



Karelia University of Applied Sciences
Bachelor of Business Administration

Attracting and Retaining International Talent in North Karelia

Riku Villanen

Thesis, March 2023

www.karelia.fi



THESIS
March 2023
Degree Programme in International Business

Tikkarinne 9
80200 JOENSUU
+358 13 260 600 (switchboard)

Author(s)
Riku Villanen

Title
Attracting and Retaining International Talent in North Karelia

Abstract

As companies worldwide are experiencing shortages in skilled workforce, the race for talent has intensified both domestically and internationally.

This thesis aims to identify and explore how companies in North Karelia can attract, recruit and retain international talent. The theoretical framework identifies the state of North Karelian labor markets, challenges international employees may face while looking for employment in Finland and how companies can attract and retain talent through the talent attraction management model.

Qualitative research methods were chosen to gain a deeper understanding of how organizations could attract and retain talent in the region more effectively. This research was carried out by interviewing three different local companies.

The interviews are analyzed, and suggestions for attraction and retaining factors of international talent in North Karelia are given.

Language
English

Pages 37
Appendices 1
Pages of Appendices 2

Keywords
International Recruiting, Employment, International Talent

Contents

1	Introduction	5
2	North Karelia and Employment	6
2.1	Employment in North Karelia	7
2.2	Challenges and shortages in the North Karelian labor markets	7
2.3	Migration and recruitment of an international workforce to North Karelia	9
3	Global race for international talent	10
3.1	Attracting talent to Finland	11
3.2	Challenges to find employment in Finland	12
3.3	Benefits of hiring international talent	14
4	Talent attraction management model	15
4.1	Attraction	16
4.2	Reception	18
4.3	Integration	19
4.4	Reputation	19
5	Research Methods	21
5.1	Participants and data collection	22
5.2	Interview Questions	23
6	Research Results	24
6.1	Attracting and recruiting in North Karelia	24
6.2	Reception and Integration to North Karelia	27
7	Discussion and Conclusion	29
7.1	Limitations of the study and future research	31
	References	33

Appendices

1 Introduction

During the recent decades, Finland has experienced demographic ageing, population decline and low birth rates. These circumstances have reduced the available labor force in the country (Lassila & Valkonen 2021, 1). Due to these phenomena, companies have had challenges finding skilled workforces. This has led companies to expand their scopes of recruiting beyond national borders.

As countries worldwide are experiencing similar challenges, the competition for skilled international workforces is intense and expected to increase in future. This presents a challenge for regions like North Karelia in the competition for international talent.

This thesis aims to investigate international talent attraction and retention factors in North Karelia from the viewpoint of local companies and organizations. The theoretical background aims to identify the current employment situation and challenges that are prominent in North Karelia and in Finland from the perspective of international talent. The international talent attraction and retention factors will be examined through theoretical frameworks developed for organizational use.

Based on these identified sources, qualitative research questions are formed, and representatives of local companies are interviewed. The results of these interviews are analyzed to determine and gain insight to answer the research question: how can companies in North Karelia attract and retain international talent? These results can be used by new and existing companies interested in recruiting international talent and reviewing attraction and retaining factors for international employees.

Currently, this topic is widely discussed both globally and nationally. However, the majority of national studies and academia are concentrated on the more populous regions of Finland, introducing gap in the research. This establishes the necessity of research with a viewpoint of a region such as North Karelia.

2 North Karelia and Employment

North Karelia is located in eastern Finland alongside the eastern Finnish border, making it the most eastern region in Finland and in continental Europe. The region contains 15 different municipalities and is characterized by rural and forested environments. North Karelia has approximately 163,000 inhabitants, making it the 14th most inhabited region in Finland (Regional Council of North Karelia 2022).

Joensuu is the regional center and economic hub of North Karelia. In 2022, Joensuu had around 77,261 inhabitants, making it the 12th largest city in Finland (Joensuun kaupunki 2022). Joensuu is well connected with the surrounding municipalities and provinces with train, plane and bus connections (Visit Joensuu 2022).

The region holds several strengths due natural resources, available educational establishments and having expertise in forestry, plastics and bioforest industries (Eures 2022). North Karelia has strong connections to education establishments with possibilities to complete studies from vocational degrees to doctoral studies.

Several higher education institutions such as the University of Eastern Finland and Karelia University of Applied Sciences attract people to study in Joensuu within Finland and globally. Joensuu has a large segment of young adults, as around 30% of inhabitants in Joensuu are under 30 years old (Business Joensuu 2022).

Even as Joensuu is attracting people globally through its education possibilities, its demographics based on nationality is largely dominated by Finnish citizens. In 2021, foreign nationals consisted only 3.6% of the total population in Joensuu, most notable group being Russian nationals (Joensuun kaupunki 2022). This demographic trend is present and evident in the whole North Karelian region

2.1 Employment in North Karelia

Since the 1990s, North Karelia has experienced a decline in the working aged population as the ageing of the inhabitants has increased in the region (Eures 2022). This phenomenon lays challenges not only to North Karelia, but to several other municipalities and regions around Finland (Rissanen 2019).

North Karelia's employment is heavily concentrated around the city of Joensuu, as 68% of all jobs in North-Karelia are located in the city of Joensuu (Joensuun Kaupunki 2021). Joensuu's business environment varies from services and trade sectors to strong forestry economics. Forestry is essential for Joensuu and the region as an employer, generating one-third of the region's turnover (Global Education Park Finland 2017).

Overall, around 11,000 companies are located in North Karelia. The most significant employers in the region are industrial enterprises such as Abloy Oy, John Deere Forestry Ltd. and Medisize Corporation (Eures 2022). Around 70% of the region's jobs are in services, 25% in processing and 6% in primary production (Eures 2022).

Unemployment has been a prominent issue in North Karelia: the unemployment rate in the region has been above the national average of 7.1% (Työ- ja Elinkeinoministeriö 2022). In August 2022, North Karelia had an unemployment rate of 12.1% among the available workforce (Työllisyyskatsaus 2022). However, the unemployment situation has improved in recent years due to the lifting of COVID-19 restrictions.

2.2 Challenges and shortages in the North Karelian labor markets

Even though the unemployment rate in North-Karelia is higher than national average, some employers have had difficulties in attracting workers to perform highly skilled jobs. While Joensuu has had more success to attract both national and international talent, this issue is more notable in the surrounding

municipalities. This situation has increased the inequality of the labor structure in North Karelia. (Elinkeino-, Liikenne- ja Ympäristökeskus 2020, 10.)

To counter this issue, streamlining the immigration process and increasing work based immigration has been suggested to help relieve the situation.

According to European employment services (Eures), the number of non-national job seekers in North Karelia is expected to increase in future (Eures 2022).

While the region is able to attract potential talent to move into the region through its higher education establishments in Joensuu, it has had difficulties in retaining the graduates. Joensuu has one of the largest shares of students in proportion to the total population of the city. However, it is losing most of its human capital due internal migration to other regions in Finland and abroad (ELY-Keskus 2020, 30).

According to a study conducted by the Organisation for Economic Co-operation and Development (OECD), this phenomenon can be explained by the lack of diverse employment opportunities in North Karelia. North Karelia is seen as lacking diverse employment opportunities. This has caused highly skilled professionals to seek employment elsewhere to pursue better opportunities, economic development and quality of life (OECD 2019).

As several other regions in Finland are facing similar issues with declining working aged populations and due to the polarization of demographics, the competition for skilled workers is expected to increase in the future (ELY-Keskus. 2020, 31).

Shortages in available skilled workforces have been encountered in several sectors in North-Karelia. The healthcare and medical sector has experienced shortages thoroughly, from dentists to psychologists. Apart from the healthcare sector, the IT-Industry in the region has had challenges finding skilled workers (Eures 2022). However, the level of Finnish language skills required to perform these jobs varies. This may hinder the use of non-native Finnish speakers to help solve the needs of labour markets.

Occupation	Severity of Shortage
Health care assistants	Large shortage of jobseekers
Nursing associate professionals	Large shortage of jobseekers
Dentists	Large shortage of jobseekers
Psychologists	Large shortage of jobseekers
Social Workers	Large shortage of jobseekers
Generalist Medical practitioners	Large shortage of jobseekers
Specialist Medical practitioners	Large shortage of jobseekers
Speech Therapists	Large shortage of jobseekers
Health Associate Professionals	Large shortage of jobseekers
Medical Technicians	Large shortage of jobseekers
Cooks	Shortage of jobseekers
Pharmaceutical Technicians	Shortage of jobseekers
Dental assistants	Shortage of jobseekers
Accounting professionals	Shortage of jobseekers
Waiters	Shortage of jobseekers

Table 1. Top 15 Demand for labour force in North Karelia (Ammattibarometri 2022)

2.3 Migration and recruitment of an international workforce to North Karelia

During the last decade, North Karelia was able to obtain around 3000 foreign working aged migrants through net migration gain. This segment of migrants was typically aged within the group of 15-34 year olds. However, the structure of the migration gain was challenging, as only 23% of the migrants were employed by the end of the moving year (ELY-Keskus 2020, 10).

As the employment and opportunities are distributed unevenly in the region, municipalities around Joensuu were primarily the target of migration and were able to benefit from the international workforce. This has laid challenges to

more remote and less densely populated municipalities as the percentage of unemployed migrants are higher (ELY-Keskus 2020, 10).

In response to these challenges, several joint services between the Regional Council of North Karelia, the City of Joensuu and Business Joensuu have been developed to help local companies to recruit, employ and attract international professionals to North Karelia. These services assist from both the perspectives of employers and employees.

While Business Joensuu aids the human resources side of the recruitment, the services offered by the City of Joensuu assist with the migration, relocation and other practical matters needed before starting work in Finland (Business Joensuu 2022). Experiences gained from such services and projects in North Karelia have shown that the scope of the projects should be expanded and projects continued to help international employees integrate in North Karelia (ELY-Keskus 2020, 63).

3 Global race for international talent

As countries worldwide are experiencing demographic ageing, labor shortages and population decline, the competition for skilled international workforce is expected to increase in the future (World Economic Forum 2018).

Developments in technology and traveling methods have increased the mobility of the talent between different cities, countries and continents (Business Finland 2019, 7). However, as COVID-19 affected global mobility, it shifted migration patterns of the international workforce (Paavola, Rasmussen & Kinnunen 2020, 26). While the COVID-19 pandemic has hindered mobility during recent years, numerous governments are currently lifting or have lifted travel restrictions and reinstating pre-pandemic practices (Ulkoministeriö 2022)

To understand this phenomenon further, a definition of international talent is needed. The Ministry of Economic Affairs and Employment of Finland (2022), defines international talent as "skilled immigrants or Finnish returnees with

international experience, expertise and connections that generate a benefit for Finnish society, business and industries and cater to the needs of the labor force”. Examples of international talent can be foreign students, researchers and workers with highly specialized competency in their respective field. A common characteristic for this group of people is high competence they can bring to the organizations (Ministry of Economic Affairs and Employment of Finland 2022).

A study conducted by the International Institute for Management Development (IMD), suggests that European economies are best at recruiting and retaining talented workforce worldwide (IMD 2017). Amongst the European nations, Nordic countries were seen to perform excellent due to the high quality of life and public investments in education sectors but were also seen as challenging to migrate to due to high costs of living (IMD 2017).

When comparing Finland to its Nordic neighbors, it has had challenges in attracting highly skilled workers. According to a EU labor force study in 2018, only 3.5% of workers in Finnish labor markets were non-citizens, where as in other Nordic countries the non-citizens consisted around 10% of the total workers in the labor market (Paavola et al. 2020, 24).

Based on a survey conducted by OECD, Finland ranks as the 18th most attractive choice for highly educated international workforce. However, Finland was able to rank as the third attractive choice for international students (Paavola et al. 2020, 25). Even as Finland is seen as an appealing choice for international students it has severe shortage in highly educated workers in its labor markets (Valtioneuvosto 2021, 17).

3.1 Attracting talent to Finland

Finland has been seen as a compelling choice for foreign talent due high career prospects, competitive education and high quality of life proven by numerous indicators. Finland has ranked as the happiest country in the world for five years in a row and has most employee friendly working hours in the world. The

country is known for clean nature and being sparsely populated, which importance is growing as attractor (Sormunen 2021; Elinkeinoelämän Keskusliitto 2021, 5).

Finland is not known as a career destination like the United States of America, the United Kingdom or Germany, but it offers a world-class work-life balance, and Finnish working culture has been seen as an important asset for attracting an international workforce (Business Finland 2019, 12; Elinkeinoelämän Keskusliitto 2021, 4). However even as Finland has had success in several rankings, international talent has relatively low familiarity of Finland as destination (Valtionneuvosto, 2023).

These premises offer excellent opportunities to attract families and people who enjoy tranquility and nature. According to the international expat survey, Finland has been selected as a best country for families to emigrate into (Business Finland 2018).

3.2 Challenges to find employment in Finland

Several challenges have been identified that obstruct the immigration of a talented workforce to the Finnish labour markets. These challenges can be divided into individual and societal factors.

The most prominent issue lies within the excessive requirements of Finnish language at workplace. While the working environment might embrace Finnish as a working language, the tasks could be completed in English. These language requirements may seem unrealistic to foreigners, forming a major barrier for employment (Elinkeinoelämän Keskusliitto, 2021; Business Finland 2019, 28).

This can lead to indirect discrimination of an international workforce in the Finnish labour markets (Heikkilä 2021, 39). Even as Finnish language skills are

important for integration, demanding them can restrict the full utilisation of foreign talent in the labour markets.

A lack of networks and contacts in Finnish labour markets has restricted the employment opportunities for foreign job seekers, as accessing these networks has been challenging. This phenomenon lays significant challenge on job seeking, since informal contacts and social networks play important roles while seeking employment as a foreigner. (Niemi et al 2021, 15; Alho 2020, 5).

Foreign degrees and certificates are not always valued by Finnish employers even when they are officially recognized. Employers are well aware of contents of education that are received in Finland but lack the ability to evaluate foreign qualifications (Heikkilä 2021, 45-46). This is especially evident with a degree received from countries that are geographically distant from Finland. As a result, immigrants can sometimes take a job that do not correspond to their level of education, leading to brain waste and over education (Heikkilä 2017, 149).

Even if the applicant is qualified and possess competence for the applied job, a foreign background can hinder changes of employment in Finnish labour markets and make employment more difficult compared to applicants from the local population (Kotouttamisen Osaamiskeskus 2023). According to the International Talent Finland Research project, around 40% of foreign employees have experienced discrimination in Finnish working life. The majority of discrimination is experienced due language background, nationality and ethnic background (Pitkänen, Välimäki & Niemi 2022, 17)

These issues affect not only the primary job seeker, but the accompanying spouse as well. An accompanying spouse's employment opportunities and satisfaction have been recognised to impact heavily on decision making for relocation. Immigrants who have emigrated to Finland due relationships have experienced higher difficulties in social integration. This is connected to finding meaningful employment. The integration has generally lasted longer compared to immigrants who move to Finland for employment. This issue has been more evident with females, as men have experienced more success in finding

employment in Finland. (Pitkänen, Välimäki & Niemi 2022, 20.) One of the main reasons for international talent emigrating out of Finland has been due to challenges and dissatisfaction experienced by the accompanying spouse (Business Vantaa 2022).

On a scale of 1-5, how significant a weakness or strength do you consider each of the following factors when moving to Finland?

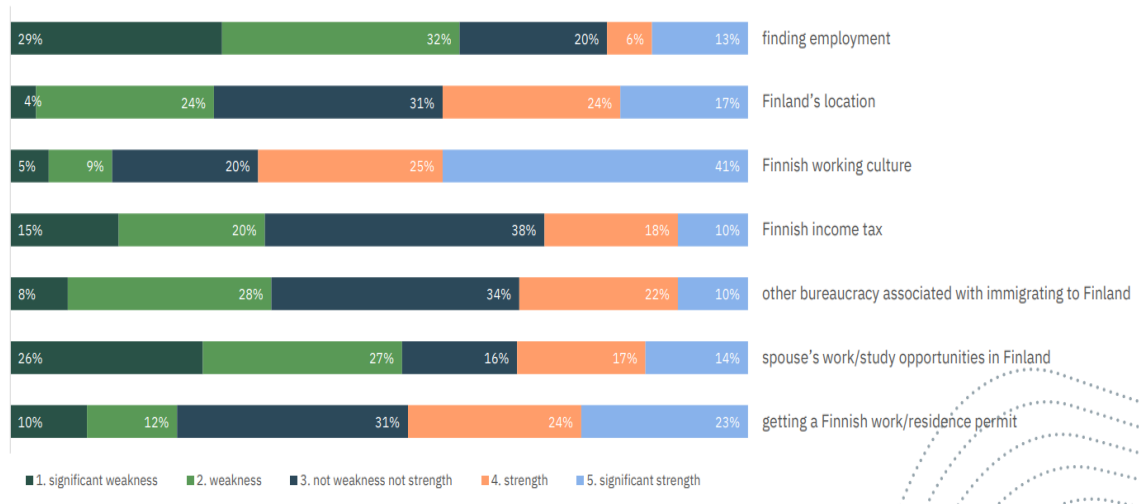


Figure 1. Strengths and Weaknesses of Finland as destination (Elinkeinoelämän Keskusliitto 2022, 5)

3.3 Benefits of hiring international talent

The globalization of businesses has created complex and competitive environments to operate in. When hiring international employees, companies and organizations may gain several advantages on their operations, as international employees can bring fresh viewpoints and know-how to problem solving.

Many companies in Finland have challenges operating in international market environments and establishing global networks (Paavola et al. 2020, 23). When companies are planning on internationalization, foreign employees can help entering new markets due to language skills, establishing networks and understanding the mentality and way of operating in the country (Sormunen 2021). These sets of skills can be especially useful for many small and medium sized businesses, as Finnish markets can hold limited possibilities for growth,

and the opportunities to grow can be found in international markets (PK-Yritysbareometri 2022).

Diversity in companies has positively impacted companies' performance. According to the study conducted by Miraritonna, Orefice & Peri (2012), the higher share of foreign-born workers in the company increased the productivity of the company. This productivity was often associated with larger exports and faster growth in capital. These effects were especially evident with smaller businesses (Paavola et al. 2020, 19-20).

Diversity and internationality can also enhance the innovation capabilities of the company, as greater diversity among the workers can stimulate product and process innovations (Ozgen, Nijkamp & Poot 2011).

4 Talent attraction management model

The talent attraction management model is a tool for regions, cities and companies to plan and review actions made for attracting and retaining international talent. The model was developed by a Stockholm based, Nordic management consultancy agency that specializes in development, innovation and marketing of places. The talent attraction model examines the relationship between four different components; Attraction, Reception, Integration & Reputation. To achieve successful talent attraction and retention in a region, all four aspects of the model have to be used effectively (Future Place Leadership 2022).

The model has been utilized by several Nordic cities and regions, and it has been used by the Ministry of Economic Affairs and Employment of Finland to analyze Finnish regions' capabilities to attract and retain talent (Business Finland 2019; Future Place Leadership 2022).

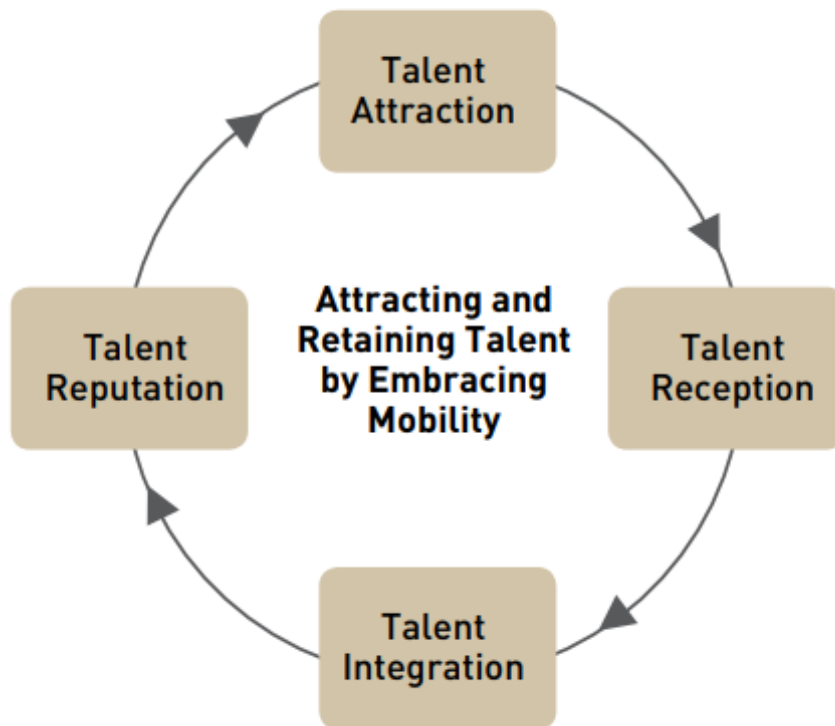


Figure 2. Talent attraction management model for cities and regions (Future Place Leadership 2022)

4.1 Attraction

Talent attraction is the first phase of the talent attraction management model. This phase contains marketing and recruiting activities to attract international talent. Several activities must be considered for successful talent attraction. To attract international talent to the region, companies and the region must cooperate with each other to create a package worth relocating for. These packages typically contain job offerings and other wider elements such as access to career opportunities, better quality of life and other services needed by the international applicant when relocating to a new country. These elements are considered by both the applicant and their family during decision making. (Paavola et al. 2020, 29).

In the past, most regions and cities marketed themselves to international talents in a generic way. This approach contained several challenges as altering a brand perception of a location is costly. However, every city and town attracts

talent differently. Nowadays, the most successful strategies to attract international talent to a region focuses on ultra-targeted approaches. These approaches include tailored messages, value propositions and campaigns that are targeted at a chosen segment. (Paavola et al. 2020, 31-32).

While studying characteristics and behavior of selected talent target group, generational differences must be considered. Attitudes to life, work and motivation vastly differs between generations X, Y and Z due experienced economic conditions, historic events and cultural circumstances.

Generation X are born between 1961-1983. This generation dislikes hierarchy while appreciating freedom and responsibility. Gen X is the most loyal towards the employer compared to later generations.

Generation Y, also known as the millennials, are born between 1984-2000 and is the fastest growing segment of the workforce. This generation values work-life balance, and technology is taken for granted in both every day and work life. Gen Y's lives do not revolve around work, and there is a lack of loyalty towards employers. Generation Z is the current emerging generation. They have adopted digital devices and services since they were born. Members of Generation Z are concerned by societal change and they value transparency in decision-making (Andersson, Asplund, Byström & Ekman 2014, 22).

Based on Maslow's hierarchy of needs, which was developed in 1943 by Abraham Maslow to assess the motivations of human's through their needs and wants, Tuccio (2019) has adapted the said model and developed a pyramid hierarchy to identify drivers for talent attraction (Kremer & Hammond 2013; Tuccio 2019, 22). At the bottom of the pyramid, the needs consist of basic requirements that potential migrants are not willing to give up. If the company or region does not have characteristics that a migrant sees as necessary for migration, that destination will not be selected. In the middle of pyramid, the wants consist of factors that should be fulfilled by the company or region but which the migrant may renounce if needed. On top of the pyramid, desires make a destination more attractive, but are completely optional and negotiable.

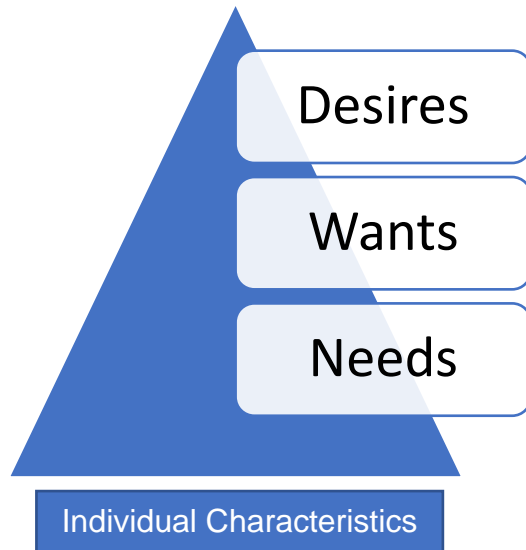


Figure 3. Hierarchy of Talents Needs (Tuccio 2019, 22)

Companies and regions must consider target groups needs' and unique factors of the location. These factors can be divided into hard and soft features. Hard factors are quantifiable and often materialistic. These factors include things such as price levels, amenities and services, but are not often seen as decisive factor for relocation. Soft factors are qualitative factors such as values, habits and culture, appealing to applicants' emotions and inspirations. As numerous regions in Finland and Nordic countries can market themselves as a safe, quiet and compact place to live in, regions like North Karelia must innovate and differentiate themselves to stand out amongst the competition (Paavola et al. 2020, 31-32; Business Finland 2019, 8; Andersson et al. 2014, 77).

4.2 Reception

Talent reception aims to make arrival as easy as possible for the migrant. Regions and companies can aid migrants through soft landing services and packages. Soft landing services are typically designed to aid migrants with bureaucracy related challenges such as registration, opening a bank account and other matters needed for settling into a new country. As information can be often only available in Finnish, migrants often need assistance with the said bureaucracy. Companies and civil society actors working in the area often

cooperate on these packages (Business Finland 2019, 59; Talentmagnet 2021, 40-41).

Honest pre-arrival communication with the migrant is essential. This provides the migrant with relevant and accurate information about the chosen destination and does not lay out unreal expectations. This communication helps the migrant build a better relationship with the place and to feel more secure about their choices. The better the migrant is informed, the more likely they will feel at home and stay longer in destination. Migrants often require information related to cultural habits, housing options and insurances prior to their arrival. This communication can be established by developing online portals and handbooks by the region and companies. (Business Finland 2019, 59; Talentmagnet 2021, 40-41).

4.3 Integration

Integrating to a new social and professional environment can be a daunting experience for the migrant. To help the migrant settle and prosper in a new environment, companies and the regional actors can develop activities to enhance the integration process. Activities such as language studies, cultural awareness workshops, hobby groups and business networks can create a subjective sense of belonging through shared social interaction and work as an informal support network. These networks can be organized by both the migrants themselves as an expat-driven or non-profit network or be controlled by public authorities at the regional and national levels (Andersson et al. 2014, 95). The more numerous shareholders participate in creating such activities and networks, the more welcoming atmosphere it will create for migrants (Business Finland 2019, 59; Talentmagnet 2021, 40-41).

4.4 Reputation

The talent reputation stage aims to create an attractive image of the employers and the region through branding efforts. The main goal of this stage is to

enhance the overall reputation of the place, improving the talent attraction and retention in the region (Talentmagnet 2021, 27). Both the employer and place branding are regarded as a core component of the talent attraction management model, and they are tightly integrated with the marketing conducted during the talent attraction stage (Andersson et al. 2014, 42). This branding is essential for the stakeholders, as employer branding positively influences individuals' intentions to relocate to new regions (Graham & Cascio 2018).

According to the framework developed by Anderson et al. (2014), talent-oriented place branding can be divided into five different dimensions: Visibility, reputation, identity, authenticity and purpose (Andersson et al. 2014, 44). This framework can be used by both the companies and regions to review their branding actions for attracting international talent (Talentmagnet 2021, 27).

VISIBILITY	• To be known and recognized.
REPUTATION	• Building trust.
IDENTITY	• Belonging and identification.
AUTHENTICITY	• To be unique, to be real.
PURPOSE	• A role to play in a global world.

Figure 4. Five dimensions of talent-oriented place branding (Andersson et al. 2014, 44).

Visibility represents branding actions made by companies or regions to make their brand noticeable by the targeted talents. As competition for the talent is intense in both international and national level, getting your message heard by the target audience can be challenging due noisy and crowded channels. This lays challenges for lesser known companies and regions such as North Karelia (Talentmagnet 2021, 27; Andersson et al. 2014, 44).

Reputation represents the feel and trust that targeted talents experience towards the region or organization. To gain reputation and build trust among the targeted talent group, companies and regions must have attractive qualities, values or then top performance in different areas (Tuccio 2021, 27).

Identity plays an important role in retaining the talent in the company and region, as it enhances the relationship between the place and its inhabitants. Ideally, companies want to attract talent that care for the company and the location. This helps to establish a sense of belonging and a sense of identity towards the location and the organizational culture. (Talentmagnet 2021, 27). Retention can be further enhanced by having a strong organizational culture and identification, as these two factors correlate with higher job satisfaction (Van Dick, Christ, Stellmacher & Wagner 2004, 358).

Authentic communication has been seen as an important factor for communicating with international talent. This communication must be honest and truthful to avoid over expectations. To build stronger relationships between the talent and the place, the brand communication should be unique and generic, and mass-produced messages should be avoided (Andersson et al. 2014, 45). The last dimension, purpose, demonstrates how organizations can create competitive offerings by combining resources and competence available in the region. This competence should be recognized beyond the local scale to attract international talent. (Talentmagnet 2021, 27.)

5 Research Methods

The research for this thesis was conducted by using semi-structured interviews. In most qualitative research, semi-structured interviews are employed, as they allow for flexibility and the ability to gain a deeper understanding of the research subject. Semi-structured interviews are well suited for research questions that answer the questions “Why” and “How” (Miles & Gilbert 2020, 66). As the nature of the research question “How companies can attract and retain international talent in North Karelia?” is explorative, using structured and

quantitative methods would limit the depth of the answers gained from participants.

Semi-structured interviews are conducted by using a set of questions divided into different themes. These questions and themes are typically drawn from the theoretical framework and from already established theories. The questions do not need to be in the same order or use same phrasing for every interviewee, as a semi-structured interview allows an interviewer to alter the questions based on the situation (Pitkäranta 2014, 86). Semi-structured interview questions are open ended in nature, and participants can be asked to clarify, elaborate and rephrase their answers if needed (George 2022).

5.1 Participants and data collection

The prospective companies to be contacted were searched for through open databases, news and other information sources. The potential participants were contacted during early December 2022 through email. As the number of companies in the North Karelia region that employ and recruit international workforces is relatively small, there were challenges in finding suitable companies to participate in the interview. In total, three companies agreed to interviews.

This sample was deemed suitable due the constraints for potential companies in North Karelia region. The participating companies provided a good spectrum and insights on the research topic, as the size of the companies varied from small- and medium-sized enterprises to more sizeable international companies. To gain a wider understanding of the phenomenon, the interviewed companies were from different backgrounds and industries.

Interviews were made by using Microsoft Teams video calls. This media was chosen due differences in the geographical locations of the interviewer and interviewees and due to time constraints of the both the participants and the interviewer. Video calls allowed for better connections and relationship building between the participants and the interviewer compared to traditional phone

calls. By using video calls for interviewing, it was possible to monitor non-verbal cues and communication of the participants.

Before the interview, permission was asked from the participants to record the interview with third party software for later analysis. The purpose of the survey was explained along with how the data would be handled. Furthermore, the anonymity of the participants was agreed upon. This decision was made to make the atmosphere of the interview more open and to keep the confidentiality of the participants. These interviewees are referred to as Interviewees 1, 2 and 3 in the research results

As all the interviewees were native Finnish speakers, so Finnish language was used for the interviews. Some of the interview questions were altered depending on the background of the interviewee. Duration of the interviews were set for around 30 minutes.

All the participating companies had previous experience in recruiting international workforces. All the interviewees had extensive backgrounds in human resources management and held various HR positions in the company. The interviews were held during the end of December 2022 and in the beginning of January 2023.

5.2 Interview Questions

The interview questions were formed according to the findings in the literature and the talent attraction management model provided by Anderson et al (2014). The number of questions and phrasing were altered based on the background of the interviewee. Questions were further divided into different themes for easier discussion and analysis.

These themes included questions concerning the overall recruiting situation in North Karelia and the attraction, recruiting, and reception factors of the international workforce in North Karelia. Furthermore, ideas for development in

international recruiting for companies in North Karelia were asked about from the interviewees.

6 Research Results

6.1 Attracting and recruiting in North Karelia

All of the interviewees acknowledged the challenges on finding a suitable workforce in North Karelia. These challenges included finding both domestic and foreign workforces. Generally, it was seen that if the job required specialization and wider experience, it was more difficult to find and attract suitable candidates. Interviewee 1 noted that this challenge is not exclusive to North Karelia, and several companies are facing this similar issue both globally and in other regions of Finland.

All of the interviewees mentioned that there have been internal discussions regarding the growing importance of international recruitment in the future. Interviewee 3 commented, that in the future it will be extremely challenging to find a needed workforce just by recruiting Finnish nationals.

The companies have acknowledged the benefits that hiring international candidates may bring to the company. Interviewee 1 brings up that international employees can bring fresh ideas and new insights to the company through their diverse backgrounds. Especially when conducting business in global markets, the importance of the contacts that the international employees can bring to the company were highlighted by Interviewee 2.

Interviewee 1 pointed out that international recruiting can be a longer process compared to recruiting domestic candidates and that the companies should be prepared to invest in the longer recruitment process while seeking international candidates. Interviewee 1 recalls, especially small business owners who are interested in recruiting international workforces can get overwhelmed by the international recruiting, as it requires more time, experience and resources. For successful international recruitment without previous experience, companies

should use support networks and services provided by the state or region if possible.

Both the international and domestic candidates may be more attracted to relocate to the capital region and towards southern Finland due to better professional opportunities and networks. If the hiring company has multiple offices in the country, the ones in capital region may be preferred. Interviewee 3 pointed out that North Karelia as a region is not known among the international candidates. Interviewee 2 acknowledged that in the future, the recruitment processes should be developed to reduce the brain drain towards southern Finland and attract suitable candidates to the North Karelian region.

The interviewees had identified factors that may attract foreigners to relocate to North Karelia. Interviewee 1 remarked that some of the international applicants were drawn to North Karelia due its nature, peacefulness and geographical location. Depending on their country of origin, North Karelia may seem as an exotic location to relocate to and offer a change in way of life. Interviewee 2 commented that Finland's working culture and ethic has a good reputation in Europe. Many international employees have commended the work-life balance that Finnish companies can offer.

Furthermore, Interviewee 3 noted that some of the bigger companies in North Karelia can offer salaries comparable to the capital region. This can be seen as attractive, as the cost of living in North Karelia can be lower than in the capital region. Moreover, Interviewee 3 pointed out that many international applicants apply for jobs regardless of the geographical location. For these applicants, the job description and the perks are more decisive factors.

According to Interviewee 1, for successful attraction and retention, an international candidate relocating to North Karelia should be open-minded and ready to "jump into the unknown". These qualities or the characteristics of North Karelia were not used by any of the companies while promoting and marketing the job advertisement.

None of the interview participants were actively recruiting from specifically targeted countries or from talent profiles. Typically, the recruitments were done case by case, and potential candidates were approached if the candidate matched the needed job profile.

All the participants noted the importance of LinkedIn as a recruiting channel. The recruiting and communication channels between the company and the applicants did not differ between the international and domestic candidates. Furthermore, the companies with operations and offices in several countries were able to benefit from their internal employment pool while looking for candidates.

Interviewee 3 pointed out that due to the COVID-19 pandemic introducing hybrid and remote work models to the companies, employees do not need to be physically present in the region. Tasks can be done remotely from a home office in different geographical locations. This has reduced the need of moving to the region, as the job can be performed elsewhere.

Interviewee 2 brought up the importance of contacts and networks between the local educational establishments and the companies for finding international candidates. As North Karelia is home to Karelia University of Applied Sciences, the University of Eastern Finland and several vocational schools, companies should take advantage of the pool of potential candidates during their recruiting processes. By offering internships, international applicants can get accustomed to Finnish working culture. At the same time, the threshold to hire international workers for the company can get lower. Furthermore, companies should attract fresh graduates to retain them in the region.

6.2 Reception and Integration to North Karelia

None of the companies interviewed arranged dedicated soft-landing packages themselves for the new international employees. However, the activities and services provided by the City of Joensuu and International House Joensuu were seen as important and useful to the newcomers and for the hiring company itself.

These services were seen valuable as they offer low thresholds and easily approachable services for the companies and to the newcomers. Interviewee 1 highlighted the usefulness of International House in helping with the documentation and finding accommodation for the new international employees. Furthermore, Interviewee 1 commented that they should have used the services provided by the state earlier in the recruitment process.

All of the interviewees acknowledged the challenges of Finnish language for the international employee's perspective. Typically, English was used as a working language in teams containing international employees and companies with international experience have been used to use English as their daily language. Interviewee 1 pointed out that in an office environment where most of the employees are Finnish speakers, small talk can dominate through Finnish language.

This can hinder the integration of the international employees into the working culture of the company and integration into the working community. Interviewee 3 recalled that there have been challenges with the language when there are separate Finnish and English-speaking teams. Some of the Finnish employees have had difficulties in using terminology in English related to their field, leading to minor challenges in communication between the international and Finnish teams.

Interviewees 2 & 3 pointed out that there should be a wider discussion regarding the required knowledge of Finnish language and the Finnish language's role as a working language in the companies. Interviewee 2

commented that the Finnish language requirements can be too excessive compared to the actually needed level to perform the job. While the knowledge of Finnish is needed in tasks such as production due to strict safety regulations, a lot of other jobs could be done without high levels of Finnish language knowledge. According to Interviewee 2, by reviewing these policies the threshold for international applicants to apply for the position would be significantly lower.

According to all of the interviewee's experiences and through the company's perspectives, the international employees have adjusted generally well to Finnish working culture, and there have not been any major issues with the internationals integrating into the company. None of the interviewees could recall cases where international employees would have left the company due to issues in integration to the working community or to the company. However, Interviewee 2 recalls that there have been some international employees that have experienced slight issues on adjusting to Finnish working culture. These issues were experienced as Finnish coworkers were perceived as silent and not easily approachable.

According to Interviewee 3, most of their international employees have previously lived in Finland and have had previous experience in working with Finnish companies. Having realistic expectations and previous experiences in Finnish working life was pointed out as an important factor for integration and retaining the employee in the region. Interviewee 3 remarks that companies starting to hire new international employees should be prepared to reflect on and review their administrative procedures.

As the processes and customs of the Finnish companies can be confusing for international employees, companies should be prepared to pay additional attention to the familiarization procedures of the new international employees. Furthermore, Interviewee 3 points out that with a company that uses multiple languages in its daily operations, the internal information should be easily available in both languages for easier information flow.

Interviewee 2 mentions that the company offers peer support for the new international employees by assigning a contact person for each newcomer. These supervisors help the newcomers to adjust to the new environment by offering guidance. They organize meetings regularly in which they go through the newcomers' experiences and challenges faced both at work and during their free time.

Apart from integration into the working community, the interviewees brought up the importance of newcomers' integration into life outside work. Interviewee 1 remarked that as there are several companies in the area that employ international workers, there could be better networking opportunities for the new international employees arriving in the area through networks made for expats. These networks could serve as peer support and as a social group to people in similar situations in a new place.

7 Discussion and Conclusion

As identified both in the literature and through the conducted qualitative research, companies in North Karelia have had challenges in attracting and recruiting skilled professionals. To find a suitable workforce, the companies have started to expand their scope of recruiting and started to look for candidates internationally.

Even as the interviewed companies are not currently actively recruiting international talent, there have been internal discussions in the companies related to the benefits of international recruiting and the increased demand for international workforces. All of the companies interviewed expected that the need for international talent will increase in the future.

However, as companies in several other regions and cities in both Finland and abroad are experiencing similar situations, the companies in North Karelia are facing tough competition for international talent.

To succeed in attracting and recruiting international talent, companies in North Karelia have to find a way to stand out in the competition for international talent. The findings in the literature and the research identifies several factors that need to be considered for successful talent recruitment and attraction in the North Karelia region.

According to both the literature and the research, international recruiting can be a challenging and time-consuming process. Especially smaller companies with limited internal resources may face these challenges. The importance of the utilization of governmental support networks that are easily approachable were seen as crucial for successful recruiting journeys, from attraction to retaining. While the bigger companies have wider resources available for international recruiting, social networking sites such as LinkedIn allow smaller companies with limited resources to reach, communicate with and find international talent for their needs. These social networks enable companies to enhance their talent-oriented place branding and reputation.

Due to intense competition for international talent and the saturated communication channels, companies in the North Karelian region must find a way to separate themselves. As authenticity and identity were identified as the core elements of the talent-oriented place branding and communication by Anderson et al. (2014), companies in the area could utilize these strengths to stand out. This is especially essential for companies who actively recruit international talent.

Furthermore, due to the higher educational establishments in the area, there are already potential international employees present in the region. Further cooperation between universities and employers through internships and projects could help the international students gain experience and networks with the local companies in the area.

For successful retention amongst the international talent, the integration of the international employees should be considered in both work and spare time. The companies who are planning to recruit an international workforce should be

prepared to review their internal policies from the information flow to the administrative procedures to ensure smoother integration of the international workforce into the company. Companies and employees should understand differences among Finnish and international employees. This could be achieved by cross-cultural training and workshops. Creating a welcoming and diverse atmosphere in the companies could make further talent attraction easier, as identified in the literature. Furthermore, companies should establish clear procedures and guidelines regarding the working language and communication practices to limit the barriers in internal organizational communication.

In both literature and in the interviews, Finnish language was identified as one of the main barriers to attracting and integrating international employees in the Finnish companies. By reviewing the language policies and the necessary Finnish language skills to successfully perform the job, companies could be able to attract larger shares of international talent. Moreover, Finnish language courses offered by governmental actors should be utilized for better integration in the daily life and office environments.

7.1 Limitations of the study and future research

The findings of this study must be seen in light of some limitations. The main limitations of the study were limitations in time, an inexperienced writer and the small number of participants in the research. Furthermore, all of the interviewed companies were located in the Joensuu economic area. The perspectives and attraction/retention factors may differ within the more remote parts of North Karelia.

The topic of international talent attraction and retention will be gaining more attention in the future as companies experience talent shortages on national and international levels. To understand these complicated factors, more holistic research is needed in the future. As the international recruitment and talent attraction concerns several stakeholders, the relationship between the regional governmental organizations, local companies and international employees has

to be reviewed further. Furthermore, it is crucial to gain insights into the perspectives of these stakeholders to create a compelling talent attraction retention strategy.

References

- Anderson, M., Asplund, C., Byström, M & Ekman, P. 2014. Tools and Strategies for Innovative Talent attraction and retention. Tendensor.
<https://tendensor.se/en/publications/>
- Alho, R. 2020. You Need to Know Someone Who Knows Someone: International Students' Job Search Experiences. *Nordic Journal of Working Life studies* 10(2)
- Ammattibarometri. 2022. Employment outlook by occupation. 2022.
<https://www.ammattibarometri.fi/Toplista.asp?vuosi=22i&kieli=en&maakunta=pohjoiskarjala>. 3.11.2022
- Brooke, G & Cascio, W. 2018. The employer-branding journey: Its relationship with cross-cultural branding, brand reputation, and brand repair. *Management Research*. 16(4), 363-379
- Business Finland. 2019. Talent Boost Cookbook Finland.
<https://www.businessfinland.fi/globalassets/finnish-customers/02-build-your-network/talent-boost/talentboostcookbookfinland.pdf>.
 10.11.2022
- Business Joensuu. 2022. An International Recruitment Service.
<https://www.businessjoensuu.fi/en/services-for-companies/new-business-and-internationalisation/become-karelian/>. 29.11.2022
- Business Vantaa. 2022. Spouse Programista tukea ulkomaalaisten työntekijöiden puolisoille.
<https://business.vantaa.fi/fi/ajankohtaista/artikkeli/spouse-programista-tukea-ulkomaalaisten-tyontekijoiden-puolisoille>.
 13.11.2022
- Elinkeinoelämän Keskusliitto. 2021. International talents: Excessive Finnish language requirements are the biggest career obstacle in Finland.
<https://ek.fi/en/current/bulletins/international-talents-excessive-finnish-language-requirements-are-the-biggest-career-obstacle-in-finland/>. 8.11.2022
- Elinkeinoelämän Keskusliitto. 2021. Stefanie Zenzen: "International talents are a huge asset for Finnish companies"
<https://ek.fi/en/current/news/stefanie-zenzen-international-talents-are-a-huge-asset-for-finnish-companies/#spf-language>. 8.11.2022

- Elinkeinoelämän Keskusliitto. 2022. Finland as a destination for international talent. https://ek.fi/wp-content/uploads/2022/10/202210-PRES-IBC-2022-Survey-results_ok.pdf. 11.11.2022
- Elinkeinoelämän Keskusliitto. 2021. Finland as a destination for International talent. https://ek.fi/wp-content/uploads/2021/12/IBC-survey-2021_results.pdf. 7.11.2022
- Elinkeino-, Liikenne- ja Ympäristökeskus. 2020. Keskeisimmät nostot ja johtopäätökset Pohjois-Karjalan nykytilasta ja tulevaisuudesta. https://www.ely-keskus.fi/documents/10191/43199512/Keskeisimmat_nostot_ja_johtopaatokset_Pohjois-Karjalan_nykytilasta_ja_tulevaisuudesta.pdf/cd3694ce-d0de-0f10-28cb-0812f570acd8?t=1613654787771. 1.11.2022
- Elinkeino-, Liikenne- ja Ympäristökeskus. 2020. Pohjois-Karjalan ja Joensuun alueen työmarkkinat 2010-luvulla sekä väestö-, työvoima- ja työpaikkaennuste vuoteen 2030. https://www.ely-keskus.fi/documents/10191/43199512/Pohjois-Karjalan+tyomarkkina-analyysi+Joensuun+seutu+2020_11_24.pdf/4346c823-5acf-7f7e-0f11-b20270f58bc0?t=1613654788432. 1.11.2022
- EURES. 2022. Labour Market Information Finland. https://eures.ec.europa.eu/living-and-working/labour-market-information/labour-market-information-finland_en. 25.10.2022
- Future Place Leadership. 2022. About Us. <https://futureplaceleadership.com/about-us/>. 1.12.2022
- Future Place Leadership. 2018. The Finnish national programme to attract and retain talents. https://futureplaceleadership.com/tam_fin/. 1.12.2022
- George, T. 2022. Semi-Structured Interview | Definition, Guide & Examples. Scribbr. <https://www.scribbr.com/methodology/semi-structured-interview/> 16.12.2022
- Global Education Park Finland 2017. The City of Joensuu. <https://www.globaleducationparkfinland.fi/about-global-education-park-finland/the-city-of-joensuu>. 24.10.2022
- Graham, B. Z., & Cascio, W. F. 2018. The Employer-Branding Journey: Its Relationship with Crosscultural Branding, Brand Reputation, and Brand Repair. *Management Research—The Journal of the Iberoamerican Academy of Management*, 16, 363-379.

- Heikkilä, E. 2021. Thinking of Moving to Finland? Experiences, Challenges and Opportunities. Migration Institute of Finland.
<https://www.doria.fi/bitstream/handle/10024/184366/Elli%20Heikkil%C3%A4%20Migration%20Finland%20Center%20Foundation%20New%20York%2025.2.2021.pdf?sequence=1&isAllowed=y>. 23.11.2022
- Heikkilä, E. 2017. Immigrants and the Labour markets – Experiences from abroad and Finland. Turku. Migration Institute of Finland
- Hiekkanen, U. 2018. Kolme keinoa ulkomaalaisten osajien houkutteluun. Business Finland.
<https://www.businessfinland.fi/ajankohtaista/blogit/2018/kolme-keinoa-ulkomaisten-osajien-houkutteluun>. 12.11.2022
- Institute for Management and Development (IMD). 2017. European economies best at recruiting and retaining top talent.
<https://www.imd.org/news/updates/european-economies-best-at-recruiting-and-retaining-top-talent-says-imd-study/>. 9.11.2022
- Institute for Management and Development (IMD). 2017. World Talent Ranking.
<https://www.imd.org/centers/world-competitiveness-center/rankings/world-talent-competitiveness/>. 9.11.2022
- Joensuun Kaupunki. 2022. Joensuu Lukuina. <https://www.joensuu.fi/joensuu-lukuina>. 23.10.2022
- Joensuun Kaupunki. 2021. Työllisyyskatsaus
<http://dynastyjulkaisu.pohjoiskarjala.net/joensuu/kokous/2021189-3-8963.PDF> . 25.10.2022
- Kotouttamisen Osaamiskeskus. 2023. Syrjinnän yleisyys vaikeuttaa kotoutumista. <https://kotoutuminen.fi/syrjinnan-yleisyys>. 18.1.2023
- Kremer, W & Hammond, C. 2013. Abraham Maslow and the pyramid that beguiled business. BBC. <https://www.bbc.com/news/magazine-23902918>. 6.12.2022
- Lassila, J & Valkonen, T. 2021. Väestön ikääntymisen taloudelliset vaikutukset. Helsinki. Valtioneuvoston julkaisuarkisto valto.
- Miles, J & Gilbert, P. 2005. A Handbook of Research Methods for Clinical and Health Psychology. Oxford University Press.
- Mitaritonna, C., Orefice G & Giovanni, P. 2017. Immigrants and Firms outcomes: Evidence from France. European Economic Review. 96. 62-82.

- Ministry of Economic Affairs and Employment of Finland. 2022. Frequently asked questions about Talent Boost. <https://tem.fi/en/frequently-asked-questions-about-talent-boost>. 17.12.2022
- Niemi, M., Dan, S., Kalliokoski, J., Shahzad, K., Shakeel, S., Alagirisamy, R., Laurila, I. 2021. Talent Retention and the Development of digital skills. Ministry of Economic Affairs and Employment of Finland. Publications of the Ministry of Economic Affairs and Employment 2021:23
- OECD. 2019. OECD Mining Regions and Cities Case Study: Outokumpu and North Karelia, Finland. <https://www.oecd-ilibrary.org/sites/293f111f-en/index.html?itemId=/content/component/293f111f-en>. 2.11.2022
- Ozgen, C., Nijikamp, P & Poot, J. 2011. The Impact of cultural diversity on innovation: Evidence from Dutch firm-level data. IZA Discussion Papers, No. 6000, Institute for the Study of Labor (IZA).
- Paavola, J-M., Rasmussen, R & Kinnunen, A. 2020. Talent Attraction and Work-related Residence Permit Process Models in Comparison Countries. Valtioneuvoston Kanslia. https://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/162601/TEAS_2020_54.pdf?sequence=1&isAllowed=y. 20.11.2022
- Pitkänen, V., Välimäki, M & Niemi, M. 2022. Ulkomaalaiset osaajat Suomessa: Työelämä, arki ja osallisuus. Kansainvälisten osaajien Suomi. https://static1.squarespace.com/static/617ecbfe0e14de2e5d8ee729t/6357e2a244be1815c607d100/1666704041406/25.10.+Kansainv%C3%A4listen+osaajien+Suomi+-hankkeen+julkistustilaisuuden+esitys_compressed.pdf. 22.11.2022
- Pitkäranta, A. 2014. Laadullinen Tutkimus Opinnäytetyönä. Jokioinen, E-Oppi Oy.
- Regional Council of North Karelia. 2022. North Karelia. <https://pohjois-karjala.fi/north-karelia/>. 24.10.2022
- Rissanen, A. 2019. Väestön ikääntyminen ja keskittyminen aiheuttavat haasteita kunnille. Valtiovarainministeriö. <https://vm.fi/-/vaeston-ikaantymisen-ja-keskittyminen-aiheuttavat-haasteita-kunnille>. 25.10.2022
- Sormunen, T. 2021. Kansainvälinen osaaja opettaa koko organisaatiota. Helsingin Seudun Kauppakamari. <https://helsinki.chamber.fi/kansainvalinen-osaaja-opettaa-koko-organisaatiota/>. 11.11.2022

- Talentmagnet. 2021. Practical Guide on Preparing and Governing Local Talent Attraction and Retention Plans. https://www.interreg-danube.eu/uploads/media/approved_project_output/0001/46/b7cb10c5db6ecf4b915c58f32ce8ca376d678850.pdf. 2.12.2022
- Tuccio, M. 2019. Measuring and assessing talent attractiveness in OECD countries. OECD Social, Employment and Migration Working Papers No. 229.
- Työ- ja Elinkeinoministeriö. 2022. Työllisyyskatsaus. <https://www.temtyollisyyskatsaus.fi/graph/tkat/tkat.aspx?ely=10>. 1.11.2022
- Työ- ja Elinkeinoministeriö. 2023. Työttömiä työnhakijoita Joulukuussa 260 400 https://www.temtyollisyyskatsaus.fi/TextBase/Tkat/Prs/Tkat_fi.htm. 29.1.2023
- Työ- Ja Elinkeinoministeriö. 2022. Maahanmuuttajien työmarkkina-asema valtaväestöä heikompi. <https://kotoutuminen.fi/maahanmuuttajien-tyomarkkina-asema>. 25.11.2022
- Ulkoministeriö. 2023. Koronavirusuutiset. <https://um.fi/koronavirusuutiset>. 1.11.2022
- Valtioneuvosto. 2021. Koulutus- ja työperusteisen maahanmuuton tiekartta 2035. https://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/163408/VN_2021_74.pdf. 7.11.2022
- Valtioneuvosto. 2023. International visibility increases Finland's influence. <https://valtioneuvosto.fi/en/-/international-visibility-increases-finland-s-influence>. 15.3.2023
- Van Dick, R., Christ, O., Stellmacher, J & Wagner, U. 2004. Should I Stay or Should I Go? Explaining Turnover Intentions with Organizational Identification and Job Satisfaction. *British Journal of Management*. 15(4), 351-360.
- Visit Joensuu. 2022. Liikenneyhteydet. <https://www.visitjoensuu.fi/fi-FI/topic/6037d4dc77009625d5595629?mode=listings&count=9>. 24.10.2022
- World Economic Forum. 2018. The global talent race heats up as countries and businesses compete for the best and brightest. <https://www.weforum.org/agenda/2018/11/the-global-talent-race/>. 5.11.2022
- Yrittäjät. 2022. PK-Yritysbarometri 2/2022. <https://www.yrittajat.fi/tutkimukset/pk-yritysbarometri-2-2022/>. 12.11.2022

Appendix

Kysely Kansainvälisten osaajien houkuttelemisesta ja kotoutumisesta Pohjois-Karjalaan

1. Pohjois-Karjalan alue

- Onko työvoiman saatavuudessa ollut haasteita
- Mitä hyötyjä tai haittoja Pohjois-Karjalan toimintaympäristö/sijainti luo yrityksille osaajien rekrytoinnissa

2. Ulkomaalaiset osaajat

- Onko yrityksessä jo ulkomaalaisia töissä (suurinpiirtein)
-> (Tiettyä toimivaa rekrytointikanavaa ulkomaalaisille)
- Onko ulkomaalaisilla ollut mielikuvia/ennakkoluuloja/huolia Pohjois-Karjalaan muuttamisesta
- Oletteko tukeneet ”Soft landing aktiviteeteillä” (Kielikursseja, tukea) ulkomaalaisten osaajien ja heidän perheittensä asettautumista Pohjois-Karjalaan?
- Oletteko hakeneet apua ulkopuolisilta tahoilta (esim Business Joensuu, ely-keskus, EU etc)
- Onko ulkomaalaisia lähtenyt yrityksestä epäonnistuneen kotoutumisen takia

3. Yrityksen käytännöt

- Onko kieliongelmat tuottaneet haasteita?
- Mitä positiivisia asioita ulkomaalaisten osaajien palkkaus on tuonut yritykselle? Entä haasteita
- Onko tulevaisuudessa tarvetta palkata lisää ulkomaalaisia osaajia

4. Kehittäminen

- Aiotteko tulevaisuudessa muuttaa ulkomaalaisten työntekijöiden palkkaamiseen liittyviä käytäntöjä
- Millaisia tukipalveluja yrityksille ja osajille
- Vinkkejä ensimmäisen kansainvälisen osajan palkkaamiseen?
- Muuta?