Migration as the Way for Better Employment Perspectives: Case of European Union

V. Kumpikaitė Valiūnienė

Abstract—**Migration influences changes in labor market among countries. People migrate because of better employment perspectives very often inside of European Union (EU). However, migrants face with challenges to be employed in organizations because of cultural and value differences. Therefore, it is important to find balance between migrants-employees' and organizations' needs matching. This paper presents the main reasons of migration, and statistical analysis of migration situation in EU. Moreover, theoretical approach of employee-organization fit model from point of view of migrants is proposed in this study too. Scientific literature and statistical data and comparative analysis are used to reach the aim of this study.**

Index Terms—**Employee, migration, motives, organization, KSA.**

I. INTRODUCTION

People have always left their homes in search of better economic opportunities, both within and outside of their own homeland. There are around 200 million people - about three percent of the world's population living in a country not of their birth [1]. Majority of these people are of the working age. Such mobility of labor force influence changes of labor market in different countries as well as situation in organizations.

The topic of migration is not new by itself and is analayzed by many scholars. Migration is a phenomenon that has major societal, regional, national and transnational consequences [2]. However it is still lack organizational - managerial approach. Migration management is one of the major political and humanitarian challenges facing the world in the twenty-first century. Migration and work-based mobility has become more ubiquitous today than ever before [3].

The purpose of this paper is to present migration as the way for better employment perspectives, looking at migrants' and organizations' needs compatibility.

Scientific literature and statistical data and comparative analysis are used to reach the aim of this study.

II. MIGRATION REASONS

It should be mentioned that migrants and their relationships to host societies and institutions have been studied from many different perspectives (e.g., sociological, psychological, economic and labor perspectives (see Table I))

but still remain understudied by organizational scholars [4]. Moreover, all these studies still lack analysis from sending/home countries context as more and more countries start confronting problems affected by emigration [5].

Motivations for migration vary. Scientific literature gives different classifications of reasons for migration. Identification of migration reasons from the side of Person's dimension could be classified to a certain groups of factors as economic, political, demographic, and geographical. The importance of these various factors is different to every person and can change in time. Usually all factors are divided to demand-pull and supply-push factors (see Fig. 1, Table I).

TABLE I: DIVERSE DISCIPLINES RESEARCHERS' FOCUS ON MIGRATION DECISIONS [6]

Research flied	The main focus	Description
Economists	Pull and push factors	The reasons leading to migrate are motivated and sustained by three major types of influences: demand-pull factors in the destination area; supply-push factors in the origin area; network factors that link origin and destination areas.
Sociologists	Chain migration process	Migration begets additional migration. The first person emigrating from the area sends information to those in the home country about jobs, housing, and schools in the new setting.
Anthropologists	Changes in the standard of living and culture	First-hand accounts from new immigrants as well as media accounts of the country's standard of living entice people to immigrate to the new country for a better way of life.
Psychologists	Personality factors	Personality factors are important in the desire to emigrate. Those who want to resettle in another country tend to be more work-oriented and to have higher achievement and power motivation, but lower affiliation motivation and family centrality, than those who do not want to leave their country of origin.
Political scientists	Ethno political reasons	Countries may encourage emigration to ease ethnic conflict, or to establish presence in another country, by resettling particular ethnic groups voluntarily or involuntarily.

There is no single factor explaining why the desire of some people to migrate to another country does not become real. Many factors can influence the situation, for example characteristics and personal circumstances of potential migrants, such as their health status, their family or/and financial situation and their job status. In addition, cultural and institutional characteristics such as administrative

barriers and migration policies in the origin and the desired destination country either encourage migration by keeping costs of migration relatively low, or increase migration costs throw for instance language training requirements, high legal barriers, etc.
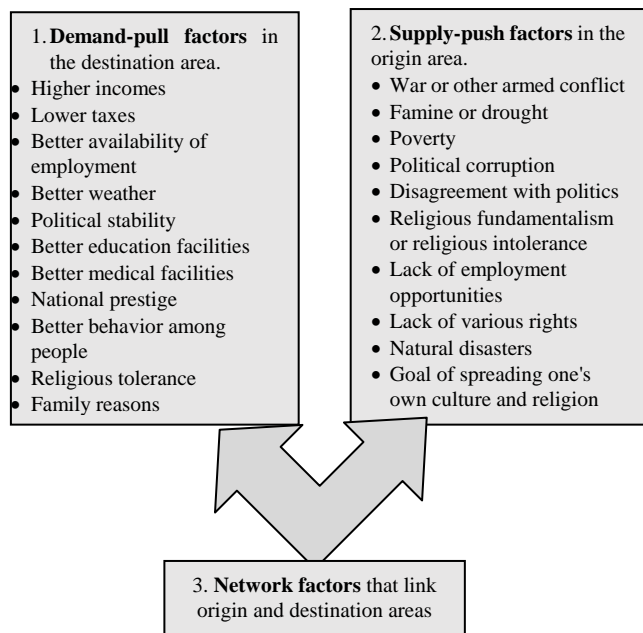
1.**Demand-pull factors** in the destination area.
• Higher incomes
• Lower taxes
• Better availability of employment
• Better weather
• Political stability
• Better education facilities
• Better medical facilities
• National prestige
• Better behavior among people
• Religious tolerance
• Family reasons

2.**Supply-push factors** in the origin area.
• War or other armed conflict
• Famine or drought
• Poverty
• Political corruption
• Disagreement with politics
• Religious fundamentalism or religious intolerance
• Lack of employment opportunities
• Lack of various rights
• Natural disasters
• Goal of spreading one's own culture and religion

3. **Network factors** that link origin and destination areas

Fig. 1. Migration reasons.

III. MIGRATION'S SITUATION IN EUROPEAN UNION

A. Migration Rate

As [7] presents, Central European countries including Germany, Switzerland, Austria, the Benelux countries, and France have been the most important immigration countries as well as traditionally the port of entry of many labor migrants in Europe. However, since the 1980s, the Southern European countries such as Italy, Greece, Spain, and Portugal have also become immigration countries, receiving people from Northern Africa, the Balkans, and the Eastern Mediterranean, mostly through illegal immigration due to the proximity to these regions, the geographical features. European Union has created one economic and free movement of workers space. It has not only opened the borders providing the opportunity to travel, study, work and live within European Union (EU) for more than 500 million citizens of EU member countries, but also faced the problem areas that require solutions.

The biggest immigration was in Germany (592.2 persons per 1000 citizens), UK (498), Italy (350), France (327.4) and Spain (304.1) in 2012 (Eurostat, 2015). At the same time 5 countries with the lowest immigration are following: Estonia (2.6), Slovakia (5.4), Malta (7.1), Croatia (9.0), and Portugal (14.6). Looking at net migration (see Fig. 2), we can see that negative net migration was the biggest in Lithuania (-23.7 person per 1000 people) in 2010. And this number is huge having in account that Lithuania is one of the smallest countries in EU with around 2.8 mln of population. This negative number decreased till -7.1 in 2012 and is in the second place after Ireland. Among other countries with negative net migration we can see other Baltic countries as

Latvia and Estonia, also Poland, Bulgaria and Cyprus. Comparing situation in 2010 and 2012 it should be mentioned that in Spain, Portugal and Greece net migration from positive in 2010 changed in to negative in 2012. This, undoubtedly, is connected with economic situation in all those countries. We can see interesting situation in Spain, as its immigration was one of the biggest (304.1 persons) and net migration was negative (-3 persons) in 2012. It means that even Spain is attractive for less developed counties, especially from Africa, at the same time Spanish people emigrate from there. This situation is more analyzed and presented in [9], [10].

B. Minimum Wages

One of the most important criteria for decision of migration is salary and purchasing standards in different countries. These indicators of EU in 2015 are presented in Fig. 3. The 22 EU Member States that have national minimum wages can be divided into three main groups based on the level in euro. In January 2015, ten Member States had minimum wages below €500 per month: Bulgaria (€184), Romania (€218), Lithuania (€300), the Czech Republic (€332), Hungary (€333), Latvia (€360), Slovakia (€380), Estonia (€390), Croatia (€396) and Poland (€410). In five other Member States, minimum wages were between €500 and €1 000 per month: Portugal (€589), Greece (€684), Malta (€720), Spain (€757) and Slovenia (€791). In the remaining seven Member States, minimum wages were well above €1000 per month: the United Kingdom (€1379), France (€1458), Ireland (€1 462), Germany (€1473), Belgium and the Netherlands (both €1502) and Luxembourg (€1923). For comparison, the federal minimum wage in the United States was just over €1000 per month (€1035) in January 2015.

Study [12] in Lithuania showed that such economy indicators as unemployment rate in percent, Gini coefficient and Tax Freedom Day have the biggest influence on emigration.

Due to increased opportunities of labor market mobility organizations are able to search for the most competent and suitable employees, but, at the same time, actual or potential employees use opportunities to move within the EU.

C. Migrants' Diasporas

Immigrants creates strong Diasporas. Members of a diaspora can be migrants themselves or migrants' children or grandchildren not born abroad. Some of these persons hold the nationality of their country of residence; others have more than one nationality and still others only that of the country where they currently reside. The potential contribution of a diaspora to the economic and social development of its country of origin will depend on many factors, such as its size, average skill level, wealth, seniority and degree of organization. It will also depend on the prevailing conditions in the country of origin and on the institutional support the diaspora receives. For example Turks' diasporas in Germany (21.6% of country population), Austria (11,4%), Polish in Iceland (43.7), Ireland (22.1), and Norway (16.8%), Brazils' in Portugal (25.3%), Ukrainians' in Czech Republic (25.5%) and Poland (23.6%), Indians' in UK (7.2%), Romanians' in Hungary (24%) and Spain (15%) and Moroccans' in Spain

(15%) [13]. Table II presents 4 countries where immigration was the biggest in 2012 and a number of foreigners there in percent per 1000 of citizens. France is not included in to this table as data by individual country is not available there.
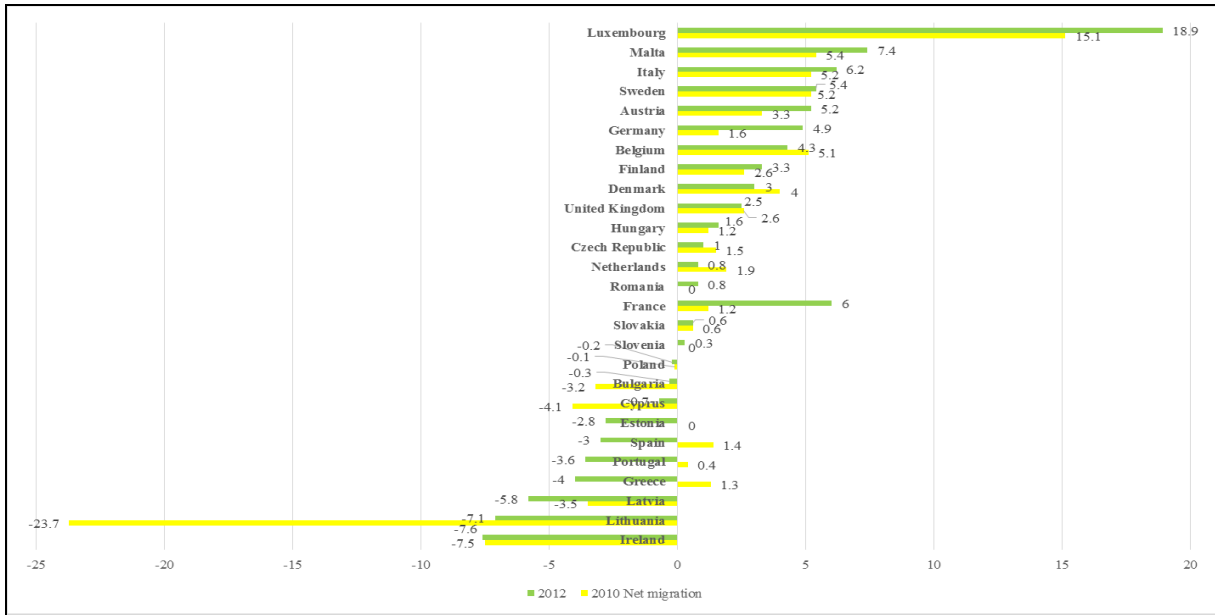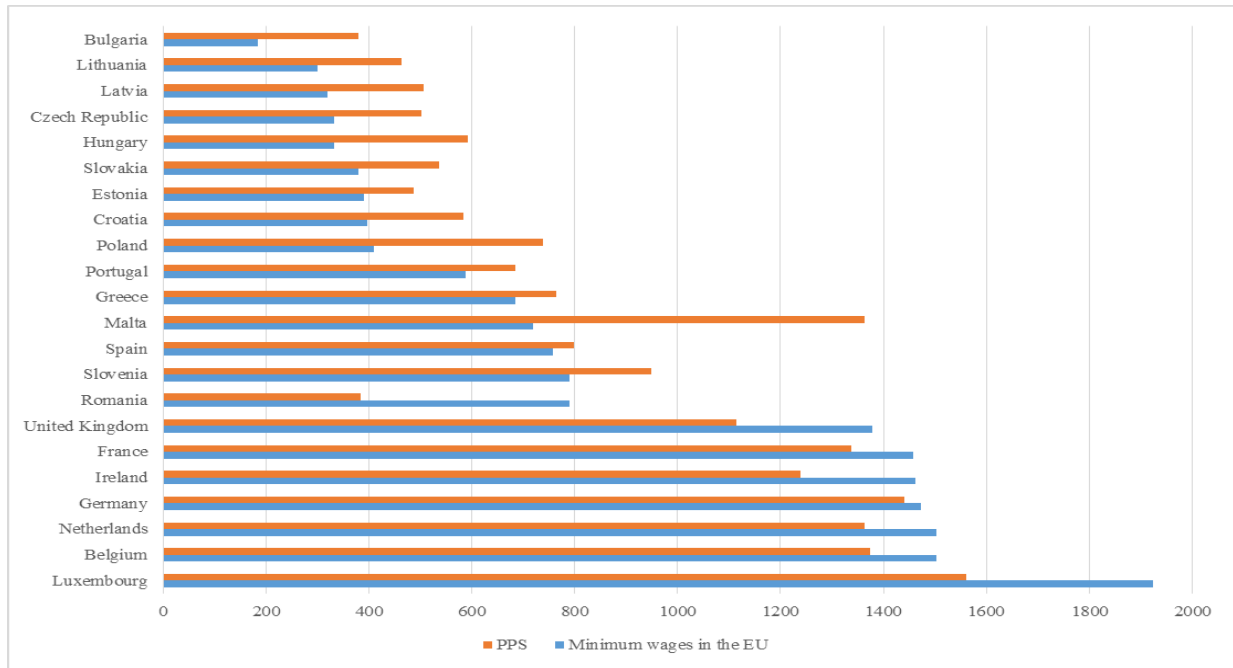

Fig. 2. Net migration in EU in 2010 and 2012 (persons per 1000 citizen) [8].

* PPS 2015 are estimated

Fig. 3. Minimum wages per month and minimum wages per month in estimated purchasing power standards (PPS) in the EU,1st January 2015 [11].

TABLE II: MIGRANTS DIASPORAS IN PERCENT IN FOUR EU COUNTRIES
WITH HIGHER IMMIGRATION IN 2012 [13]

Germany		UK		Italy		Spain	
Citizens of	%	Citizens of	%	Citizens of	%	Citizens of	%
Turkey	21.6	India	7.2	Romania	21.7	Romania	15.2
Poland	7.4	Ireland	6.5	Albania	10	Morocco	15
Italy	7.4	Pakistan	3.7	Morocco	9.4	UK	6.2
Greace	4.1	United States	3.4	China	4.9	Equador	5.3
Croatia	3.1	Lithuania	2.9	Ukraine	4.4	Columbia	4.4
Others	56.5	Others	76.2	Others	49.7	Others	53.9

D. Foreign Citizens and Self-employment in Europe

With migrants eager to undertake this work, firms and the economy grow as productivity increases and inflationary pressures reduce. And idea that a foreign population has a positive effect on new business formation is propose by other researches also [14]. Migrant workers also add large levels of entrepreneurship and self-employment, thereby creating new jobs for the country workforce. This can act as a spur to local people to start their own business, giving further impetus to economic growth [15]. In general, immigrants are more likely to be self-employed than similarly skilled native-born workers, while self-employment rates of immigrants exceed in many countries those of native-born.

In comparison countries with the biggest numbers of foreign-born workers in self-employment were Poland (29.2%), Austria (18.8%), Hungary (16.4), Italy (17.5%), and Belgium (15.5%). It is common tendency that foreign-born people are more like to be self-employed. However we can see opposite situation in Greece, Italy, Ireland, Portugal, Spain, Germany and Slovakia. As we can see from Table III, differences in Slovakia and Germany are very small when those differences are almost 16% in Greece, around 7% in Italy and Ireland. The reasons of situation should be analyzed in more details, however the authors of this paper suppose that mentioned Southern countries face huge illegal immigration from Africa.

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According to [16] for high-skilled immigrants and for immigrants from countries where skills are less readily transferable to the host. In the case of high-skill immigrants, there is more room to drop down the occupational ladder when migrating and more scope for upward mobility following migration, relative to less-skilled immigrants. In the case of immigrants from countries with very different labour markets, the move from one country to another is more likely to involve downward mobility, but, as with high skilled immigrants, as location-specific human capital is acquired, upward mobility is possible.

TABLE III: FOREIGN CITIZENS AND SELF-EMPLOYMENT IN EUROPE

Countries	Total immigrants per 1000 population, 2012*	Foreign citizens in %, 2012*	Native workers in self-employment,%, 2009**	Foreign-born workers in self-employment,%, 2009**
Austria	91.6	11.2	9.3	18.8
Belgium	147.4	11	12.1	15.5
Croatia	9	0.6	-	-
Denmark	54.4	6.4	7	9.6
Estonia	2.6	15.7	-	-
Finland	31.3	3.4	9.6	14.1
France	327.4	5.9	8.1	10.8
Germany	592.2	9.1	10	9.5
Greece	110.1	8.6	26.4	10.6
Hungary	33.7	2.1	10.8	16.4
Ireland	54.4	10.6	16.8	9.3
Italy	350.8	7.9	23.6	17.5
Lithuania	19.8	0.7	-	-
Luxembourg	20.5	43.8	5.4	6.5
Netherlands	124.6	4.2	11	11
Poland	217.5	0.1	11.2	29.2
Portugal	14.6	4.2	15.6	12.1
Romania	167.3	0.2	-	-
Slovakia	5.4	1.3	12.6	12.1
Slovenia	15	4.2	-	-
Spain	304.1	12	16	11.7
Sweden	103.1	6.8	8.5	10
United Kingdom	498	7.6	11.9	13.4

* [8], **[17].

IV. EMPLOYEE-ORGANIZATION FIT MODEL

Of course, not all emigrants are self - employed. As we see from Table III self-employment's percent varies from 6.5% In Luxembourg till 29.2% in Poland for foreigners at the same time from 6.4% again in Luxembourg till 26% in Greece for native citizens. One of the reasons migrants become entrepreneurs is it is easier than to satisfy organizations' needs.

Thinking about migrants' involvement to work in organization it is possible to use idea for combining people and organizations [18]. He proposed that people and organizations could be combined in three ways:

1) The first way is to provide by one side what the other one needs.
2) The second way describes the situation when both people and organizations share similar fundamental characteristics.
3) The third way involves both previous.

In this study it was selected the 1st way and the model was developed in regard of the fit of person's and organization's needs.

In each description both sides as the organization (employer) and the employee have expectations and needs. Sometimes these expectations match. The problems occur when the expectations do not match. In case of migrants it could be because of cultural and values differences, language barriers, etc. Therefore it is important to explore these expectations.

Employees' job performance, employees' behavior in

general, is a function of what they know, what they are able to do and what they believe. It is proposed criteria which indicates that a person's performance depends on the interaction of motivation, their knowledge, skills and attitudes (KSA), and environment [19]. If people do not have the KSAs, they cannot perform. [20] mentioned knowledge (professional, practical, operational), skills and spirit as expectations for employees. Competencies represent learning outcomes and are assessed by companies through their HR frameworks that are usually evaluating employability skills, capabilities and key competencies [21]. Motivation depends on employees. Environment refers to the physical surroundings in which performance must occur, including barriers and aids to performance, as well as objects and events that people might see as indicating that employees' performance will be rewarded or punished. Therefore, organization could wish from employees' good performance, having good KSA and being motivated.

Speaking about person-organization fit model, it should be in account needs and expectations, which organisations have from their employees and migrants' needs and expectations from organization. Conceptual of such balance model is proposed in Fig. 4.
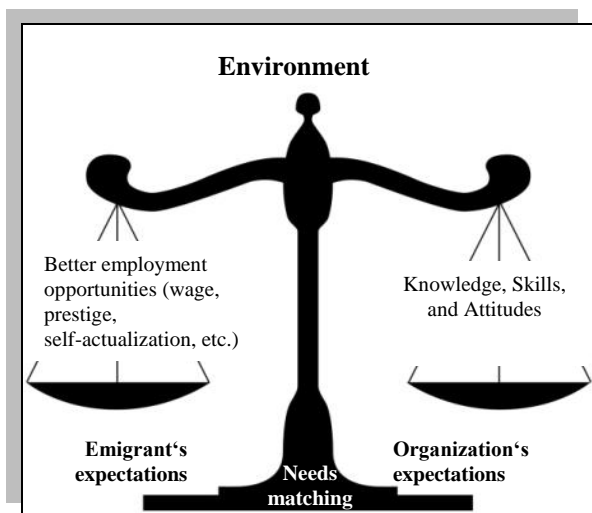

Fig. 4. Conceptual emigrant-organization fit model.

Each of the factors motivation, KSA, and environment can influence performance, but it is the combination of these factors that determines the person's performance. It helps us to understand whether poor job performance is due to KSAs or other factors. The likelihood of engaging in any activity, then, is limited by the weakest factor. For instance, no matter how knowledgeable or skilled a person is, if he is not motivated to perform the activity – or worse, is motivated not to perform it – then he will not.

V. CONCLUSION

Changing situation in world economics and on labor market influence importance and strength of pull and push factors, which make the biggest impact on decision to migrate. One of the most important factors are better employment possibilities with better wages.

Statistical analysis of migration rates and wages in EU showed that minimum wages differ from €184 in Bulgaria up to €1923 in Luxembourg. This is one of the migration reasons and influence immigration to countries with high wages (the biggest net migration rate is in Luxembourg) and emigration from countries with low wages as Bulgaria, Latvia, and Lithuania.

It is common that imigrants work as self-employed more than local people. It is because not just of large migrants' Diasporas in those countries but also of not matching expectations with employer's because of cultural differences, and not understandable expectations.

Therefore this paper proposes theoretical model of employees (migrants) and employers (organization) expectations matching, including KSA and needs of employees.

As future work of developing this study is to answer the questions: "What main problems do organizations face because of migration? How organizations and migrants could satisfy and match their expectations?"

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