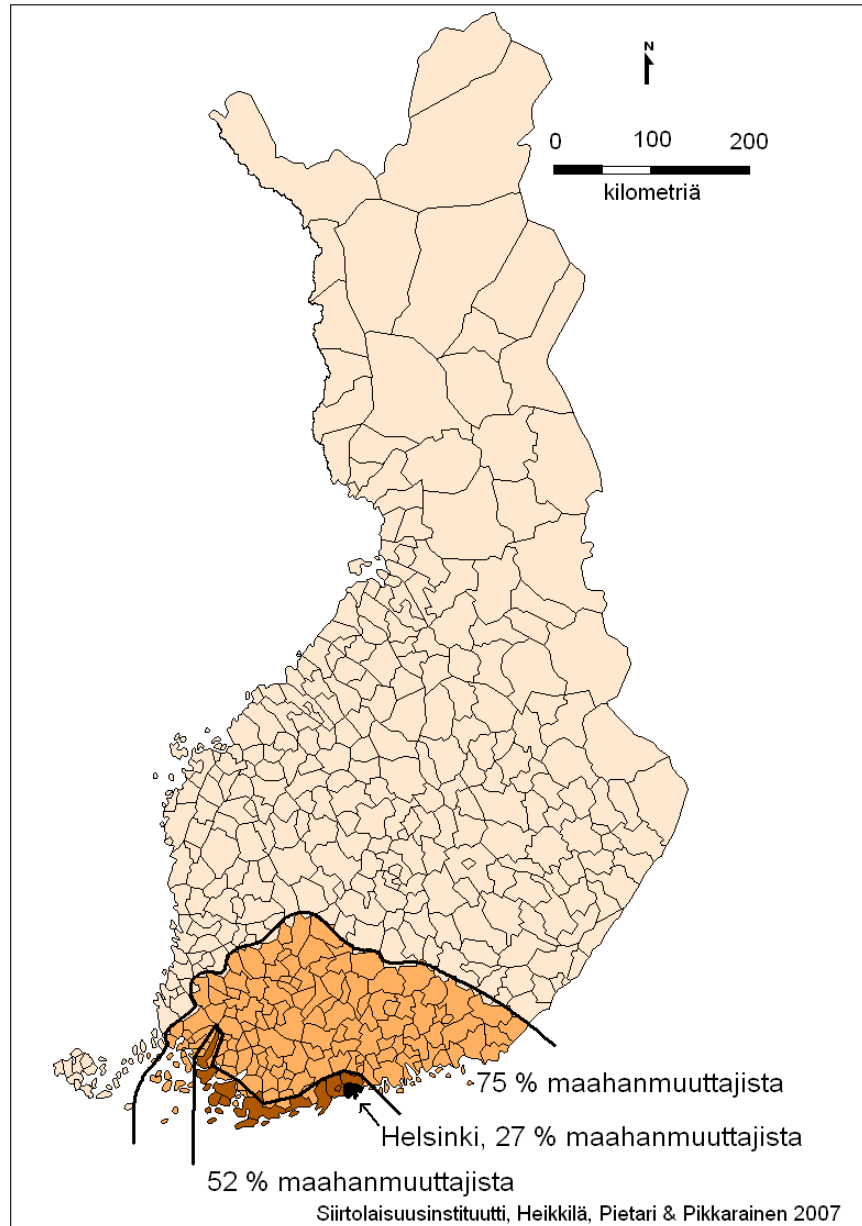


# Immigrants in Finland's municipalities in 2006



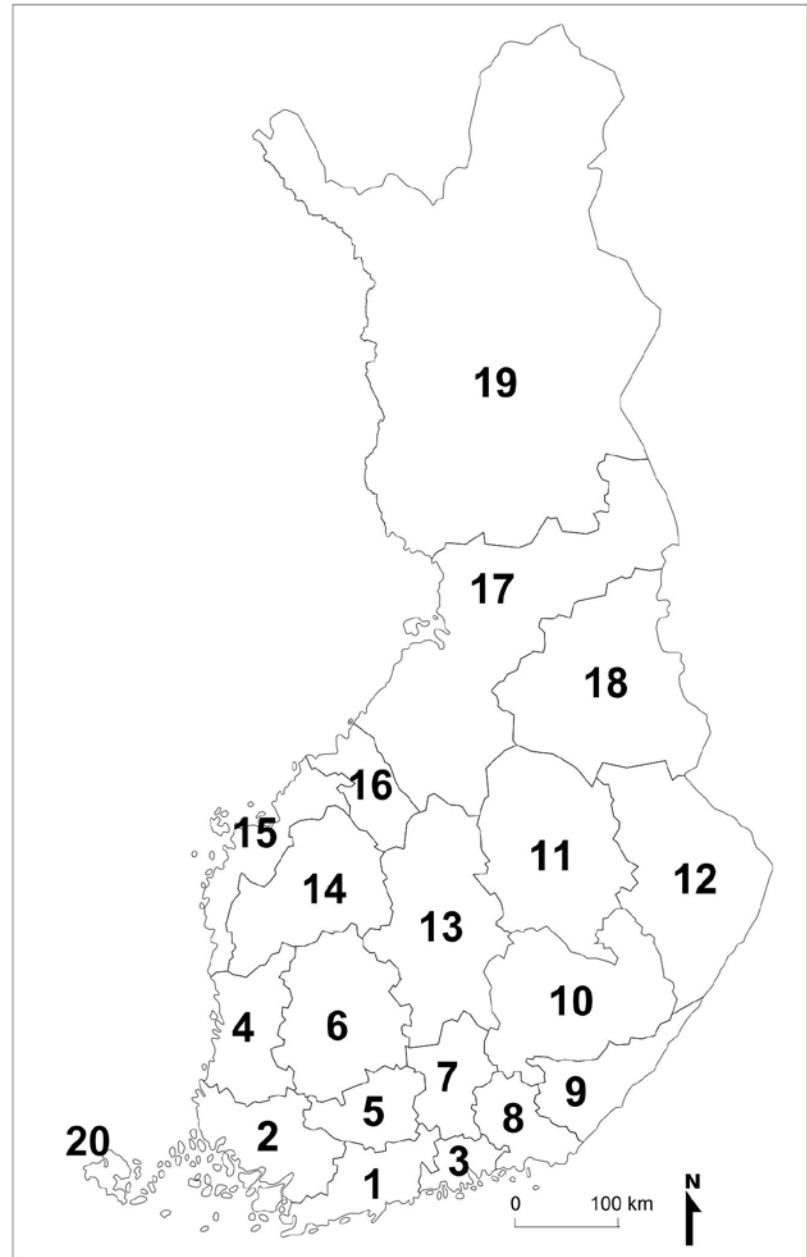
Institute of Migration, Pikkarainen 2007

# Concentration of immigrants to the Southern Finland in 2005 (Data: Statistics Finland)

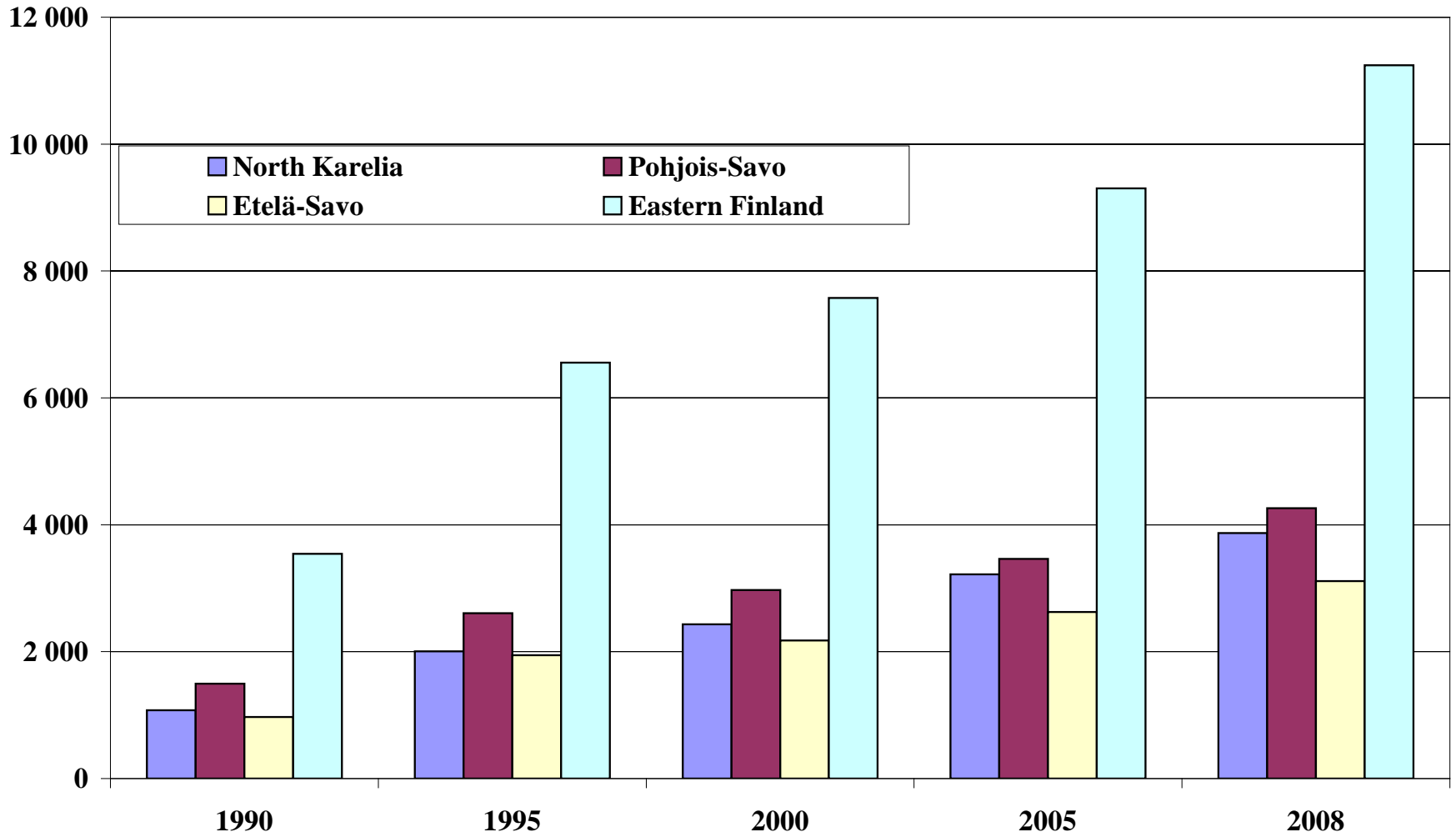


# Counties of Finland

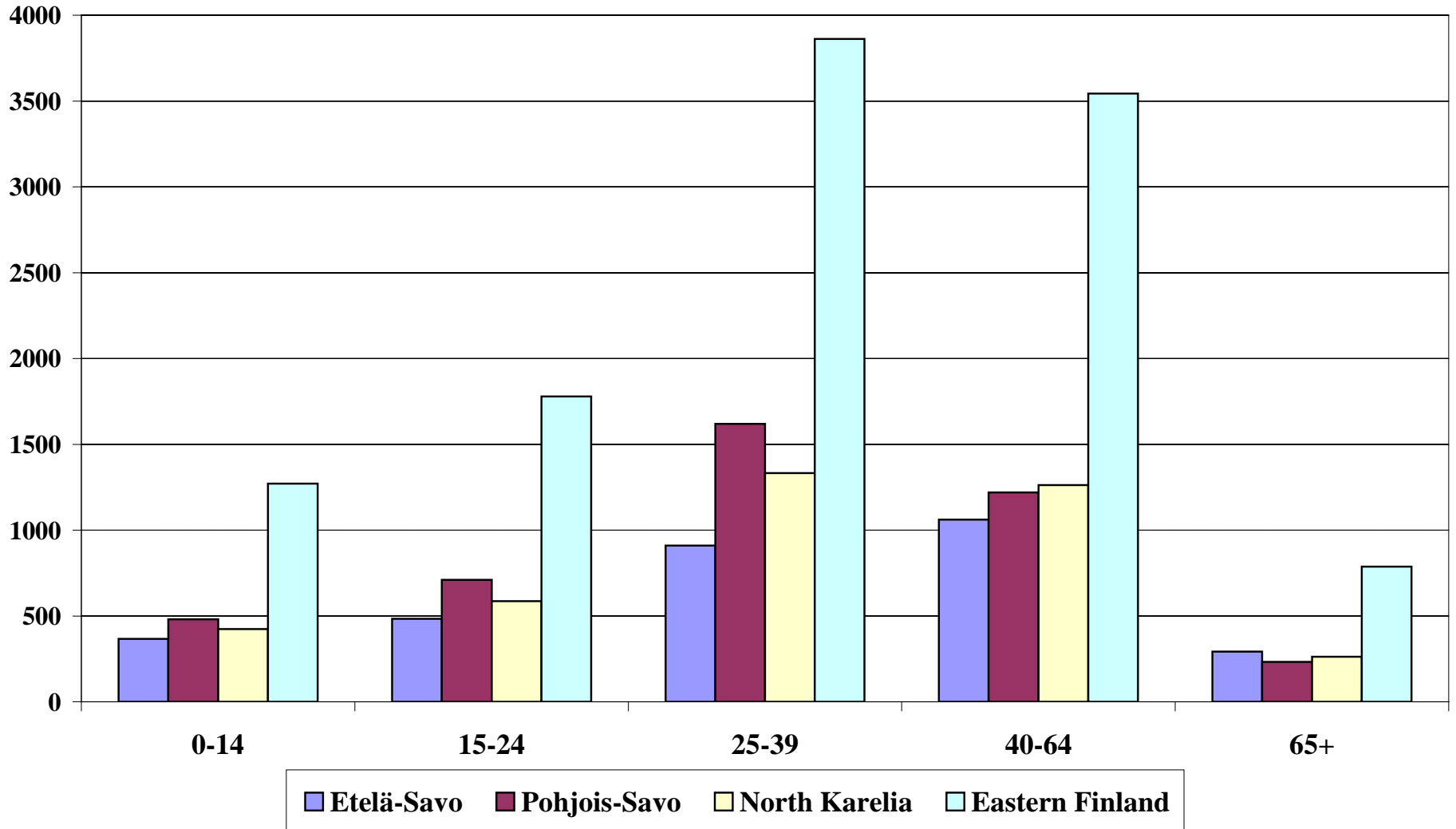
- 1 = Uusimaa
- 2 = Varsinais-Suomi
- 3 = Itä-Uusimaa
- 4 = Satakunta
- 5 = Kanta-Häme
- 6 = Pirkanmaa
- 7 = Päijät-Häme
- 8 = Kymenlaakso
- 9 = South Karelia
- 10 = Etelä-Savo
- 11 = Pohjois-Savo
- 12 = North Karelia
- 13 = Central Finland
- 14 = Southern Ostrobothnia
- 15 = Ostrobothnia
- 16 = Central Ostrobothnia
- 17 = Northern Ostrobothnia
- 18 = Kainuu
- 19 = Lapland
- 20 = Ahvenanmaa



### Foreign born stock



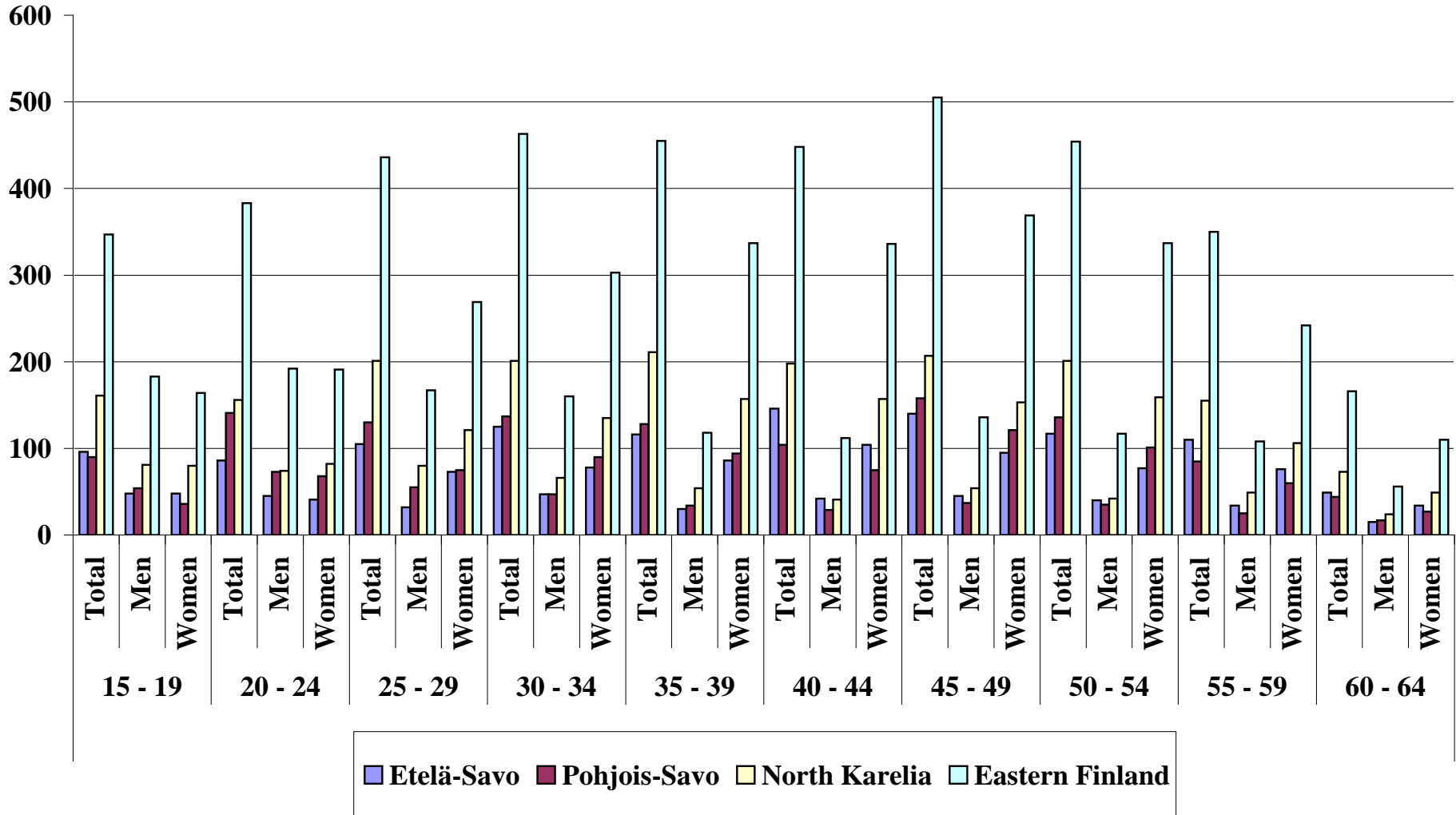
**Foreign born population in Eastern Finland by age groups in 2008**



## Foreign born migrant stock by top-10 countries in 2008

| <b>Eastern Finland</b> | Number | %    | <b>North Karelia</b> | Number | %    |
|------------------------|--------|------|----------------------|--------|------|
| Russia                 | 4 881  | 43,4 | Russia               | 2 161  | 55,9 |
| Sweden                 | 1 181  | 10,5 | Sweden               | 358    | 9,3  |
| Germany                | 378    | 3,4  | Somalia              | 120    | 3,1  |
| Thailand               | 367    | 3,3  | Germany              | 118    | 3,1  |
| Unknown                | 270    | 2,4  | Thailand             | 82     | 2,1  |
| Turkey                 | 182    | 1,6  | Estonia              | 77     | 2,0  |
| Estonia                | 483    | 4,3  | Unknown              | 73     | 1,9  |
| Somalia                | 120    | 1,1  | USA                  | 56     | 1,4  |
| Afghanistan            | 100    | 0,9  | Vietnam              | 46     | 1,2  |
| Britain                | 97     | 0,9  | China                | 44     | 1,1  |
| Number                 | 8 059  | 71,7 | Number               | 3 135  | 81,0 |
| All countries number   | 11 243 | 100  | All countries number | 3 868  | 100  |
| <b>Pohjois-Savo</b>    | Number | %    | <b>Etelä-Savo</b>    | Number | %    |
| Russia                 | 1 373  | 32,2 | Russia               | 1 347  | 43,3 |
| Sweden                 | 584    | 13,7 | Sweden               | 239    | 7,7  |
| Estonia                | 253    | 5,9  | Estonia              | 153    | 4,9  |
| Thailand               | 174    | 4,1  | Germany              | 122    | 3,9  |
| Germany                | 138    | 3,2  | Thailand             | 111    | 3,6  |
| Unknown                | 131    | 3,1  | Afghanistan          | 100    | 3,2  |
| China                  | 122    | 2,9  | Myanmar              | 87     | 2,8  |
| Turkey                 | 100    | 2,3  | Turkey               | 82     | 2,6  |
| Britain                | 97     | 2,3  | Former Yugoslavia    | 75     | 2,4  |
| Iraq                   | 90     | 2,1  | Unknown              | 66     | 2,1  |
| Number                 | 3 062  | 71,8 | Number               | 2 382  | 76,5 |
| All countries number   | 4 262  | 100  | All countries number | 3 113  | 100  |

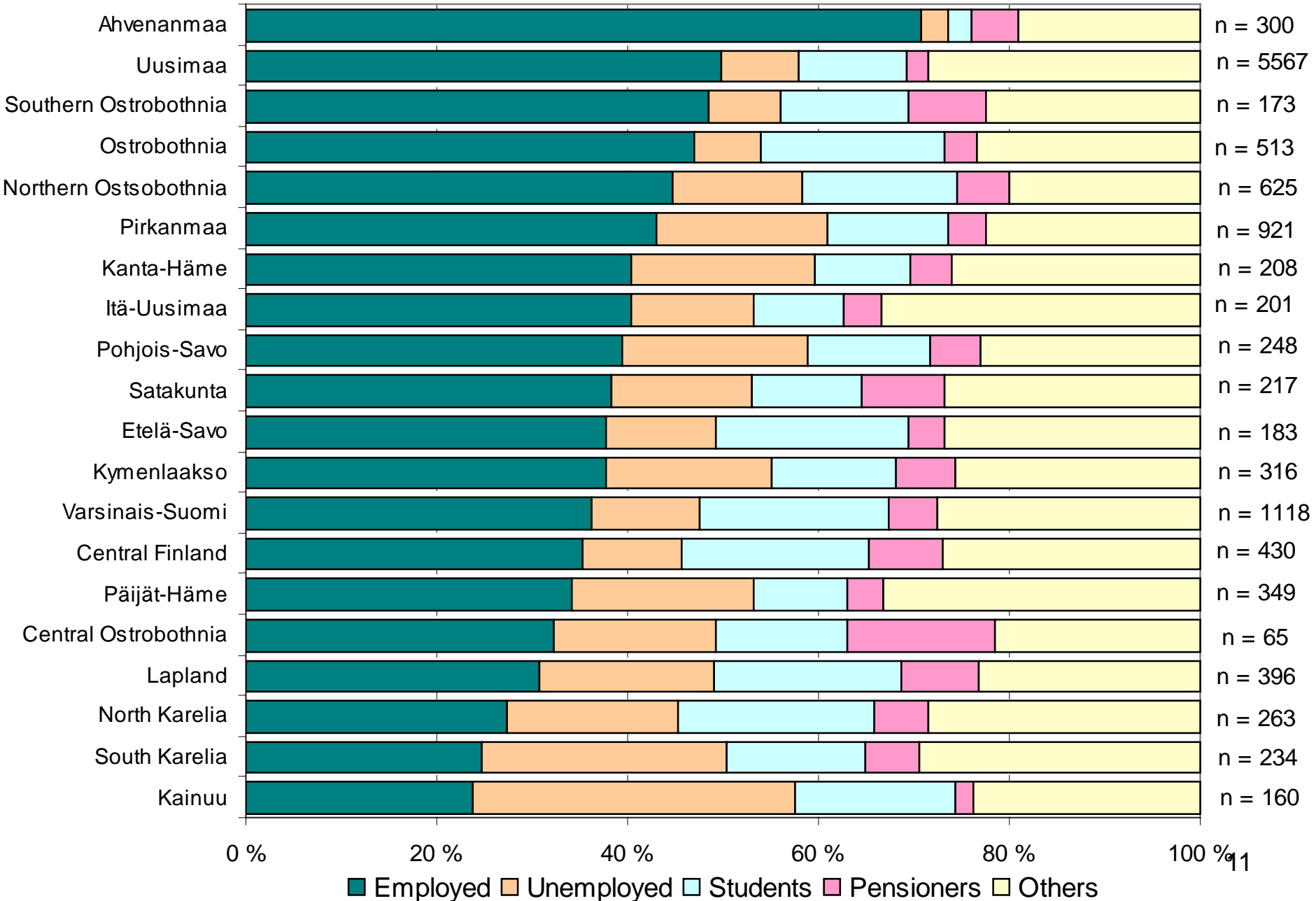
### Russian born immigrant stock by age and gender in 2008



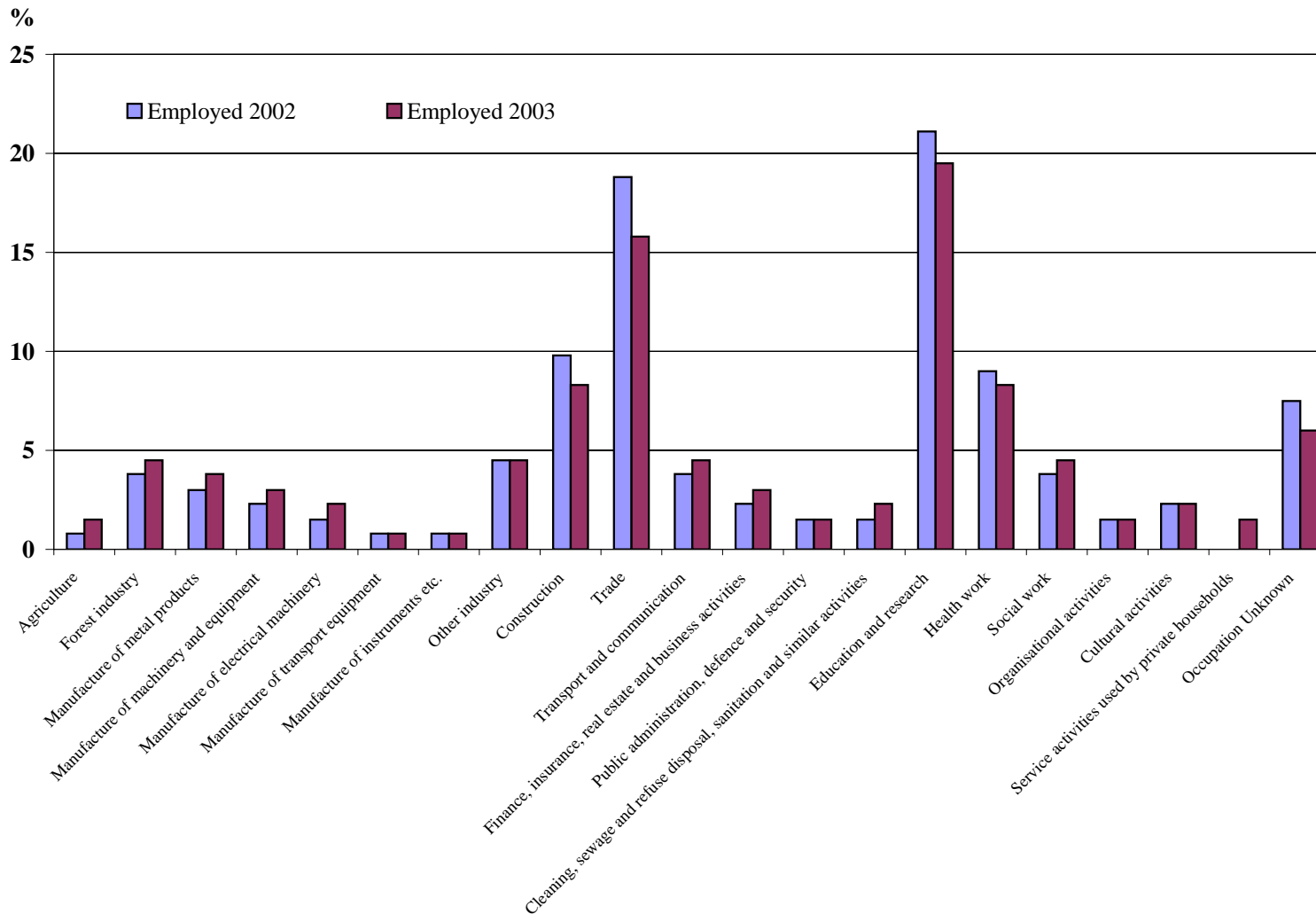
## Persons immigrating to Eastern Finland and their primary activity in the immigration year 2002 (Data: Statistics Finland).

| Region                 | Employed   | %           | Unemployed | %           | Students   | %           | Pensioners | %          | Others     | %           | Total      | %          |
|------------------------|------------|-------------|------------|-------------|------------|-------------|------------|------------|------------|-------------|------------|------------|
| <b>North Karelia</b>   |            |             |            |             |            |             |            |            |            |             |            |            |
| Primary education      | 21         | 15,0        | 22         | 15,7        | 31         | 22,1        | 11         | 7,9        | 55         | 39,3        | 140        | 100        |
| Intermediate education | 9          | 15,8        | 17         | 29,8        | 18         | 31,6        | 3          | 5,3        | 10         | 17,5        | 57         | 100        |
| Higher education       | 14         | 21,5        | 27         | 41,5        | 16         | 24,6        | 1          | 1,5        | 7          | 10,8        | 65         | 100        |
| <b>Total</b>           | <b>44</b>  | <b>16,8</b> | <b>66</b>  | <b>25,2</b> | <b>65</b>  | <b>24,8</b> | <b>15</b>  | <b>5,7</b> | <b>72</b>  | <b>27,5</b> | <b>262</b> | <b>100</b> |
| <b>Pohjois-Savo</b>    |            |             |            |             |            |             |            |            |            |             |            |            |
| Primary education      | 25         | 22,1        | 22         | 19,5        | 19         | 16,8        | 7          | 6,2        | 40         | 35,4        | 113        | 100        |
| Intermediate education | 19         | 27,1        | 27         | 38,6        | 13         | 18,6        | 1          | 1,4        | 10         | 14,3        | 70         | 100        |
| Higher education       | 27         | 42,2        | 14         | 21,9        | 3          | 4,7         | 5          | 7,8        | 15         | 23,4        | 64         | 100        |
| <b>Total</b>           | <b>71</b>  | <b>28,7</b> | <b>63</b>  | <b>25,5</b> | <b>35</b>  | <b>14,2</b> | <b>13</b>  | <b>5,3</b> | <b>65</b>  | <b>26,3</b> | <b>247</b> | <b>100</b> |
| <b>Etelä-Savo</b>      |            |             |            |             |            |             |            |            |            |             |            |            |
| Primary education      | 17         | 18,1        | 18         | 19,1        | 20         | 21,3        | 3          | 3,2        | 36         | 38,3        | 94         | 100        |
| Intermediate education | 10         | 22,2        | 15         | 33,3        | 10         | 22,2        | 1          | 2,2        | 9          | 20,0        | 45         | 100        |
| Higher education       | 21         | 47,7        | 14         | 31,8        | 1          | 2,3         | 1          | 2,3        | 7          | 15,9        | 44         | 100        |
| <b>Total</b>           | <b>48</b>  | <b>26,2</b> | <b>47</b>  | <b>25,7</b> | <b>31</b>  | <b>16,9</b> | <b>5</b>   | <b>2,7</b> | <b>52</b>  | <b>28,4</b> | <b>183</b> | <b>100</b> |
| <b>Eastern Finland</b> |            |             |            |             |            |             |            |            |            |             |            |            |
| Primary education      | 63         | 18,2        | 62         | 17,9        | 70         | 20,2        | 21         | 6,1        | 131        | 37,8        | 347        | 100        |
| Intermediate education | 38         | 22,1        | 59         | 34,3        | 41         | 23,8        | 5          | 2,9        | 29         | 16,9        | 172        | 100        |
| Higher education       | 62         | 35,8        | 55         | 31,8        | 20         | 11,6        | 7          | 4,0        | 29         | 16,8        | 173        | 100        |
| <b>Total</b>           | <b>163</b> | <b>23,6</b> | <b>176</b> | <b>25,4</b> | <b>131</b> | <b>18,9</b> | <b>33</b>  | <b>4,8</b> | <b>189</b> | <b>27,3</b> | <b>692</b> | <b>100</b> |

# Persons immigrated in Finland in 2002 by county of residence and main activity at the end of 2003



# Economic sectors of persons who immigrated to Eastern Finland in 2002 and their situation a year after (Data: Statistics Finland).



**Persons who immigrated to Eastern Finland in 2002 their economic sectors in 2003 by country of birth (min. 6 persons in employed total) (Data: Statistics Finland)**

| <b>Eastern Finland</b>                                                  | Former     |           |           |           |          | <b>Total</b> |
|-------------------------------------------------------------------------|------------|-----------|-----------|-----------|----------|--------------|
|                                                                         | Finland    | USSR      | Other     | Germany   | Sweden   |              |
| Agriculture                                                             | 0          | 4         | 1         | 0         | 0        | <b>5</b>     |
| Forestry                                                                | 2          | 0         | 0         | 0         | 0        | <b>2</b>     |
| Forest industry                                                         | 8          | 1         | 1         | 1         | 0        | <b>11</b>    |
| Manufacture of metal products                                           | 4          | 1         | 2         | 0         | 1        | <b>8</b>     |
| Manufacture of machinery and equipment                                  | 4          | 0         | 0         | 0         | 0        | <b>4</b>     |
| Manufacture of electrical machinery                                     | 3          | 0         | 0         | 0         | 0        | <b>3</b>     |
| Manufacture of transport equipment                                      | 1          | 0         | 0         | 0         | 0        | <b>1</b>     |
| Manufacture of instruments etc.                                         | 3          | 0         | 0         | 0         | 0        | <b>3</b>     |
| Other metal industry                                                    | 0          | 0         | 0         | 0         | 0        | <b>0</b>     |
| Other industry                                                          | 4          | 3         | 1         | 0         | 0        | <b>8</b>     |
| Construction                                                            | 7          | 1         | 3         | 0         | 1        | <b>12</b>    |
| Trade                                                                   | 19         | 3         | 3         | 2         | 1        | <b>28</b>    |
| Transport                                                               | 7          | 1         | 0         | 1         | 0        | <b>9</b>     |
| Finance, insurance, real estate and business activities                 | 8          | 2         | 1         | 0         | 0        | <b>11</b>    |
| Public administration, defence and security                             | 5          | 1         | 0         | 0         | 0        | <b>6</b>     |
| Cleaning, sewage and refuse disposal, sanitation and similar activities | 1          | 1         | 3         | 0         | 0        | <b>5</b>     |
| Education and research                                                  | 17         | 5         | 7         | 5         | 1        | <b>35</b>    |
| Health work                                                             | 18         | 1         | 1         | 0         | 0        | <b>20</b>    |
| Social work                                                             | 4          | 0         | 5         | 1         | 1        | <b>11</b>    |
| Organisational activities                                               | 4          | 0         | 1         | 0         | 0        | <b>5</b>     |
| Cultural activities                                                     | 4          | 0         | 1         | 0         | 0        | <b>5</b>     |
| Servive activities used by private households                           | 0          | 1         | 0         | 0         | 1        | <b>2</b>     |
| Occupation unknown                                                      | 7          | 14        | 8         | 2         | 0        | <b>31</b>    |
| <b>Employed total</b>                                                   | <b>130</b> | <b>39</b> | <b>38</b> | <b>12</b> | <b>6</b> | <b>225</b>   |

## Economic sectors of immigrants in 2003, a year after immigration to Eastern Finland, by gender and education (Data: Statistics Finland)

| Eastern Finland                                                         | Men                 |                          |                    | Women               |                          |                    |
|-------------------------------------------------------------------------|---------------------|--------------------------|--------------------|---------------------|--------------------------|--------------------|
|                                                                         | Primary education % | Intermediate education % | Higher education % | Primary education % | Intermediate education % | Higher education % |
| Agriculture                                                             | 2,2                 | 0,0                      | 2,0                | 5,9                 | 2,8                      | 0,0                |
| Forest industry                                                         | 0,0                 | 3,4                      | 2,0                | 0,0                 | 0,0                      | 0,0                |
| Manufacture of metal products                                           | 2,2                 | 10,3                     | 8,2                | 2,9                 | 2,8                      | 2,2                |
| Manufacture of machinery and equipment                                  | 4,3                 | 3,4                      | 4,1                | 2,9                 | 0,0                      | 4,4                |
| Manufacture of electrical machinery                                     | 0,0                 | 6,9                      | 2,0                | 0,0                 | 0,0                      | 2,2                |
| Manufacture of transport equipment                                      | 0,0                 | 0,0                      | 4,1                | 0,0                 | 2,8                      | 0,0                |
| Manufacture of instruments etc.                                         | 0,0                 | 0,0                      | 0,0                | 0,0                 | 0,0                      | 0,0                |
| Other industry                                                          | 6,5                 | 0,0                      | 0,0                | 5,9                 | 5,6                      | 2,2                |
| Construction                                                            | 8,7                 | 10,3                     | 8,2                | 0,0                 | 5,6                      | 0,0                |
| Trade                                                                   | 15,2                | 27,6                     | 6,1                | 17,6                | 16,7                     | 8,9                |
| Transport and communication                                             | 2,2                 | 6,9                      | 8,2                | 0,0                 | 0,0                      | 4,4                |
| Cleaning, sewage and refuse disposal, sanitation and similar activities | 6,5                 | 0,0                      | 0,0                | 2,9                 | 2,8                      | 0,0                |
| Education and research                                                  | 15,2                | 3,4                      | 28,6               | 14,7                | 8,3                      | 13,3               |
| Health work                                                             | 0,0                 | 0,0                      | 8,2                | 5,9                 | 2,8                      | 28,9               |
| Social work                                                             | 6,5                 | 3,4                      | 0,0                | 8,8                 | 8,3                      | 8,9                |
| Organisational activities                                               | 2,2                 | 3,4                      | 2,0                | 0,0                 | 0,0                      | 4,4                |
| Cultural activities                                                     | 6,5                 | 0,0                      | 2,0                | 0,0                 | 2,8                      | 0,0                |
| Service activities used by private households                           | 0,0                 | 0,0                      | 0,0                | 5,9                 | 2,8                      | 0,0                |
| Occupation Unknown                                                      | 17,4                | 6,9                      | 2,0                | 23,5                | 22,2                     | 11,1               |
| <b>Total</b>                                                            | <b>100</b>          | <b>100</b>               | <b>100</b>         | <b>100</b>          | <b>100</b>               | <b>100</b>         |
| Number                                                                  | 46                  | 29                       | 49                 | 34                  | 36                       | 45                 |

## Immigrants' five most common occupations in Finland by region of residence 2000 (Statistics Finland)

| Uusimaa                                   |       | Varsinais-Suomi |                             | Satakunta            |       | Kanta-Häme                          |     |       |                                           |      |       |
|-------------------------------------------|-------|-----------------|-----------------------------|----------------------|-------|-------------------------------------|-----|-------|-------------------------------------------|------|-------|
| Persons                                   | %     | Persons         | %                           | Persons              | %     | Persons                             | %   |       |                                           |      |       |
| Employed total                            | 19279 | 100,0           | Employed total              | 2827                 | 100,0 | Employed total                      | 496 | 100,0 | Employed total                            | 522  | 100,0 |
| Restaurant services                       | 2044  | 10,6            | Education                   | 225                  | 8,0   | Education                           | 54  | 10,9  | Restaurant services                       | 58   | 11,1  |
| Cleaning                                  | 1982  | 10,3            | Restaurant services         | 192                  | 6,8   | Restaurant services                 | 42  | 8,5   | Occupation unknown                        | 47   | 9,0   |
| Sales work                                | 1412  | 7,3             | Metal manufacturing         | 188                  | 6,7   | Metal manufacturing                 | 38  | 7,7   | Cleaning                                  | 38   | 7,3   |
| Education                                 | 1237  | 6,4             | Cleaning                    | 183                  | 6,5   | Occupation unknown                  | 33  | 6,7   | Sales work                                | 38   | 7,3   |
| Occupation unknown                        | 1192  | 6,2             | Sales work                  | 175                  | 6,2   | Sales work                          | 31  | 6,3   | Education                                 | 37   | 7,1   |
| Pirkanmaa                                 |       | Päijät-Häme     |                             | Kymenlaakso          |       | South Karelia                       |     |       |                                           |      |       |
| Persons                                   | %     | Persons         | %                           | Persons              | %     | Persons                             | %   |       |                                           |      |       |
| Employed total                            | 2020  | 100,0           | Employed total              | 898                  | 100,0 | Employed total                      | 644 | 100,0 | Employed total                            | 669  | 100,0 |
| Education                                 | 213   | 10,5            | Restaurant services         | 86                   | 9,6   | Education                           | 69  | 10,7  | Sales work                                | 90   | 13,5  |
| Restaurant services                       | 203   | 10,1            | Wood manufacturing          | 80                   | 8,9   | Sales work                          | 68  | 10,6  | Education                                 | 68   | 10,2  |
| Occupation unknown                        | 138   | 6,8             | Education                   | 69                   | 7,7   | Restaurant services                 | 66  | 10,3  | Occupation unknown                        | 49   | 7,3   |
| Cleaning                                  | 132   | 6,5             | Sales work                  | 65                   | 7,2   | Occupation unknown                  | 48  | 7,5   | Restaurant services                       | 42   | 6,3   |
| Technical planning, managing and research | 122   | 6,0             | Social and leisure services | 57                   | 6,4   | Doctors and researchers in medicine | 32  | 5,0   | Technical planning, managing and research | 31   | 4,6   |
| Etelä-Savo                                |       | Pohjois-Savo    |                             | North Karelia        |       | Central Finland                     |     |       |                                           |      |       |
| Persons                                   | %     | Persons         | %                           | Persons              | %     | Persons                             | %   |       |                                           |      |       |
| Employed total                            | 407   | 100,0           | Employed total              | 493                  | 100,0 | Employed total                      | 404 | 100,0 | Employed total                            | 723  | 100,0 |
| Education                                 | 43    | 10,6            | Restaurant services         | 54                   | 11,0  | Education                           | 78  | 19,3  | Education                                 | 108  | 14,9  |
| Wood manufacturing                        | 40    | 9,8             | Education                   | 50                   | 10,1  | Restaurant services                 | 31  | 7,7   | Restaurant services                       | 67   | 9,3   |
| Occupation unknown                        | 33    | 8,1             | Sales work                  | 43                   | 8,7   | Sales work                          | 29  | 7,2   | Occupation unknown                        | 59   | 8,2   |
| Restaurant services                       | 31    | 7,6             | Occupation unknown          | 31                   | 6,3   | Cleaning                            | 27  | 6,7   | Other professionals                       | 52   | 7,2   |
| Sales work                                | 30    | 7,4             | Agriculture and garden.     | 28                   | 5,7   | Occupation unknown                  | 24  | 5,9   | Soc. and leisure servic.                  | 44   | 6,1   |
| South Ostrobothnia                        |       | Ostrobothnia    |                             | Central Ostrobothnia |       | North Ostrobothnia                  |     |       |                                           |      |       |
| Persons                                   | %     | Persons         | %                           | Persons              | %     | Persons                             | %   |       |                                           |      |       |
| Employed total                            | 267   | 100,0           | Employed total              | 1773                 | 100,0 | Employed total                      | 180 | 100,0 | Employed total                            | 903  | 100,0 |
| Education                                 | 58    | 21,7            | Agriculture and garden.     | 136                  | 7,7   | Education                           | 23  | 12,8  | Education                                 | 117  | 13,0  |
| Sales work                                | 26    | 9,7             | Sales work                  | 133                  | 7,5   | Agriculture and garden.             | 17  | 9,4   | Restaurant services                       | 88   | 9,8   |
| Restaurant services                       | 25    | 9,4             | Education                   | 123                  | 6,9   | Restaurant services                 | 13  | 7,2   | Other manufacturing                       | 74   | 8,2   |
| Agriculture and garden.                   | 23    | 8,6             | Restaurant services         | 119                  | 6,7   | Sales work                          | 11  | 6,1   | Technical planning etc                    | 61   | 6,8   |
| Occupation unknown                        | 20    | 7,5             | Soc. and leisure servic.    | 118                  | 6,7   | Occupation unknown                  | 11  | 6,1   | Occupation unknown                        | 60   | 6,6   |
| Kainuu                                    |       | Lapland         |                             | Itä-Uusimaa          |       | Ahvenanmaa                          |     |       |                                           |      |       |
| Persons                                   | %     | Persons         | %                           | Persons              | %     | Persons                             | %   |       |                                           |      |       |
| Employed total                            | 122   | 100,0           | Employed total              | 417                  | 100,0 | Employed total                      | 673 | 100,0 | Employed total                            | 1145 | 100,0 |
| Education                                 | 15    | 12,3            | Education                   | 75                   | 18,0  | Sales work                          | 63  | 9,4   | Occupation unknown                        | 123  | 10,7  |
| Sales work                                | 14    | 11,5            | Restaurant services         | 52                   | 12,5  | Restaurant services                 | 58  | 8,6   | Sales work                                | 111  | 9,7   |
| Soc. and leisure servic.                  | 14    | 11,5            | Occupation unknown          | 46                   | 11,0  | Occupation unknown                  | 45  | 6,7   | Soc. and leisure servic.                  | 103  | 9,0   |
| Occupation unknown                        | 14    | 11,5            | Sales work                  | 34                   | 8,2   | Soc. and leisure servic.            | 41  | 6,1   | Restaurant services                       | 78   | 6,8   |
| Restaurant services                       | 9     | 7,4             | Soc. and leisure servic.    | 21                   | 5,0   | Other manufacturing                 | 39  | 5,8   | Education                                 | 78   | 6,8   |

# Experiences on a diverse work community

# Background

- Multicultural work communities face challenges
- Crucial for the work community's ability to function and for the well-being of the staff is how the superior acts

- A good reputation as a diverse work place communicates the social responsibility of the organization
- Managements are often divided into two subcategories: managing tasks (management) and managing people (leadership)
- In this research: managing human resources

# **Three questions are addressed:**

1. What kind of experiences the superiors have on managing human resources in a diverse work community?
2. What kind of prerequisites it can be found in a multicultural work community for becoming an active member?
3. What kind of challenges a diverse work community offers to the staff?

# Methods

- The object of the research is multicultural work communities in Eastern Finland, i.e. in North Karelia, Pohjois-Savo and Etelä-Savo
- The quantitative data (n=236) is collected through a mail questionnaire sent to the superiors in different fields of industry in Eastern Finland

- The qualitative data consists of interviews with superiors (10), employees with an immigrant background (30) and native Finnish employees (10) from various fields of industry
- The qualitative data is analyzed with content analysis
- The quantitative data is analyzed with cross-tabulation, regression analysis and factor analysis

# Results

# Has the function of a diverse work community developed due to multiculturalism?

| <b>Industry</b>         | <b>Disagree or<br/>totally disagree<br/>%</b> | <b>Cannot choose<br/>%</b> | <b>Agree or totally agree<br/>%</b> | <b>Total %</b> |
|-------------------------|-----------------------------------------------|----------------------------|-------------------------------------|----------------|
| Trade                   | 35                                            | 21                         | 44                                  | 100            |
| Sanitation              | 33                                            | 56                         | 11                                  | 100            |
| Health Care             | 28                                            | 72                         | 0                                   | 100            |
| Social Care             | 29                                            | 42                         | 29                                  | 100            |
| Organizational Activity | 26                                            | 39                         | 35                                  | 100            |
| Education and Research  | 28                                            | 20                         | 52                                  | 100            |

- Regardless of the field of industry, majority of superiors (77 %) estimates that it is easy for a person with immigrant background to join a work community
- Industry-specifically, 19 % of the superiors in social and health care and 13 % of the superiors in trade thought critically that it is not easy to become a member of a work community

## Have employees with an immigrant background had problems concerning working and social life at workplace?

| <b>Problem</b>                                              | <b>Very much /<br/>much<br/>% (n)</b> | <b>To some extent<br/>% (n)</b> | <b>Not at all<br/>% (n)</b> | <b>Total</b> |
|-------------------------------------------------------------|---------------------------------------|---------------------------------|-----------------------------|--------------|
| Name-calling                                                | 1 % (1)                               | 13 % (28)                       | 86 % (181)                  | 100%(210)    |
| Being left alone                                            | 2 % (3)                               | 42 % (88)                       | 56 % (118)                  | 100%(209)    |
| Language difficulties                                       | 23 % (50)                             | 63 % (134)                      | 14 % (29)                   | 100%(213)    |
| Occupational accidents due to language difficulties         | 1 % (2)                               | 6 % (12)                        | 93 % (191)                  | 100%(205)    |
| Problems with matters concerning work tasks and methods     | 11 % (22)                             | 61 % (127)                      | 28 % (59)                   | 100%(208)    |
| Problems on meal breaks and refreshing breaks at workplace  | 0                                     | 16 % (33)                       | 84 % (175)                  | 100%(208)    |
| Problems with superior                                      | 1 % (1)                               | 25 % (51)                       | 74 % (156)                  | 100%(208)    |
| Problems with fellow workers                                | 1 % (1)                               | 35 % (73)                       | 64 % (133)                  | 100%(207)    |
| Problems with clients                                       | 3 % (6)                               | 43 % (88)                       | 54 % (109)                  | 100%(203)    |
| Due to practising religion                                  | 1 % (1)                               | 11 % (22)                       | 88 % (185)                  | 100% (208)   |
| Finns underestimating the professional skills of immigrants | 12 % (25)                             | 56 % (115)                      | 32 % (65)                   | 100%(205)    |

- When a superior had noticed an employee with immigrant background having discernible problems with socializing in the work community, the difficulties often appeared in several different dimensions.
- Immigrants difficulties from the perspective of superiors had statistical significance in correlations to:
  - problems with fellow workers ( ,568\*\*),
  - problems with completing work tasks (,392\*\*),
  - being left alone (,263\*\*),
  - problems with clients (,214\*\*) and
  - language difficulties (,182\*\*).

**Becoming an active member in a work community correlates with an immigrant's communicational skills both in task-centered as well as in relationship-centered dimensions:**

**Task-centered skills** support a working team in achieving goals

professional skills (,289\*\*)

initiative (,295\*\*)

thoroughness (,349\*\*)

knowledge on administrative culture (,247\*\*)

knowledge on working culture (,430\*\*)

readiness for change (,347\*\*)

motivation (,287\*\*)

customer service attitude (,376\*\*)

working attitude (,350\*\*)

**Relationship-centered skills** support the atmosphere of a working team, and creating and maintaining relationships

flexibility (,433\*\*)

tolerance of differences (,426\*\*)

self-reliance in problem-solving (,377\*\*)

# Discussion

- How the introduction of a new member in a working community is carried out?
- What the introduction communicates is how welcome a person is to a working community, and this affects the working atmosphere

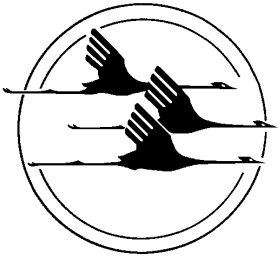
– How systematic a working community wants the introduction process to be formed?

-How a tutor/mentor is chosen in a working community?

-How the tutor/mentor is trained for the task?

- ethical questions

- time-related resources



## Further information:

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