

LABOUR ADAPTATION OF MIGRANTS AS AN ASPECT OF CORPORATE SOCIAL RESPONSIBILITY

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Abstract

The article analyses the problems of Russian migrant's labour adaptation, who are immigrants from Central Asian countries such as Kazakhstan, Kyrgyzstan, Uzbekistan, Turkmenistan and Tajikistan.

The research involves the characteristics of adaptation of migrants, which consistently live in the Ural as permanent residents of Russia, to the realities of Russian life and employment. The given study includes the results of the structured interview of 30 migrants. The obtained data are presented in dynamics for the period from 2011 to 2014 in form of a comparative analysis.

The study proposes a set of measures for psychological and professional adaptation of ethnical migrants in Russia, in terms of which aspect of corporate social responsibility should be established by the employer. It is also shown that additional social responsibility of labour adaptation of migrants can take over the Federal migration service, Employment centers, Cultural centers of "countrymen" and educational institutions.

The results of the research and the proposed recommendations can be used as a basis for establishing a system of migrants' labor adaptation not only in Russia, but also in other regions of the world where there is a high proportion of the labour migrants.

Key words: labor adaptation, labor migrants, psychological and professional adaptation, corporate social responsibility

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Introduction

Political, economic and cultural changes in Russian reality brought on by the dissolution of the Soviet Union, draw researchers' attention to problems of labour migration as these present one of considerable effects of political changes in the world. Since the USSR disappeared from the world map, a new concept - ethnical Russian foreigners - emerged. These are Russian migrants and their descendants who had lived in former Soviet republics and later, in

the 90s made the decision to move to Russia. However, migrants from the states of Central Asia, comprising Kazakhstan, Kyrgyzstan, Uzbekistan, Turkmenistan and Tajikistan experience 'culture shock' and face problems with ethnical and cultural identity, which makes their adaptation to Russian realia more complicated.

The relevance of the issue under consideration is supported by the fact that in the recent years the number of ethnical Russians originating from Central Asia is increasing due to intensifying national hostility towards them in former Soviet republics. This group, however, also encounters cultural and value-related differences with Russians. This leads to employment maladaptation, which, in its turn, negatively affects their self-perception in terms of personality integrity and working efficiency.

Meanwhile, labour adaptation in a company is an essential part of corporate social responsibility in human resource management. Unfortunately, corporate social responsibility of an organisation in terms of employees' labour adaptation, especially labour migrants, has been largely neglected by HR departments for a long period of time. Many state-run enterprises and commercial organisations lack even basic adaptation programs. Insufficient efforts in terms of labour adaptation of ethnical Russians originating from countries of Central Asia are made by different social structures both on the level of state government (for example, migration services or public employment service) and non-official organisations (for example, national and cultural communities).

1 Personnel labour adaptation within the frameworks of corporate social responsibility

Problems of labour adaptation in terms of corporate social responsibility are well presented in literary sources. P. Zientara, L. Kujawski and P. Bohdanowicz-Godfrey (2015) substantiate the role of corporate social responsibility in building the organizational culture and strategy of the organization. The social context of CSR is revealed by A.Athanasopoulou and J.W.Selsky (2015). Link CSR and international migration in the context of globalization A.Podsiadlowski and A.Reichel (2014) emphasize. Description of capital mobilization of skilled migrants in the context of human resource management is given by A.Al Ariss and J.Syed (2012). V.Sundra-Karean and S.S.S.Ahmad (2011) note the special role of CSR and other initiatives of "soft law" in respect of labour migrants to facilitate their adaptation to the workplace in the host country. N.Magnani (2015) shows the importance of integrating migrants into the labour market in the countries of emigration by the creation of special training programs. The

sensitivity of migrants to adapt to the labour market is examined by M. Roed and P.Schone (2015). J.Foster, A.Taylor and C.Khan (2015) appreciate the trade Union response to the inflow of immigrants.

Social adaptation (from Latin *adaptare* - to adjust and *socialis* - allied) is an active process of an individual's adjustment to conditions of his / her milieu, and the result of this process. Despite the continual nature of social adaptation, it is typically connected to periods of radical change of professional activity and social environment. This is most indicative of such personnel groups as employment migrants.

Labour adaptation is mutual adjustment of an employee and an organisation based on the worker's gradual ability of adapts to work in a new professional, social, organisational and economic environment (Kibanov, 2003). This is a multifaceted process requiring mutual interest and proactive attitude both from the employee and colleagues.

There are various types of social adaptation: active and passive; progressive and regressive; primary and secondary; occupational and non-occupational; professional, psychophysical, psychosocial, organisational and executive; economic; sanitary and hygienic (A.Kibanov, 2003).

In spite of the differences of adaptation types, they are all interconnected. Consequently, the process of adaptation management requires a universal system of influence measures ensuring its promptness and efficiency.

An adaptation system is a complex of compulsory actions for new employees at all levels. Along with that, the adaptation process of an employee is unique both in terms of his / her individual qualities and the type of his / her job. The participants of the adaptation process are the employee and the company as adaptation implies mutual adjustment (N.Arkipova, O.Sedova, 2003). The HR department should play a crucial role in this process (S.Manaev, Y.Gorkovenko, 2000) as it assumes corporate social responsibility in novice adaptation by developing essential adaptation programs, practising counselling, etc.

It has been shown (M.Magura, 2003) that adaptation efficiency depends on a range of conditions with the following among the most important:

- unbiased professional staff evaluation (both at the stage of selection and during labour adaptation);
- a well-regulated organisational mechanism of adaptation management;
- psychosocial environment prevailing among personnel;
- personal qualities of a person undergoing the process of adaptation related to his / her psychological features, age, family status, etc.

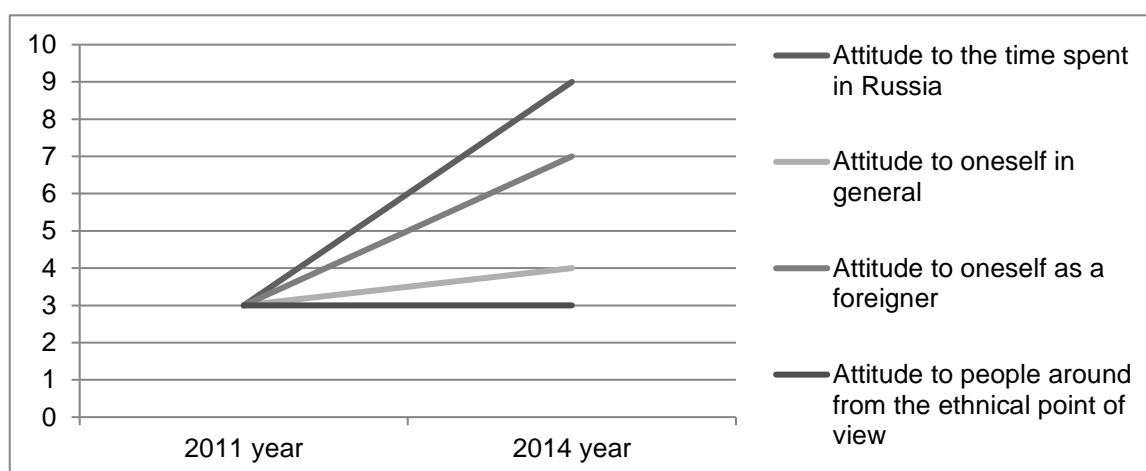
2 Study of adaptation of ethnical Russian migrants originating from Central Asia

In order to research the characteristics of ethnical Russians' from Central Asia adaptation to life realia in Russia after graduating from a Russian higher educational establishment, two studies (2011 & 2014) were conducted with the same 30 respondents (50% of women and 50% of men) participating. Basic tool was author's questionnaire, which included two significant aspects: ethnical and cultural identification and labour adaptation.

Both of these aspects are very important, because cultural identification helps to form psychological adaptation to the living in conditionally new ethnical environment ("conditionally" because this group of people is the "ethnical Russians") and to prepare the base for adaptation to job in different aspects.

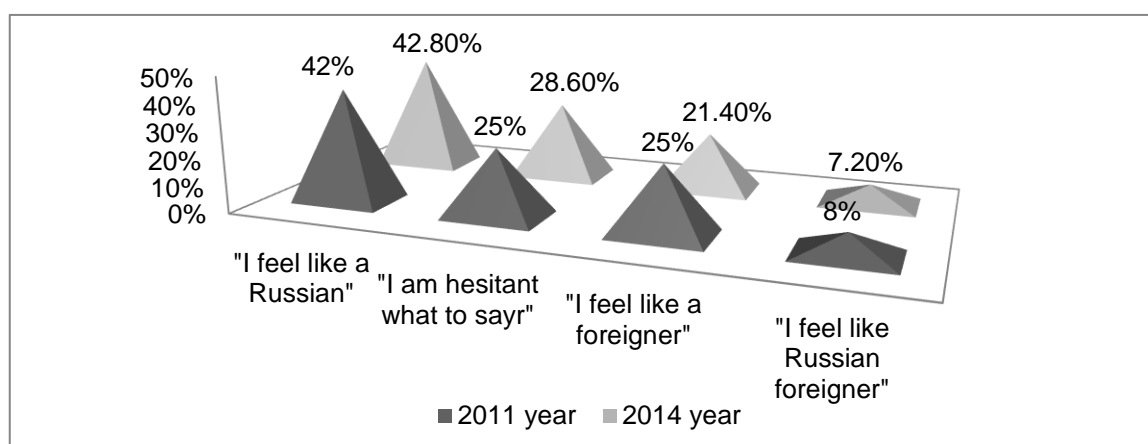
We got the following results. A general positive trend in ethnical and cultural identification over the three years has to be noted (Fig. 1).

Fig. 1: The dynamics of changes in respondents' ethnical and cultural identification



As far as the sense of belonging to Russian ethnicity is concerned, it should be stated that ethnical Russian migrants do not entirely identify themselves ethnically: only just above 40% of them consider themselves completely Russian. The majority (about 60%), perceive themselves as foreigners to varying degrees, with this trend remaining stable for 3 years (Fig. 2).

Fig. 2: The results of ethnical and cultural identification



While ethnical Russian labour migrants feel considerable differences between themselves and native Russians on the level of psychically significant phenomena, it is safe to conclude that this group of respondents will experience difficulties of psychological adaptation, which may lead to slower adaptation among colleagues due to the inner focus on their own differences.

Nevertheless, it is work that constitutes a facilitating condition while adapting to Russian realities for most respondents (70%).

Labour adaptation analysis as an aspect of social adaptation demonstrates that none of the respondents spent over 6 months to find a job, while 57.1% started work during study and later continued work on a different schedule.

While answering the question what difficulties they encountered when they were looking for a job, the respondents divided into three groups: 28.6% didn't perceive any particular difficulties concerning employment, 28.6% reported certain problems due to lack of experience and 42.8% stated employers' reluctance to hire citizens of foreign countries.

Answering the question about the problems of labour adaptation, 42.8% respondents reported the difficulty of becoming part of the team, 28.6% - encountering problems with professional duties and the rest - the difficulties of the working schedule adjustment. The study of the reasons of difficulties has shown that those who reported problems of team belonging spoke about communication barriers and the differences they experienced in terms of professional duties perception. Those who faced difficulties concerning professional duties spoke of the lack of information, facilities and counselling. Some of respondents experienced lack of professional expertise. Respondents reporting the difficulties in the working schedule adjustment, explained getting into regular habits since university days (university within walking distance, unscheduled studying time), which they had physical difficulties in overcoming.

The question about what in their opinion would have helped them during the adaptation period, divided the respondents into two groups. The first group, making 28.6%, reported that their adaptation problems disappeared in due time, certain habits were formed and the situation improved. The second group, 71.4%, by contrast, claimed that it would have been easier if a program of new specialist adaptation had been available in their organisation.

Respondents from the second group though were not unanimous in their opinion. Some of them referred to a program aimed at psychosocial adaptation of the newcomer to his / her colleagues (42.8%), while others were interested in programs encouraging a more efficient professional adaptation (28.6%).

The conducted comparative analysis of adaptation in ethnical Russian migrants from Central Asia allows us to draw several conclusions:

- by and large, ethnical and cultural adaptation of ethnical Russian migrants has a positive trend;
- ethnical and cultural identification of migrants is gradually changing but this change is incomplete, which testifies of the continuing process of adaptation to Russian realia;
- the process of integration of the studied group into Russian society is still in progress, which hinders labour adaptation;
- labour adaptation is spontaneous and unpredictable as it fails to be organised;
- the period of labour adaptation can be shortened only by means of organisation assistance to ethnical Russian migrants both in terms of psychosocial and professional adaptation.

3 Programs of corporate social responsibility within the framework of labour adaptation of ethnical Russian migrants originating from Central Asia

We suggest a range of programs aimed at the development of the system of corporate social responsibility in the area of labour adaptation of ethnical Russians originating from Central Asia.

The first program aimed at adaptation of ethnical Russian migrants in an organisation.

Tab. 1: Sample list of measures

Stages	Time frames	Measures
Preparation	1-2 days before starting work	<ul style="list-style-type: none"> •To make a plan for the trial period (setting and discussing goals and performance criteria for the trial period and further work, setting the timeframes to meet `the goals) •To legalise labour: sign the employment agreement •To familiarise employees with internal labour policy, work conditions and form of payment •To appoint a supervisor
New employees' orientation	1-2 working week	<ul style="list-style-type: none"> •To familiarise the new employee with the company policy: its mission, aims, organisational structure, corporate culture and so on •To take the new employee on a guided tour around the office / workshop / shop •To familiarise him / her with the company rules and regulations •To inform the company departments about the new employee (to introduce him / her to colleagues and the supervisor) •To talk about communication features and interaction informally
Assuming the position	1-4 working week	<ul style="list-style-type: none"> •To inform the employee about occupational safety and health •To study rules and regulations, professional duties, etc. in detail •To agree upon the trial period goals with the new employee and his / her supervisor •To monitor the feedback on the novice and his / her supervisor's collaboration
Job evaluation	5-11 working week	<ul style="list-style-type: none"> •To monitor the adaptation efficiency weekly
Organisation and team adaptation	5-11 working week	<ul style="list-style-type: none"> •To run a training session aimed at prompt overcoming the employee's natural lack of confidence while starting a new job and his / her acceptance of the company values and principles (in case there are less than three new employees, it is advisable to hold individual informal meetings) •To run a training session aimed at overcoming communication difficulties connected with the difference of cultural reality perception of the novice and the company personnel •To provide counselling in order to resolve difficulties by means of supervisor involvement
Testing at the end of the trial period	11-12 working week	<ul style="list-style-type: none"> •To analyse the new employee's reports on the work completed •To gather data on the new employee and his / her level of adaptation: interview the head of department, supervisor, colleagues, subordinates and the person being tested

		<ul style="list-style-type: none"> •To decide whether the employee fits the position, evaluate his / her professional skills, the level of discipline, prospects and the chance of further career advancement
Decision making	13 working week	<ul style="list-style-type: none"> •According to the testing results take the decision on whether the new employee is fit to continue the job •To hold the final meeting with the new employee, the supervisor and his / her line manager

Each organisation hiring an ethnical Russian migrant is free to adapt this list of measures to their needs taking into account the organisation size and its type of activity, as well as the position of the new employee, the labour migrant.

The second program of supervisor training aimed at working with ethnical Russian migrants as a special personnel category.

Tab. 2: Sample list of measures

Measure	Type	Assessment
The study of international and Russian legal framework on migrants' employment and their labour rights	Lecture	Test
The features of cross-cultural differences and communication, national, ethnical and cultural identification to consider while managing social and working relations with labour migrants	Seminar	Report
Adapting psychological methodology (psychodiagnostics, communication skills, empathy, etc) to work with ethnical Russian migrants	Training session	Case-study

Supervisors, having successfully passed the training, may constitute the professional category of supervisors, while an efficient supervisor facility may lower the costs of labour migrants adaptation.

The third program is the program of facilitating non-occupational adaptation of ethnical Russian migrants in territorial centres of national culture / employment service / migration service by means of the phenomenon of countrymen. Ethnical Russian migrants originating from Central Asia would benefit not only from occupational adaptation measures, but also from a program granting them support from their countrymen.

Territorial centres of national culture, employment and Federal Migration services can be used to realise this program.

Tab. 3: Sample list of measures

Weeks	Measures
1	An informal meeting of countrymen (aimed at non-occupational adaptation of ethnical Russian migrants)
2 - 4	Legal support of labour migration: employment, working process organisation, taxation, firing employees, entrepreneurship in the Russian Federation
5-8	Training session to overcome communication difficulties in the working environment <ul style="list-style-type: none"> • 1 day – introduction: setting goals, explaining rules, expectations analysis • 2-3 day – main part: team building, performing tasks to overcome communication barriers • 4 day – final part: result evaluation, feedback
9-11	HR counselling: organisational culture as a system of interrelationships of employees, adaptation and its facilitators, etc.
12	Informal meeting with countrymen (aimed at evaluating and discussing non-occupational adaptation, sharing experience, receiving feedback)

With some adjustments the program of labour adaptation presented above can be used in educational establishments at all levels of professional education.

Conclusion

The core problem of this study is to research the features of adaptation of Russians of Central Asian origin in the Russian Federation, which comprises ethnical and cultural identity, as well as labour adaptation. The analysis of international and Russian legal frameworks on social and labour relations comprising the processes of labour adaptation and real practice in the sphere of labour adaptation allows us to draw conclusions that labour adaptation must be strictly regulated both in terms of legal and organisational aspects in the context of corporate social responsibility of the state, society and organisation. Thus, in order to achieve successful labour adaptation for the category of ethnical Russian migrants, one should make the adaptation process manageable and controllable at all its stages. We suggest three types program which can help decides tis task: the program aimed at adaptation of ethnical Russian migrants in an organization; the program of supervisor training aimed at working with ethnical Russian migrants as a special personnel category, and the program is the program of facilitating non-occupational adaptation of ethnical Russian migrants in territorial centres of national culture / employment service / migration service by means of the phenomenon of countrymen. On condition of integrated realisation of the given programs,

labour adaptation of ethnical Russian migrants originating from Central Asia, it will gain an organisational, social and state status, creating the environment where corporate social responsibility is fully implemented.

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