The Immigrants Dilemma and How the Human Resource Manager Copes with the Migrated Lot, A Comparison of UK and Pakistani Companies

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Abstract—*The study highlights the reasons of migration trend from home to the host countries and the HR mangers capabilities to manage the vast diversity of people created due to the increasing migration trend.It was conducted from February, 2009 and a sample of 80 is chosen 40 from Pakistani companies and 40 from UK companies.The results show that the migration is due to social, economic, political and other reasons that the people migrate from one part of the world to the other part and as far as the study is concerned it is observed that 42% of Pakistani people and 52% of UK people believe that the migration is mostly due to the social reasons. And 57% of Pakistani people are agreed that the migration is followed due to the economic reasons that the people migrate to other areas where as 47% of UK people are agreed to the same statement. These graphs show that 82% of Pakistani and 87% of UK people say that the government must of both the host and the home country adopt certain strategies for the circular and permanent immigrants. These graphs shows that almost 90% of Pakistani and 40 % of UK people say that the migration trend is due to other reasons than the economic, social or political reasons that the people are willing to migrate to other areas. The study conducted reveals that due to various reasons of migration discussed throughout the study a vast diversity of people is conducted at the target area and the HR manger has to cope with this diverse lot, train them well, manage them well to avoid the problems that can occur as the result of the migration process.*

Index Terms— *Advocacy NGOs Efforts, Demographic Trends , Economic Reasons, Fear of the immigrant, Government Efforts, Managing the migrated lot, Organization's Efforts, Political Reasons, Social Reasons.*

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1.1 Introduction

Migration is the movement of people from one place to another place due to any reason like economic, political, and social or any other reason. Migration has a complex and multi-layered relationship with human development: while conditions of human development in the home country determine both the need for and the nature of economic migration, the process itself generates many and often differing human development effects upon the home country and the host country.(Ghosh, Jayati 2009," Migration and Gender Empowerment: Recent Trends and Emerging Issues" 04)

It is estimated that the total number of migrants doubled from 75 million to 150 million between 1965 and 2000. Today, 120 million of these are thought to be labor migrants. While it is true that at the turn of the century there was more migration, the difference today is that it is affecting more countries, both as origin, transit and destination.

Today, more and more individuals consider the decision to migrate as a viable life choice. Given today's advanced communications and transportation technology, potential migrants find that possibilities for networking, sharing knowledge and identifying opportunities are almost unlimited.

In addition, current socio-economic dynamics tend to stimulate migration, particularly migration for employment reasons. Wage and income disparities across and within geographic regions, global demographic imbalances (reflected in growing populations in developing countries and aging and shrinking populations in developed countries), and labor market disparities resulting partly from these demographic imbalances are three of the primary factors driving contemporary migration.

In contrast to the first generation of Turks who entered Germany in the 1960s on short-term guest worker contracts, second generation Turks came to Germany as children during a family reunion or were born in Germany. They attended German

schools and some continued their education at universities (Heckmann, 1992; Reiff, 2006).

Some Turkish people have been living in Germany for 45 years (Kraus-Weysser and Ugurdemir-Brincks, 2002), more significantly 60 per cent have lived in Germany for more than ten years (Commissary for Foreign Affairs, 2002). According to the newest analysis of the Federal Statistical Office (2006), the average time since immigration for Turkish citizens so far is 19.9 years, which illustrates the shift from first wave the short-term life planning to a focus on long-term planning for a future in Germany. The group of Turks with a German passport has a slightly longer average duration of stay (24.5 years) than the Turkish citizens. This is partly due to the nationalization law which demanded a minimum stay of at least 15 years until 1999 and a period of eight years since 2000 (Sauer, 2003). It should be noted that for the second wave, the longer the duration of stay, the greater is the tendency to apply German nationality, in contrast to the former guest workers, who have lived in Germany the longest, but are mostly not interested in nationalization. And this nationalization causes diverse group of people from different areas in search of job, resources, good living standard etc which cause a distinct group of people. And the Germans have to deal with those Turkish people deal with them very keenly. (Sauer, 2003; Kraus-Weysser and Ugurdemir-Brincks, 2002).As human resource area of corporate policy Where global consistency is often difficult to implement (Adler, 1997; Brewster, Hegewish, & Mayne, 1994; Schuler,Dowling, & De Cieri, 1993).

2.0 Literature Review

In addition, current socio-economic dynamics tend to stimulate migration, particularly migration for employment reasons. Wage and income disparities across and within geographic regions, global demographic imbalances (reflected in growing populations in developing countries and aging and shrinking populations in developed countries), and labor market disparities resulting partly from these demographic imbalances are three of the primary factors driving contemporary migration.

Managing Migration in a Comprehensive Manner

Migration management strategies must take into account the fact that migrants do and are needed to occupy the full range of skill levels, migrate for a variety of purposes and may stay in their host country temporarily or permanently, or in the case of circular migration may repeatedly move between their home and host countries. Moreover, each stage of the migration process (i.e. pre-departure information gathering, recruitment, training, employment, travel, integration and, in some cases, return) requires active policy measures to ensure that it is facilitated and regulated. In view of its complexity and multifaceted nature, migration can only be effectively managed through comprehensive approaches. How can migration management strategies be devised in a way that comprehensively addresses the many facets of migration?

Because migration policies affect and are affected by policies in a number of other spheres– such as labor, human resource development, trade, security, health and environment comprehensive migration management implies policy coherence with related sectors. How best to secure sufficient consultation and coordination among government ministries whose work directly or indirectly involves migration, in order to ensure that their respective policies are complementary rather than potentially contradictory

Many of the firms with diversity management programs in their U.S. domestic operations are multinational corporations (MNCs) extensively involved in international markets and operating subsidiaries or affiliates in multiple nations. As is well known, many MNCs prefer uniform or consistent operating policies and practices worldwide, as part of efforts to exercise centralized control of local operations, promote cooperation among their subsidiaries and affiliates, and mold corporate cultures reducing local differences Diversity issues also arise for U.S. MNCs within their own firms, particularly when they establish their presence in Europe by mergers or acquisitions involving establishment at were previously European owned. This mode of international expansion has become increasingly important in recent years, often because it s "time to market" is

substantially less than when MNCs create their own subsidiary or affiliation

Demographic Trends

Legal developments are by no means the only force promoting firms' increased attention to diversity. In the United States, concerns about obtaining, retaining, and utilizing the workforce they need to be competitive have led many employers pro actively to engage in diversity efforts that are more aggressive than, or simply different from, what laws mandate. A second important reason for firms to address diversity management issues in Europe is the dramatic changes in the composition of the EU labor force predicted for the next 30 years.

A director of London's Institute for Public Policy Research, Dhananjayan Sriskandara rajah, notes that each day Great Britain's immigrant population rises by 1,500 persons (mostly from Asia) whereas its departures number about a thousand. He adds that today "there are more Brits abroad than there are foreigners in Britain". About one in ten British passport-holders today live abroad, while the proportion is far less for American, Australian, Canadian, French, German and New Zealand citizens (Srikandarajah, 2006, p. 8). The reason most often proffered for exodus is that the cost of living abroad is less onerous than at home; but, in fact, the search for El Dorado may be a less articulated drive – the one stimulating the native-born to leave. The El Dorado syndrome functions widely, none the less, and it is a powerful magnet for the poverty-stricken, the less poor and even those already comfortably off – whether in affluent or developing countries. (Thunderbird International Business Review. November-December 2003)

Fear of the immigrant

The beginning of the immigration process is burdened increasingly with a downside: amuted discouragement of outsiders to immigrate to one's own land. By way of example, In his acceptance speech for the presidential candidacy of France's conservative UMP party in January 2007, Interior Minister at that time Nicolas Sarkozy mentioned his own immigrant (Hungarian) origins, referring to himself as "a little Frenchman of mixed blood". He

stressed, never the less, that no nation belonging to the European Union today should have the unilateral authority to "regularize massively its illegal immigrants" without prior consultation with other member-states of the EU. The newcomer in a given society has always been viewed with mixed curiosity: sometimes with expectations, sometimes with apprehension, occasionally with revulsion. The arrival on the scene of the immigrant has now become, not infrequently, a reaction of outright fear. After the surge of terrorist attacks on commercial aircraft that began in the 1970s, the "foreigner in our midst" often has become the object of more concern than mere curiosity.

Since the attacks of September 11, 2001, an aim of some societies has become one of not simply anticipating the next attack, but preventing something that is rather "different from the threat of full-scale invasion by a great power. More important, what we face now is likely to be a permanent condition, and this means we need new rules". If we fail to "think through the basic structure of rules, rights and protections that we want, every new attack will produce creeping but permanent limits on freedom" (Zakaria, 2007)

Refugee protection is part of the democratic process, but it faces constraints of its own. President Jacques Chirac of France caused something of a furor a few years ago when he declared in a public meeting that the native resident of low-cost public housing (council estates) typically had unwanted competition from his North African neighbor: a husband of two wives and father of eight children – with his entire family on the dole. The employed native, by contrast, rises at six a.m. to leave for work, returning home late only to be greeted by "noise and smells" coming from his unemployed co-resident's overcrowded flat. The tirade drew considerable criticism of Chirac by defenders of immigrants.

Organization's Reluctance towards Global Diversity

One reason for these firms' reluctance to impose greater global consistency is to avoid identifying diversity management with American management practices. These same European perspectives tend to equate American-initiated diversity management activities with American equal employment

opportunity enforcement, which they reject as too litigious, and affirmative action, which they reject as too quota-driven (Addison & Siebert, 1992;Krueger, 2000)

Migrants have varied not only in the duration of their stays, from sojourners to settlers; they have also differed in the roles they played in the societies to which they moved. Moreover, so journeys have differed among themselves in the economic roles they have played. Some have been agricultural laborers, harvesting the crops of other lands, some have been technicians and engineers who have created whole industries in other countries, and one of the most striking roles of so journals has been that of middleman minorities in countries around the world (Sowell, 1996).

2.1 Research Objectives

The following research objectives will explore different aspects of the problem under investigation

- To check the migration trends in the target Population organizations mainly in the manufacturing sector of UK.
- To assess reasons behind variations in the migration trends.
- To highlight the social, political and economic causes in particular.
- To assess the efforts for minimize the adverse impacts of migrations.

2.2 Conceptual Framework
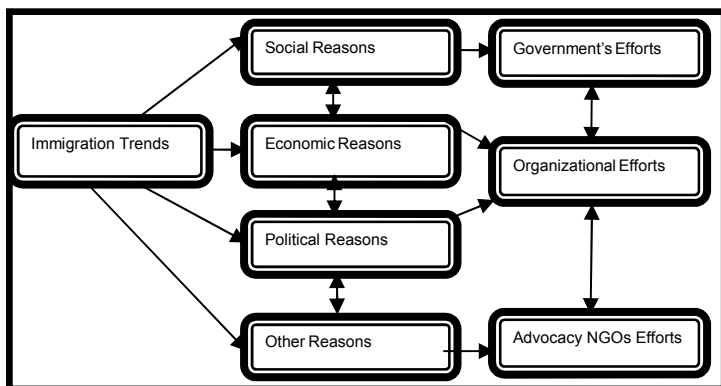
## 2.3 Statement of the Problem

The research study basically focuses on the migration trends of the people from different areas in search of job, resources, good living standard etc which cause a distinct group of people. To check the impact of the people migrating from different areas in an organization is the main research objective. So an HR Manager who has to deal with all sects of people and train well to manage this diverse group. He must have high emphatic skills and HR capabilities are needed for him.

3.0 Methodology

The study basically focuses on the Questionnaire analysis of service companies in UK and Pakistan. A sample of 80 is taken 40 from UK and 40 from Pakistan. The sample study used tells the variability and reliability of the demographical data of the respondents. The procedure used to gather data is the hypotheses and the statistical techniques used to analyze the data.
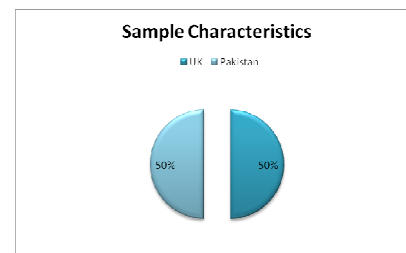
3.1 Data Gathering Instrument

3.1.1 Primary Data Gathering Source

A Questionnaire analysis Conducted in Service Companies of UK and Pakistan. The demographical Questionnaire so formed that incorporated the following personal information of the respondents, gender, home language, marital status, age, race, job classification, education, qualifications, job grade and tenure.

3.1.2 Secondary data Collection

Secondary data is collected through literature review of

⇨ Topics from related books will be searched
⇨ Reports will be studied
⇨ Training Manuals
⇨ Research papers downloaded from the net
⇨ Articles Study

The graphs show that 42% of Pakistani people and 52% of UK people believe that the migration is mostly due to the social reasons. Uzun, 1993; Reiff, 2006)
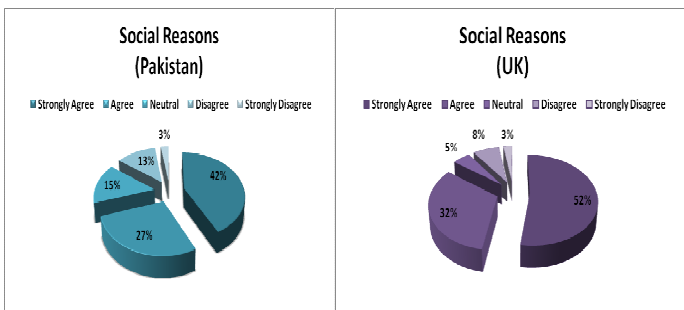

These Graphs shows that the 57% of Pakistani people are agreed that the migration is followed due to the economic reasons that the people migrate to other areas where as 47% of UK people are agreed to the same statement. (Sen and Goldberg, 1994).
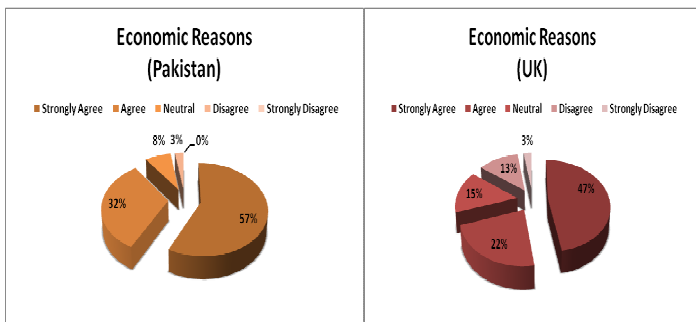
These graphs show that 82% of Pakistani and 87% of UK people say that the government must of both the host and the home country adopt certain strategies for the circular and permanent immigrants. (Laijos, 1991; Gogolin and Nauck, 2000).
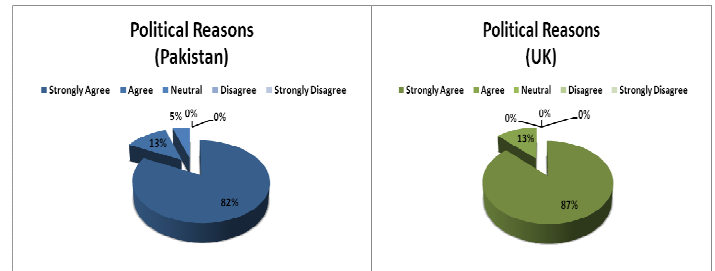
These graphs shows that almost 90% of Pakistani and 40 % of UK people say that the migration trend is due to other reasons than the economic, social or political reasons that the people are willing to migrate to other areas. (Kraus-Weysser and Ugurdemir-Brincks, 2002)
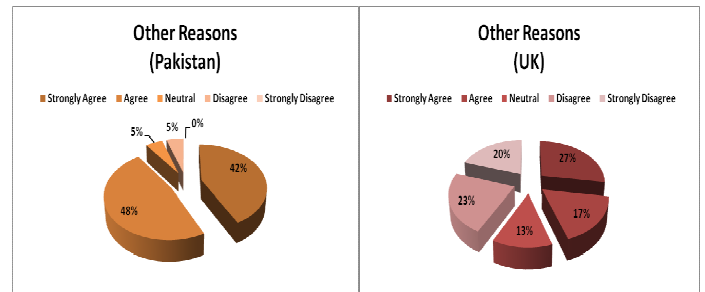
4.0 Results

Descriptive Statistics

	Mean	Std. Deviation	N
Social Reasons	47	11.254	40
Economic Reasons	52	16.258	40
Political Reasons	84.5	10.281	40
Other Reasons	65	48.262	40

Above Table illustrates that the mean values of Social reasons is 47, its standard deviation is 11.254 and the number of the values that are computed is40 similarly in case of economic Reasons, political Reasons, & Other reasons mean values are 52, 84.5, 65 respectively and Standard deviation are 16.258, 10.281, 48.262 respectively and the number of values are 40.

5.0 Conclusion

This study explores the reason of the migration, the trend which is being followed by the people to migrate from home to the host country. The migration can be circular or permanent migration; there are many reasons for there migration like social, economic, political or it could be any other reason. Moreover the Government must take certain steps to make the strategies for the immigrants to avoid the problem due to the diversity created due to migration. More over the most important part is on the part of the managers, the HR mangers who has to mange this diverse group of people, train them to avoid the problems such as employee relation problem or any other social problem and get maximum output.

5.1 Recommendations

On the bases of the research conducted we must recommend that all the people act at there part means that first of all the government must provide a flexible system and strategies for the immigrants who migrate from the home to the host country. Companies are focusing on defining the critical "must have" talent and developing systems and processes for recruiting, developing and retaining the best people. This is a huge growth area of critical importance. It incorporates leadership

development and wraps it in a holistic package to recruit, train and retain. The protection of migrants: hence the importance given to ILO conventions and national and international instruments, and the need to ratify and implement international instruments, including the ratification of the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families. At the organizational level the HR manger that has to deal with these immigrants and develop a system to train them to avoid various problems in the organization at the employee level Participation in any kind of learning and development activities should focus on employee's development needs, rather than their gender, parental status, age, religion, ethnicity, etc. As discussed above the social, economic, political and other reasons of migration the HR manger has to develop policies to solve the problems that occur at the employee and organization level.

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