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Selection and Retention: Diversity and
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companies.

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TITLE:

Selection and Retention of new employees: Embracing diversity by fair hiring of skilled
immigrants.

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Abstract

The research has been conducted to demonstrate the complexity of hiring policies, diversity management, and the link between language skills and companies in Norway. The research objectives covered investigating Diversity and Inclusion Policies, addressing Recruitment Practices, highlighting the Barriers Encountered by Immigrants, and evaluating the Role of Language Skills in Immigrants' Career Progression. Interviews with many HR managers/CEOs and skilled immigrants from different companies were conducted to gain deep knowledge of these vital areas. The analysis made it clear that most Norwegian companies have formal diversity and inclusion policies, but there is a significant difference between policy implementation and practical actions. What companies look for in candidates tends to be cultural fit and language proficiency, but these issues continue to exist, especially regarding language requirements. Skilled immigrants face challenges such as language barriers, cultural differences, and limited professional networks, and thus, integration programs and language support are much needed. The fact that immigrants with strong Norwegian proficiency have a better chance of finding jobs and fitting in with the workplace cannot be denied. Based on these findings, a practical recommendation direction is developed. These include but are not limited to implementing a wide range of diversity training, reviewing and modifying the recruitment practices to minimize the existing implications for skilled immigrants, offering language support to immigrants, promoting cultural integration through programs like mentorship, and interacting with policymakers to obtain favourable policies. These recommendations are designed to tackle some of the issues raised and improve diversity and inclusion procedures in Norwegian workplaces to create a friendly and welcoming environment for employees with diverse backgrounds.

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Chapter 1: Introduction

1.1 Background and Context

In this era of globalisation, diversity is considered a necessary component for the success of any company or organisation (Allen & Montgomery, 2001). Diversity at work is not just a popular phrase; it is an important element that makes people think in new ways, innovate, and help the whole organisation grow (Fine et al., 2020). In the last few years, companies have realised how having a diversity of people can make things different. A study shows that companies with diversity have improved financial success (Smit, 2022). Businesses that care about diversity are usually better than their competitors. This shows how having a friendly team with diverse backgrounds can help improve results.

However, this research is primarily focused on how just it is for Norwegian companies to hire skilled immigrants. Norway is well-known for accepting differences and making everyone feel welcome, as found in a study by Sandbakken & Moss, (2021). By 2023, 18% of Norway's workforce will be immigrants or Norwegian-born with immigrant parents (Jolly & Self, 2020). This number also shows the good hiring practices for letting talented outsiders somewhat join the job market.

The majority of Norwegian companies have a reputation for having friendly workplaces. Crichton et al., (2024) Norway stands for being different and welcoming, with firms trying to make a place where people from all countries feel important. For instance, big companies like Equinor and Telenor have been praised for supporting diversity. Equinor, a big energy company, has always considered diversity necessary in its business plan (Melberg, 2019). It aims to create a workplace where everyone feels important, regardless of background.

Norway is seen as a welcoming place for many different nationalities, but there are still some issues. This is especially true regarding hiring and keeping creative and skilled

immigrants. In the job hunt, there are cases where talented people from other countries sometimes face issues even when they match all the criteria due to barriers or biases. This raises significant questions about how reasonable the current hiring steps are and how much diversity matters during the job search process.

1.2 Research Questions

This study is based on the following research questions:

1. How do Norwegian companies choose and keep skilled immigrants? What methods and procedures do they use?
2. How important is diversity in Norwegian companies? What do companies think skilled foreigners can bring to the table?
3. What problems do skilled newcomers face when they try to get hired by Norwegian companies?

1.3 Research Objectives

To reach the main aim of understanding how Norwegian companies fairly hire skilled immigrants, the following specific study objectives have been set:

- To investigate Norwegian companies' methods and procedures to hire and keep skilled foreigners.
- To find out how diverse Norwegian companies are and how valuable skilled newcomers are.
- To find and understand the problems skilled newcomers face when trying to get hired by Norwegian companies.

1.4 Scope of the Study

This study examines only how fair it is for Norwegian companies and other enterprises to hire talented foreigners. Focusing on these areas helps us understand companies that need personnel with diverse talents and experiences. Companies working in the Technology sector were chosen because they need talented individuals from many backgrounds, and new ideas from different perspectives can make a significant difference. The study intends to show how competent immigrants are selected, retained, and challenged in professions that need diversity and knowledge to develop and innovate.

1.5 Rationale of the Study

This study addresses a crucial aspect of Norwegian hiring: how talented immigrants who have fulfilled the requirements criteria are treated fairly in the selection process without bias and focuses on the actual talent hunt. This issue was picked since the employment market is globalising, and competent workers boost the economy and generate new ideas. Diversity is a priority in Norway, making it an ideal area to study how qualified immigrants are employed (Johnsen et al., 2022). Fair hiring techniques must be understood and improved to promote social justice and maximise diversity. This study will add more knowledge regarding Norwegian companies and help companies figure out important factors to recruit appropriate people in today's globalised and diverse world.

1.6 Significance of the Study

This study is important because it could help Norwegian companies, policymakers, and the academic community in many ways. First, the results should help Norwegian companies improve how they hire skilled foreigners, making workplaces fairer and more open to everyone. Companies can get the most out of their employees and benefit from new ideas from different points of view if they understand the challenges and opportunities of

integrating skilled immigrants. Policymakers can make policies supporting fair and open hiring practices that will strengthen the national workforce by following well-informed suggestions. The larger academic community can also use this study to further the conversation about diversity and inclusion, adding to the body of knowledge around the world about managing talent effectively in modern, multicultural workplaces. The possible effects go beyond the boundaries of a company and have important implications for economic growth and social inclusion.

1.7 Dissertation Structure

The dissertation addresses essential topics of how Norwegian companies should equitably hire talented newcomers. The Literature Review examines diversity, fair hiring, and skilled newcomer studies in Chapter 2. This chapter contextualises research issues using theory frameworks and empirical studies. Chapter 3, "Methodology," explains the study design, data collection, and analytical tools used to examine real-world fair hiring practices. Chapter 4, "Results and Discussion," details the research results and answers all questions. This section integrates the study's findings with past studies to better understand Norwegian firms. In Chapter 5, "Conclusion," the dissertation's primary themes are reinforced, and future research and practice are suggested. This process ensures the material is thoroughly explored and meets the study objectives. It also contributes to workplace diversity and fair hiring discussions.

Chapter 2: Literature Review

2.1 Introduction:

The chapter situates the literature review framework about talent management in Norwegian companies. It emphasises the necessity of recruiting and retaining the right people for two essential elements of a company's success. The chapter will demonstrate the impact of company culture, diversity, and equity in the hiring process toward a vibrant, inclusive workplace. For this introduction, the Social Exchange Theory sketch is a vital part. The strategy allows us to reflect on the social relations within organisations and the people working for the companies. Social Exchange Theory responds to hiring, retention, organisational culture, diversity, and fairness at work by emphasising support reciprocity. Therefore, this theoretical framework is used in the literature review to identify the complex mechanisms that regulate the employer-employee relationship and the depiction of the entire talent management process in Norwegian firms.

2.2 Employee Selection

Social Exchange Theory describes one of the most important principles of organisational psychology. Through it, people come into a bond by reciprocity and mutual benefit (Knapp et al., 2020). This theory posits that people give and take in social relationships to optimise positive consequences and minimise their adverse aspects. In companies, people must work together by helping each other learn; then only the success of the company can be seen. They can never grow if people do not work together or focus only on their profit. Understanding this idea assists companies and candidates in understanding each other at the time of recruitment. Employers put in their time, training, and resources to get the returns regarding employee support.

Social Exchange Theory supporters studied the mechanisms through which these theories work in practice. They discovered that people maintain the best relationships with the company and employees when they are facilitated and end them whenever they turn out to be negative or harmful to them and their reputation. Business firms must provide attractive benefits and an exciting work environment to attract talented employees and keep them. Further, 'organisational inducements' are the primary incentives required because businesses must show people why they should select them over other employers (Zhao & Detlor, 2023).

Social dialogue in talent acquisition shows the importance of balanced treatment. Candidates should be appropriately recognised for their efforts and rewarded because they believe that is what is due to them (Davlembayeva et al., 2020). Employers must also ensure that hiring criteria are influenced by business ethics principles to establish fair and harmonious relations between the employer and the employee. Considering these parameters, we are to consider how these concepts can be related to certain recruiting practices and the performance of the firms.

2.2.1 Psychological Contract and Social Exchange

The Psychological Contract and Social Exchange Theory help us understand the complex factors that affect employer-employee relations, especially retention. Psychological Contract is an organisational psychology concept. People believe they have unwritten employer duties and norms. According to Social Exchange Theory, the Psychological Contract facilitates two-way exchanges that affect employee commitment and company performance. Xuecheng and Iqbal (2022) link the Psychological Contract and Social Exchange Theory because they emphasise reciprocity. Both notions involve contributions and rewards, with the Psychological Contract embodying each person's perception of the social trade. The Psychological Contract

lets employees determine how fair and two-way their relationship with the organisation is, which helps retain them.

Studies on how the Psychological Contract affects employee commitment show that these theories are consistent. Robinson and Rousseau's 1994 study found a high correlation between Psychological Contract compliance and employee commitment. According to Social Exchange Theory, well-treated workers are more loyal. Studies on failed contracts link the Psychological Contract and Social Exchange Theory. Okolie and Memeh (2022) They discovered that when corporations break commitments, workers feel violated, become less devoted, and are likelier to leave. Social trade Theory's reciprocity principle states that unfair commerce can damage employer-employee relations.

Companies that understand these concepts emphasise open communication, fairness, and Psychological Contract management in retention strategies. Being regularly informed, observing standards, and a covenant to honour your word support the Psychological Contract and mutually friendly interaction. A mutual trust and reciprocity culture will ensure that staff do not disengage from their work (Jayaweera et al., 2021). Where Psychological Contract and Social Exchange Theory meet, it can be seen how tough the interaction between an employee and a boss tends to be. Companies that accurately manage this nexus by comprehending and satisfying the two collections of desires held by each other create working environments wherein employees are engaged long-term, and corporate performance is vital.

Two-way ties are involved in the issue of company loyalty. Ozdemir et al. (2020) Also analysed how POS can help predict employee retention. This was shown by the results that revealed that the company's support significantly determined the workers' willingness to remain. This means that Social Exchange Theory assists in understanding retention factors. According to Lee et al. (2023) a meta-analysis, organisational support, such as retention, is the

most critical factor influencing employee outcomes. The present meta-analysis reveals that the perceived fairness below the Social Exchange Theory is essential to company support and employee retention. Such examples show how the theory of social exchange affects the relationship between a boss and an employee, especially concerning loyalty and personnel rotation.

Hence, organisations that use Social Exchange Theory tactfully employ retention techniques guided by mutual benefits and reciprocity. Companies that take care of training, skill development and mentorship show that they are concerned about employees' careers. The Social Exchange Theory suggests that organisations that invest in their workers can get more dedicated and committed employees. Second, Google, the company that follows the social exchange theory, is employee-oriented and focuses on developing employees. Google's 20% policy promotes personal development and innovative ideas (Gilal et al., 2021). With this approach, the needs and ambitions of the staff are met. Therefore, they have healthy social contacts, which helps maintain them in an organisation.

2.2.2 Application to Employee Selection

Choosing personnel using the Social Exchange Theory has numerous consequences on hiring and organisational collaboration. This application assumes employers and applicants have psychological contracts. Workers' unspoken expectations of their employers are called psychological contracts. The psychological contract describes the views of the relationship between employers and workers and influences how people behave in organisations. According to the social exchange theory, an excellent psychological contract is crucial for acquiring and retaining skilled individuals (Binu Raj, 2021).

Social Exchange Theory guides employment by emphasising incentive distribution. Based on this premise, firms must offer attractive hiring inducements. This includes clear job

descriptions, fair plus, advancement opportunities, and a nice workplace. A Capitano (2022), study found that realistic job previews through the hiring process improve the emotional contract, resulting in more given and pleased employees.

The principle can also be retained in interviews and collections. Social Exchange Theory emphasises equality in these situations. Applicants are more inclined to trust and support an administration if they believe its selection and decision-making procedures are fair. According to Kutaula et al. (2020) corporate fairness, examination and fair hiring habits increase psychological hiring and advance long-term employee-employer interactions.

Social Exchange Theory-based hiring circumstances emphasise candidate encounters. This includes granting applicants timely and beneficial responses, matching the company's values to theirs, and conceding them opportunities to improve. Firms can proactively hire, encounter, and retain the best people by identifying that employer-employee relationships are two-way. This will boost healthy and long-term workplace socialisation (Ali, 2020).

Empirical data suggests that the Social Exchange Theory is employed in hiring. Mohammad et al. (2021) Examined the psychological contract's two-way effects during selection. The research showed that candidates make job relationship assumptions based on the hiring process. Good contacts, clear communication, and fair treatment during the selection process built a firm psychological contract between the organisation and the candidate, resulting in a pleasant social exchange. Huang et al. (2021) Examined how assumed organisational support affects hiring. Their study found that candidates' psychological contracts are better when they feel the organisation cares about them and wants to help. Based on the Social Exchange Theory, organisations that improve the applicant experience indicate they care about potential employees.

Applying Social Exchange Theory to hiring suggests that unfair exchanges cause issues. One issue is that recruiting requirements may need to match work experiences. The social exchange can break down when corporations break employment promises, making workers less dedicated and satisfied (Škrinjarić, 2022). Realistic Job Previews (RJPs) also match up very well with the precepts of Social Exchange Theory as they provide transparency and similar expectations for both the employer and potential employee. RJPs give candidates a real-time picture of the upsides and downsides of the job, as well as a glimpse into the company's culture. This two-way communication helps create a perception of fairness, as candidates can make choices based on sound knowledge and realistic expectations. Promises that cannot be fulfilled by RJPs are not made, which subsequently helps to create a foundation of trust and respect, a basis for powerful psychological contracts based on mutual benefits and understanding.

Actual examples, like how Google hires, support Social Exchange Theory. Google emphasises openness, communication, and candidate satisfaction. The company's vow to be honest about its environment and values during employment fosters healthy social exchange, making employees happier and more dedicated (Allmark, 2009). Factual data shows that utilising Social Exchange Theory to hire requires a fair, honest, and helpful workplace. Companies that carefully use these concepts in their hiring processes produce a healthy social exchange that improves employee-company relations and boosts company success (Kim et al., 2022).

2.3 Employee Retention

Social Exchange Theory holds that people expect fair rewards for their work because of their interactions. In terms of retention, this idea emphasises a two-way relationship between employer and employee. It claims that employees who feel appreciated are more

inclined to stay. Social Exchange Theory uses perceived organisational support (POS) to understand employee retention. They claimed workers believe the corporation appreciates their work and well-being, and employees who feel supported form solid social bonds and become more devoted. If a company invests in employee development, recognises achievements, and offers a supportive workplace, employees are more motivated to work in challenging fields (Ahmad et al., 2023).

Social Exchange Theory emphasises workplace justice, which affects employee engagement. A Social Exchange Theory (2020) study found that fair performance reviews and promotions boost employee commitment. When employees feel valued, they work harder for the organisation. This is because fairness promotes social trade. The notion also helps explain how trust influences employee retention. Corporate trust, developed by Aburumman et al. (2020), is crucial to the social relationship between corporations and their employees. Trusted employees stay longer at the company. According to Social Exchange Theory, regular contact, honesty, and keeping agreements establish trust.

Organisations that apply Social Exchange Theory focus on creating a supportive, respected, and fair workplace. Mentorship programs, career advancement opportunities, and open communication generate a good social interchange that keeps employees loyal and reduces turnover (Mitonga-Monga, 2020). Thus, employing the Social Exchange Theory to retain employees requires mutual gain. Businesses can boost employee loyalty by concentrating on how much employees feel supported, fair, and trusted by their employers, which benefits both sides and helps the company prosper.

2.4 Integrating Social Exchange in Employee Management

Social Exchange Theory's uses in hiring and retaining employees must be combined to create a holistic employee management system. This conceptual framework aims

to link justice, reciprocity, and mutual benefit throughout the employment lifespan. This will assist people and businesses in maintaining excellent social relations (Chen & Wei, 2020).

The framework understands the importance of first impressions and psychological bonds while hiring. Companies follow the Social Exchange Theory to ensure fair selection, clear communication, and compelling incentives. This connection is seen in Zappos' hiring process (Sandbakken & Moss, 2021). Cultural fit is essential to the company; thus, candidates must be qualified and share their beliefs. The conceptual framework lets organisations form the first social connection that builds employee-employer relationships utilising these notions (Kim & Qu, 2020).

In the retention phase, the framework uses Social Exchange Theory to initiatives that increase program retention. This method emphasises staff growth through training, mentorship, and other activities. Southwest Airlines provides its employees with extensive training and development. This fosters a culture of learning and growth in which the corporation invests in its employees and expects them to match the Social Exchange Theory (Liu et al., 2020).

The conceptual framework also considers how perceived organisational support (POS) affects social trade. Companies solicit input, address employee problems, and foster a supportive workplace to enhance POS. SAS Institute, a software corporation, exhibits this combination noted for its employee-focused policies. SAS Institute values work-life balance and offers on-site daycare and exercise centres. These programs indicate that corporations care about employees outside of work, which improves relationships (Arsawan et al., 2020).

The Social Exchange Theory-based conceptual framework integrates hiring and retention into a unified personnel management plan. By employing this principle throughout an employee's career, companies may build a healthy social interchange that leads to better

commitment, contentment, and retention. This integrated technique can help companies develop long-term, mutually beneficial employee connections (Meyers, 2020).

2.4.1 Social Exchange and Poor Alignment

In the ever-changing world of employee management, contrasting effective social exchange, as stated by Social Exchange Theory, and bad employee-organization alignment can teach us much about its consequences and solutions. Negative things can happen when Social Exchange Theory is not implemented, and employees' needs must meet firm offerings. Employees who feel the psychological tie has been severed may be less committed, satisfied, and more inclined to leave. Ferm and Thaichon (2021), study shows that low standards might lower employee performance and trust. When workers feel devalued when hiring promises are broken, social exchanges get acrimonious. This harms employee-employer relations.

In Social Exchange Theory, the Enron crisis illustrates what happens when people are misaligned. Social exchange among workers broke down due to unethical behaviour and a closed-door mentality at Enron. It became evident that the corporation was breaking its financial standards. Workers felt let down and risked losing their jobs. The psychological contract fell because organisational values were inconsistent with actions. This had severe legal and financial consequences for the company (Dumas & Fairhurst, 2021).

Social Exchange Theory suggests organisations can reduce poor alignment by employing fair and reciprocal strategy solutions. Companies must communicate their beliefs, ambitions, and changes in working relationships. Google's response to workplace sexual harassment and discrimination demonstrations suggests it strives to address poor alignment (Balasubramaniam et al., 2023).. Knowing customer relations are crucial, the company pledged to be more transparent and accountable. A workplace culture of fairness and support can also

address poor alignment. Companies can invest in employee health and career development (Saglam et al., 2022). Under Hubert Joly, Best Buy transformed its corporate culture with programs like Results Only Work Environment (ROWE) and personalised growth plans. The idea was to match firm policies and processes with employee preferences to make social interchange fairer.

Leadership is crucial to aligning an organisation's procedures with Social Exchange Theory. Leaders should be ethical, set acceptable norms, and develop trust. Southwest Airlines' Herb Kelleher used this strategy. Kelleher valued open communication, employee empowerment, and people first. This leadership fostered positive social relations, ensured corporate policies met employee expectations and encouraged long-term commitment (Rayiramkandath, 2021). Finally, Social transaction Theory highlights the extensive repercussions of not following fairness and reciprocity laws by comparing good and bad social transactions. Real-life examples show how open communication, fairness, and moral leadership can fix problems like poor alignment and encourage positive social interchange, which leads to long-term employee commitment and company success.

2.5 Organizational Culture

Social exchange theory helps to understand workplace dynamics by describing company culture as two-way exchanges. According to the notion, people connect to help and be fair. This mindset shapes an organisation's culture. Trust is vital to how Social Exchange Theory changes organisational culture. Trust is crucial between employees and employers. When employees feel trusted, they are more inclined to operate in a way that benefits both parties, boosting business culture. Jun and Eckardt (2023), found that trust shapes organisational culture. Organisations that generate trust through open communication,

consistent conduct, and fair treatment foster teamwork and dedication through excellent social interaction.

Social exchange theory also explains how perceived organisational support (POS) impacts cultures. Knowing that the organisation values their job and well-being improves social interaction. Chen (2023), discovered that high POSs are connected to job satisfaction and corporate loyalty. Companies that invest in employee development, recognition, and well-being projects create a positive social interchange that makes employees feel supported and valued. Reciprocity, central to Social Exchange Theory, shapes organisational rules and activities. Fairly awarding and recognising employees sets an excellent example for workplace behaviour. Companies with transparent performance-based promotion and reward systems follow social exchange principles, transforming how people view fairness and meritocracy. However, this encourages people to try their best.

Social Exchange Theory applies to business culture, as evidenced by the cases of Zappos and Patagonia. In Zappos, the company has a healthy working environment for employees and makes them feel happy (McLeod et al., 2021). Social interaction is another area in which this company seeks to be involved. The Zappos Family Core Values, which stress trust and openness and equate people with a family approach, show this commitment (Gilal et al., 2021). Fostered by values shared amongst employees and an exchange environment, Social Exchange Theory is upheld by Patagonia's support and subsequent employee happiness and loyalty. Social trade Theory believes that trust, organisational support, and fair trade in the workplace determine an organisation's culture. When firms initiatively introduce these thoughts to their culture, social relationships and cooperative behavioural patterns are promoted, and employees are motivated to work together, support a common purpose, and adopt the same views (Ojha et al., 2023).

2.5.1 Edgar Schein's Model in Light of Social Exchange

People's interactions define the cultural aspects of such organisations, as depicted in Edgar Schein's Model of Organizational Culture and Social Exchange Theory (Lubis & Hanum, 2020). This model developed by Schein assists us in understanding the corporate culture that refers to the three levels: artefacts, proclaimed ideals, and basic assumptions. Social Exchange Theory asserts that others can strengthen these levels via trust, reciprocity, and imagined support. According to the Schein model, symbols, traditions, and structures are the culture carried in an organisation. Through the SST, artefacts represent social interactions between workers and corporations. The performance-recognition technique can also reflect a company's inclination to positive social interaction between the employees, expressed via rituals and publicised expressions of gratitude.

Espoused values are an organisation's ideas, philosophies, and aims from Schein's first to second levels. Social exchange theory emphasises faith and fairness in mutually beneficial relationships, which shape values. Companies that are transparent about their beliefs and aligned with employee expectations have good social exchanges. Southwest Airlines, which prioritises employees and maintains a lively, inviting atmosphere, uses the Social Exchange Theory et al. (Cetindamar Kozanoglu & Abedin, 2021). These principles motivate people to connect well, which affects the business. Unconscious, taken-for-granted assumptions drive organisational behaviour. Schein's model revolves around them. At this stage, Social Exchange Theory changes how people naturally understand work reciprocity. Companies prioritising justice, trust, and mutual benefit produce a psychologically secure workplace. Companies like SAS Institute foster social interaction by creating a supportive workplace (Liu et al., 2020). They care about their workers' health.

Schein's model and Social Exchange Theory influence organisational culture and affect one another. By collaborating with Schein's and Social Exchange Theory, companies

can create a culture based on honesty, trust, and reciprocal relationships. In this way, the culture in the workplace matches the values stated and an attitude that is assumed to influence the employee and employer interaction (Yun et al., 2020). Lastly, Edgar Schein's Model of Organizational Culture and Social Exchange Theory helps us understand the organisational culture in a workplace. Social Exchange Theory allows businesses to grade artefacts, values, and ideas as positive social connections that help companies foster social connections. The result will be satisfied, dedicated employees leading to business success.

2.6 Social Exchange, Diversity, and Fair Hiring

Social Exchange Theory provides reasons for utilising fair hiring practices, which underline the significance of fairness as an element of relationships between a company and job seekers. Fair hiring practice, grounded in fairness and reciprocity, is based on Social Exchange Theory, justifying employers' need for a positive relationship with job seekers. Equal recruitment guarantees that everyone feels at ease at the starting line. The Social Exchange Theory argues that individuals, upon contribution, always demand justice and, in return, from others. This, therefore, implies that employers should treat applicants fairly and honestly across all stages of hiring. Field Mousa et al. (2020) research shows that justice/fairness in the recruitment process enhances job applicants' attitudes and intentions. Clear communication, just reviews, and steady treatment of the selection procedure favour safe social correspondence, which urges up-and-comers to feel optimistic about the association.

Formal justice is also supported by the declaration of fair hiring practices, which are crucial for Social Exchange Theory. Procedural fairness manifests as the fairness of decision-making steps. A transparent and equitable recruitment process helps candidates feel they have been treated well, even if they are not securing the position. The positive impressions, in turn, create a fertile ground for healthy social transactions because candidates tend to be

more receptive to embracing the team and thinking of future engagements with it (Kuruzovich et al., 2021). The example of Salesforce, which follows the open recruiting and diversity principle, shows how procedural fairness and social exchange theory can make hiring just. The case of social exchange is also valid in the post-employment situation when treatment impacts work concomitance and dedication. In this way, proper handling of new hires during onboarding facilitates social exchange. According to the social exchange theory, it is a prime foundation for a successful boss-employee relationship. The correct onboarding, such as thorough orientation, clear roles and responsibilities, and consistent aid across the organisation, makes employees more satisfied with their jobs, which increases loyalty.

Social Exchange Theory suggests that mixed teams and equitable workplace relationships produce differential outcomes. This is supported by several research studies wherein multiple-person teams are described as more creative, imaginative, and problem-solving. Based on Zagenczyk et al. (2021) meta-analysis, mixed teams are more effective than either homogeneous or heterogeneous groups in creative and complex problem situations. This is because the different origins of these employees enhance their ability to bring various ideas and experiences to the workplace in line with Social Exchange Theory. Creativity and aiding teamwork, a company like Microsoft provides initiatives like the Autism Hiring Program. Multi-cultural teams are efficient and adapt quickly to changes as they interact well. It was revealed that entities that record high diversity levels in gender and race end up making more profits than their rivals (Allmark, 2009). According to the Social Exchange Theory, if one team member contributes to an investment of effort and resources, a benefit should occur through reciprocity between the contributing member and the organisation. The social interaction between the employees can be improved when they feel that they are valued and that their unique contributions contribute to the group's success; in turn, loyalty to the company is enhanced.

Although fair hiring practices are essential, organisations find hardships in putting them into their proper application, a concern concerning unconscious prejudice while hiring has mainly been observed. The candidates were chosen based on intuitive preferences and not objective criteria. According to Social Exchange Theory, as prejudices such as racism and sexism continue to provide groups with certain benefits, groups should work on enhancing fairness in general (Jolly & Self, 2020). Hence, blind hiring, which employs suppressing some personal information during initial screenings, is a tool aimed at minimising unconscious bias. Blind casting levels the playing field for job seekers at Deloitte, where hiring managers score candidates not on background but on talents (Rayiramkandath, 2021). In addition, there is no guarantee that candidates will think things are fair given situations where they have been rejected. Social Exchange Theory explains that a person's attitude toward fairness of hiring impacts how they behave and their plans. Companies can mend this by reprimanding candidates' ideas positively, explaining the basis of their decision making and giving advice. Even if the candidates are not shortlisted, this candid conversation leads to developing a relationship only because the narrating candidates feel comfortable in that environment (Mohammad et al., 2021).

2.7 Conceptual Framework

Drawing from Social Exchange Theory and combining different parts of this theory, the study's conceptual approach demonstrates how Norwegian firms distribute skilled immigrants fairly. The framework's structure is driven by concepts of fairness, reciprocity, and mutual benefits, which are principal elements of the social exchange theory (Yun et al., 2020).

This conceptual framework involves establishing favourable employment rules for talented newcomers. According to the Social Exchange Theory, equitable hiring procedures imply honest recruiting practices, well-balanced evaluation criteria, and welcoming

onboarding stages. This factor characterises the company's devotion to fair social contact with potential employees, which complies with the theory of positive interaction. One of the critical determinants of social interaction quality levels for skilled newcomers is how healthy firms follow fair hiring practices (Abele et al., 2021).

The other factors measure how well Norwegian companies attract and retain skilled newcomers. The essence of Social Exchange Theory is that positive social relationship attracts one's attention and commitment. In this research, it is supposed that establishing fair hiring practices that result in a positive social exchange will assist the organisation in finding and retaining competent immigrants. Through the lens of social exchange theory, we believe that the implementation level at which organisations achieve fair hiring will be tied to their ability to recruit and retain skilled foreigners (Dawson et al., 2021).

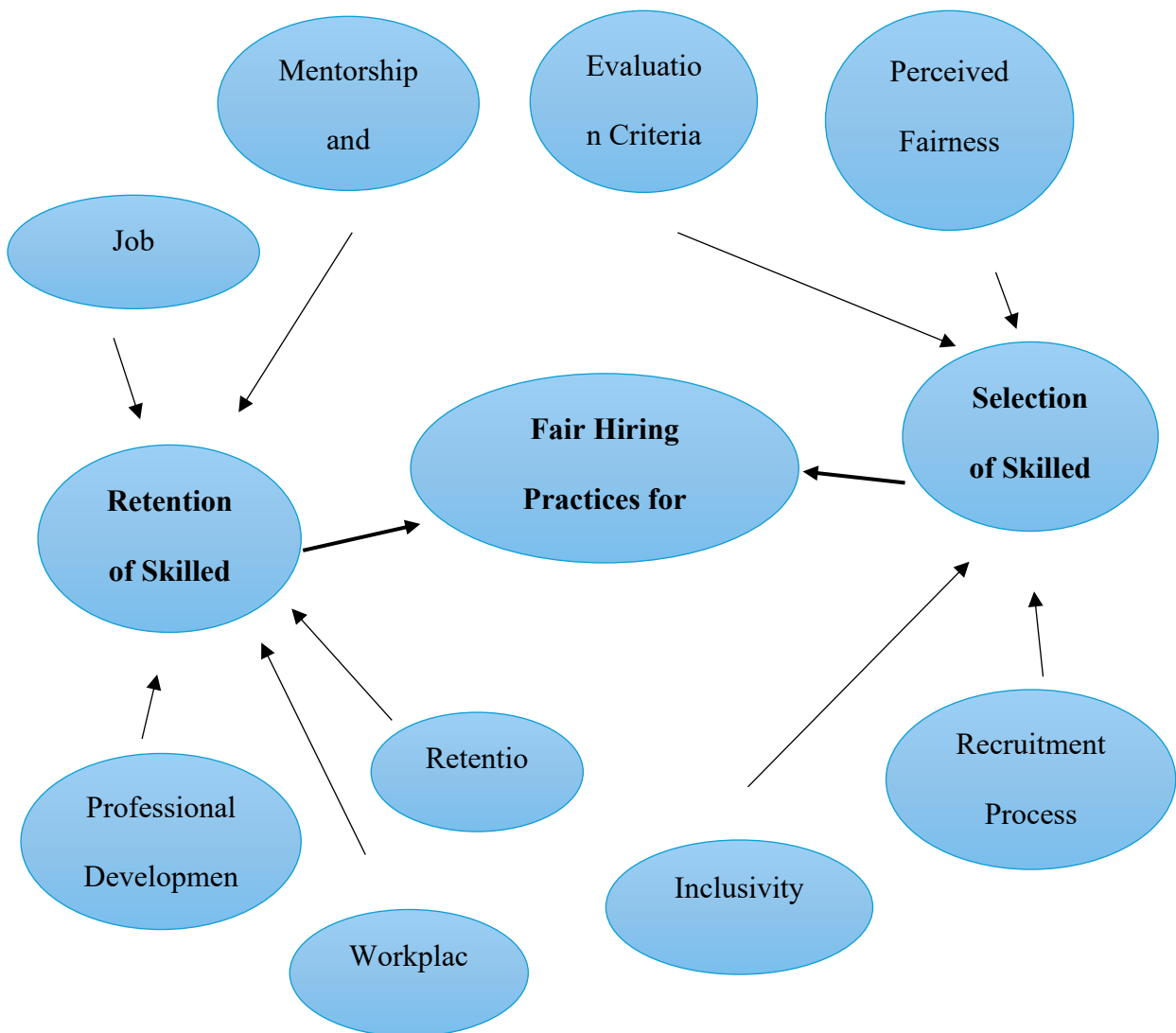


Figure 2.1 Conceptual Framework

Chapter 3: Research Method

3.1 Introduction

The study's research design is constructed in this third chapter and will be explained thoroughly. It consists of data collection, collection of samples, data analysis, research ethics and reliability of research, and limitations related to the study, which will be discussed.

3.2 Research Design

The research scheme of this master's thesis includes the theoretical background and methods of the research to define the complexity of the hiring process and the differences between skilled immigrants and HR managers within organizations. As Khanday and Khanam (2022), the research design is integrated, with different methods and techniques used in a manner that is both systematic and logical, enabling the investigation to be properly structured.

The fact that the research centres on the social attributes of society, more specifically, hiring practices, has made the qualitative research method the most relevant. While Chandra & Shang (2019), contend that qualitative research is based on non-numeric data, namely, verbal and audiovisual sources, such research is specifically tailored to explore complex social matters. The latter method helps to get deeper inside the hiring process and presents the views and feelings of both skilled immigrants and HR managers.

Agius (2013) points out the value of qualitative research in studying human social behaviour. He highlights that this research is richer and more descriptive of social phenomena. A combination of qualitative research methods, consisting of observation and group participation, which will be used to decipher the complexities of the recruitment process, is critical for the thorough examination of the subject matter.

Among the qualitative research approaches, case studies stand out as an excellent option. A case study is an extensive exploration or reconstruction of the different descriptions of individuals, groups, or organisations (Gilch & Sieweke, 2021). This thesis employs the case study methodology to scrutinise and analyses the hiring practices of the four companies considered, with each setting representing a different case.

The reason why the case study approach was chosen as the methodological approach is due to its ability to supply the level of detail and contextualisation necessary for the research of the phenomenon. With four companies, the research will go beyond the complexities and disparities of hiring immigrants with a skillful background. The case study approach allows playing in detail. Therefore, there is enough space for a multi-angle analysis of immigrant skillful people and HR managers' viewpoints. Besides the individual cases, this method allows the researchers to conclude findings from which they can highlight aspects of the fair hiring process for skilled immigrants across organisations.

3.3 Samples

The research design of this paper is based on qualitative research, and in this type of research, choosing a sample is more crucial than quantitative research (Bergman & Christensen, 2023). Choosing a random sample in qualitative research will be considered vague and challenging in order to get the desired results. In qualitative research, where in-depth interviews occur, a sample should be selective, directly linking the research. In this thesis, Convenience sampling has been selected as the samples were chosen based on the ease of the researcher considering the nature of the research (Golzar et al. 2022).

In-depth interviews were conducted with the selected companies' HR managers and skilled immigrants. Choosing HR managers and immigrants is to get the two sides' perspectives on a similar phenomenon. HR managers have been questioned about the

selection procedure and how the company ensures the fair hiring of skilled immigrants. However, skilled Immigrants have been questioned about the issues related to the selection procedure. As skilled immigrants, what challenges did they face during the selection procedure?

3.4 Respondents

In this master's thesis, research is conducted on Norwegian companies related to IT, logistics, and the oil and gas business. Companies were chosen based on the convenience of gaining access to the respondents. The reason for choosing IT and other logistics companies is that many skilled immigrants get hired in this sector (Riemsdijk & Cook, 2013). To contact the companies, emails were sent to get respondents on board. The researcher contacted several companies; however, four responded positively and were willing to participate in the research interview.

In a few companies, HR managers were the respondents; in some companies, higher managers showed interest in participating in the research. These higher managers were also part of the company's recruiting team and were fully aware of the company's selection process. The selection of skilled immigrants is done by the company's HR managers, who took part in the research as respondents.

The researcher used alphabets instead of names to ensure the company's privacy, and respondents, such as Alphabet A, represented Company A, and the HR manager quoted Alphabet A along with numeric numbers for the skilled immigrants. However, the skilled immigrant of Company A has been quoted as A1, Alphabet B represented the second company, and the skilled immigrant of Company B has been quoted as B1, followed by the other two companies as C and D for HR managers and C1 and D1 for the skilled immigrants.

3.5 Collection of Data

In this master thesis research, data related to research is collected through in-depth interviews. Conducting interviews using the case study methodology is considered an essential component of this methodology as it provides in-depth information on the required research and relevant information about the phenomenon (Baškarada, 2013). In-depth interviews are based on open-ended questions where the follow-up questions take place, followed by the interview guide.

Two separate interview guides were used to collect data. The research sample is the HR managers of Norwegian Companies, and the second sample is the Hired Skilled Immigrants in the same company. The reason for two different interview guides is to record the two perspectives of the problem questions. An interview guide related to HR managers will be followed by questions related to the company's selection and retention procedure and how the company ensures the fair hiring of skilled immigrants (Appendix 4). Moreover, the interview guide for the hired skilled Immigrants is remarkably similar. However, the nature of the questions is different to get the other side of the perspective related to the difficulties skilled immigrants face getting hired by the company (Appendix 5).

Respondents were interviewed according to a formal procedure to protect their privacy and that of the company. For data protection, official permission was obtained from Sikt by sending in the interview guide and all the procedures followed during the interview (Sikt.no, 2024).

To ensure the quality of the interview procedure, the researcher conducted one demo interview to check whether the desired interview format fulfilled all the requirements. The pilot interview helps the interviewer check the stability of the demo

respondents and benefits from making necessary changes before the interview (Gill et al., 2008).

3.6 Interviews

There are three methods of conducting interviews in qualitative research: Structured, semi-structured and unstructured (Elhami & Khoshnevisan, 2022). In this master's thesis, semi-structured interviews have been conducted. Semi-structured interviews are the most recommended in qualitative research, where open-ended questions allow the interviewer to get detailed information from the respondent as required (Elhami & Khoshnevisan, 2022).

In this master's thesis, open-ended questions were asked of the respondents; the initial step was the introductory questions, such as their position in the company and information regarding the company. Before these introductory questions, a consent form is presented to the respondents, and their rights have been explained, such as they can pull themselves from the research at any point. After the introductory questions, an interview guide has been followed with follow-up questions and questions related to the problem will be asked to get the required information related to the research.

In the interview process, specific issues need to be highlighted. Firstly, the interview will be conducted in English, and most of the HR managers (Respondents) are Norwegians; because of this, there is a chance of misinterpretation and needing to understand the questions in the way the interviewer will be conveying. Secondly, there is a chance of interviewer bias towards the response; it exists when the interviewer asks the question, and the respondent responds depending on the interviewer's facial expression. A notable expression could be a smile, which shows a positive sign towards the respondent that he/she is responding to Field accurately (Salazar et al., 1990).

3.7 Research Ethics

It was explained earlier in the data collection that this research is based on in-depth interviews to collect data from the HR managers and their hired employees. The form of interviews is semi-structured, where follow-up questions take place to understand the respondent's perspective better clarity for the interviewer. When performing an interview, there is leverage on the interviewer's side to keep the respondent's privacy; this leverage will be considered an ethical predicament (Allmark, 2009).

Specific privacy measures were taken into consideration to protect the privacy of the respondents, which were revealed during the interview process, such as the respondents' personal information and company data shared with the interviewer for research purposes. An application was sent to Sikt.no (2024) to protect personal information and company private data. Then, the respondents signed a consent form, which gives the right of protection to the respondents to back out from the interview process at any stage. This master's thesis has protected all the rights of the respondents in which personal information and other data related to the company are kept anonymous.

3.8 Analysis of Data

The author used thematic analysis to analyse the data, which is considered the essential segment to code similar interpretations from different respondent fields (Braun & Clarke, 2012). Thematic analysis is a systematic way to arrange the data through which themes and sub-themes are identified, which assists the researcher in analysing the data in an orderly manner (Braun & Clarke, 2012). The data in this research thesis was collected through interviews, recorded on an audio device, and then transcribed. The audio device was essential to ensure the respondents' privacy, and it ensured that the collected data should be protected safely and deleted after the completion of the research.

After transcribing, the data was codified to make it more accessible for analysis and gathering similar perspectives from different interviews. The author did the coding process using different colours for different codes, and similar themes were identified based on the required data; different identified themes were Selection method, Retention, Company Culture, language issues and fair hiring of Skilled Immigrants.

3.9 Research Reliability

Reliability is sometimes considered a crucial aspect of research that varies depending upon different circumstances, especially in social science. According to (Edwin, 2019), reliability in research is based on two types of error, which can make the research vague. One is a random error, which is regarded with external factors while conducting the research, and the second is a systematic error, which depends on factors the error conducted by the author, leading to inaccurate results due to false measures (Edwin, 2019).

This research conducted a demo interview to ensure reliability while interviewing respondents. As mentioned, this research focuses explicitly on Norwegian companies, so applying the same results to other international companies might give a different result, and this study could need more reliability.

3.10 Research Limitation

Every research paper has certain limitations, which could be internal or external. Internal limitations depend on how the research design has been constructed and how the research questions relate to the research topic (Greener, 2018). However, external limitations are based on the researcher's challenges, which raise questions about the research's reliability (Greener, 2018). Certain limitations are expected while conducting this research. As mentioned in the methodology, the respondents will be selected by the HR managers of the

companies; there is a high chance of respondents being biased towards the respective companies with a better experience during the selection procedure.

Furthermore, there is a high chance of limited data collection from the company, which could lead to limited data collection and deviate from the company's facts and figures. Another limitation which could be expected is that this research study is based on Norwegian companies, and using this study in other parts of the world would not be possible as the working operations of the companies can be different in their respective region.

Chapter 4: Results and Discussion

4.1 Results

Chapter 4 of the report deals with the concepts originated from the interviews of the HR Managers/CEOs and the experienced immigrants from companies A, B, C and D, which focuses on highlighting the key features of Norwegian companies' hiring practices, diversity initiatives, and challenges faced. The main themes are Diversity and Inclusion Policies, which look at how to build an inclusive workforce; Recruitment Practices, which provide information on talent acquisition and retention strategies; Challenges Faced by Immigrants, which focus on the barriers that immigrants face during the hiring, integration process like language barrier and cultural differences; Language Skills Importance which evaluate the role that the Norwegian language plays in career advancement; and this chapter's analysis reveals a complex picture of Norwegian workforce and diversity management, bringing both managerial and immigrant sides views as a contribution to the discussions of inclusive work environment and language-related issues.

4.2 Hiring Practices

4.2.1 Selection Criteria

An analysis of the recruitment process of companies within Norwegian society shows that these companies consider traditional qualifications when looking for new abilities. This part explores the views of HR Managers / CEOs and skilled immigrants, who both provide information on the selection criteria and their implications for the recruitment process.

Manager A of Company A highlights the company's all-rounded approach during the interview process, especially the critical importance of education, work experience, culture, and soft skills, such as communication and teamwork. As Manager A carefully highlights,

"We search for applicants that have an established educational backdrop, relevant experience, and a cultural fit in our group. Soft skills like communication and collaboration are equally of great magnitude to us"

Skilled Immigrant A1 from Company A gives an employee's view and explains that Norwegian companies are keen on industry qualifications, language proficiency, flexibility, and a learning attitude. According to Skilled Immigrant A's judgment,

"Norwegian companies value the certificates from businesses, language skills, as well as the ability to adapt. The other two are being active and willing to learn."

Manager B from company B describes his company's selection process, which involves expert tests and behavioural traits like problem-solving and judgment-making. Manager B outlines,

"Our selection process is technical, and we assess behavioural traits such as problem-solving and decision-making capacities. We look for candidates who can innovate and contribute to the overall strategic direction."

Skilled Immigrant B1 experiences at Company B prove that language abilities, communication skills, and flexibility matter a lot when selecting candidates. Skilled Immigrant B1 mentions,

"Language proficiency, teamwork skills, and adaptability are the main criteria considered during the recruitment process here in Norway."

Company C's HR manager responded to the selection criteria by mentioning that they first contact potential candidates and, after getting certain information, invite them for an interview. Managers ensure that there should be no biases in the recruiting process.

“Well, first, we like to have a short conversation, like through the phone, and explain a little bit about the position and see if they have some of the requirements. Then, we may have a team meeting for an interview, and then we may go on with an in-person interview with tools and assessments. Unbiased in the situation.”

Skilled Immigrant C1 shed light on the selection process, explaining that respondent C1 had to undergo several interviews to secure the position.

“It was quite lengthy for me. I went through some games. The test, I had to clear that. Then they gave me a topic. I had to make a presentation on that for two or three minutes. After the presentation, the short-listed candidates go through speed interviews. I had four interviews in a single day with four different managers with different skill sets.”

The HR manager of Company D has a similar recruiting process, which the HR manager of Company C explains. Most importantly, both companies emphasized an unbiased hiring process for skilled Immigrants.

“Our hiring decisions are purely market-based and merit-oriented. We hire people without discrimination. Like any other big company, we advertise in the media for new positions, and then the hiring process starts, with interviews, screening, and other formalities.”

Moreover, the Hired Immigrants D1 had a similar experience in getting hired by the Norwegian company.

“There were two interviews. The first interview was quite detailed, and the other was a personality test.”

The discussion brings together the opinions of HR Managers/CEOs and skilled immigrants on the selection criteria, which points to mutual acceptance between the two parties in the midst of the shifting landscape of talent acquisition. By mixing traditional milestones

with current competencies, Norwegian firms aim to develop solid squads to bring innovation and sustainable growth to the market. Moreover, the HR managers of the companies have firmly highlighted that they ensure the quality and credibility of the hiring process in the firm, which makes them unbiased towards any nationality. It has also been analyzed by the hired immigrants' response that their hiring process was unbiased and based on the companies' essential criteria.

4.2.2 Recruitment Channels

The recruitment channels, the backbone of the hiring process, determine where organizations get candidates through the different channels. The theme discusses the various avenues businesses employ for recruitment, including the comparative efficiencies and effects on the hiring process.

Manager A emphasized the significance of online platforms:

"Mainly, we rely on online job portals and social networks such as LinkedIn to post job opening advertisements. These online venues enable us to tap into a growing pool of candidates."

This signifies the digitalization of recruitment, with online channels acting as conduits for engaging the vast talent pool.

Manager B, on the other hand, highlighted the value of employee referrals:

"Our recruiting process is largely referred by employees. We notice that the most fruitful referrals from the existing employees usually lead to the candidates who are well equipped with relevant skills and readily adapt to the company culture and philosophy."

Conversely, Skilled Immigrant C1 shared insights into specialized recruitment agencies:

"I found a job through a recruitment agency that specializes in the placement of skilled immigrants. The agency connected me with several prospective employers, a process which was much easier due to their dedication to the experience of skilled immigrants."

In this instance, the highly targeted approach of skilled immigrants who use such agencies is emphasized.

Skilled Immigrant D1 highlighted the role of networking events:

"Networking events and industry conferences are essential to my job search. These events provide the opportunity to socialize with hiring managers and impress them with my skill set."

Networking events are good for gathering information and serve as a means of interaction with employers, where candidates can demonstrate their capability in a setting other than the traditional application process.

Managers' and skilled immigrants' views add to the diversified picture of recruitment sources. Online platforms have wide reach and accessibility, while employees' referrals rely on internal networks and cultural fit. The agencies' specialized networking events are very useful for skilled immigrants as they are designed to give them the right approach to navigating the job market.

The diverse communication channels of corporations and individuals reflect the changing recruitment strategies involved in talent acquisition. Platforms and networks of employees on the Internet improve hiring efficiency and culture matching. Different channels are used to reach specific audiences, ensuring inclusivity and diversity in hiring practices.

A thorough comprehension of recruitment channels would allow for the development of an integrated strategy to utilize each channel's unique benefits. Digital technologies, internal

networks, and specialized structures allow companies to greatly reduce recruiting costs, attract the best candidates, and create a more multidimensional and diverse workforce.

4.3 Challenges Faced

4.3.1 Language Barriers

Language barriers are one of the issues that create trouble for people in the workplace. Their influence includes communication, cooperation, and job performance. This assesses the specific situations and views relating to language-related challenges of not only managers but also highly skilled immigrants on their career paths.

Manager A acknowledged the complexities:

"When we face the situation of students who come from abroad to study at our university, and they have difficulties with language barriers, it is always a challenge for me."

Linguistic proficiency is hence a prerequisite for enhanced communication and strong professional interaction, which is the crux of this sector, even though it is true that English is the most commonly used language in this area, leading sometimes to loss of subtleties and depth of cultural understanding. This makes linguistic competence in communication and professional interaction a core of this sector, even though it is right to say that English.

Conversely, Manager B emphasized the impact on teamwork: *"Language barriers can make all sorts of miscommunications and misinterpretations in a workplace where precision is very important. In this case, communication becomes a very arduous effort since one has to bridge the gaps and ensure that all are on the same page."* This means that there is an extra burden of trying to bridge the language differences gap, which can be a stumbling block to effective collaboration and coordination among the team members.

Skilled Immigrant C1 shared personal insights:

"Language communication was a challenge, my major obstacle, in my job. However, I had the language thing under control, but the terms and jargon, particularly for this industry, were giving me a hard time. This process, which was not free from some hurdles, came into action. They turned out to be exhausted by time and work. With my new teammates, I would be able to blend and mingle into the team."

The story reflects on one's path of adaptation to the language demands in a professional environment. The prominent points here are the necessity of persistence and resilience when facing linguistic challenges.

Similarly, Skilled Immigrant D1 articulated the need for language support:

"Companies that provide language training and support programs allow skilled immigrants to overcome major challenges. Among many other things, these initiatives do not only enhance communication skills but also boost self-confidence and work environment integration."

Language programs, therefore, are preventive measures taken to eradicate the language barrier, ultimately leading to a smoother integration and better job performance.

By proactively identifying and solving language barriers, organizations could develop workplaces that promote inclusion and encourage employees to develop to their full potential so that even skilled immigrants can contribute to organizational success. Communication, cultural awareness, and sensitive support mechanisms are three elements that stand out as helping to overcome language-related challenges in creating a diverse and balanced workforce.

4.3.2 Cultural Differences

The second sub-theme deals with the subjective views of executives and skilled immigrants in the context of cultural variations in the workplace. Manager A highlighted the nuanced nature of cultural diversity:

"Handling teams with varying cultural traditions needs great care and consideration. Members of different cultures may share different communication styles, decision-making, and work ethic and sometimes misunderstand each other if these differences are not addressed promptly."

This recognition shows how complicated the process of intercultural communication is and how indispensable the cultural competence of team members is.

Conversely, Manager B emphasized the benefits of cultural diversity:

"Although diversity poses certain challenges to the workplace, it also provides an environment where people can bring together their different perspectives, thus increasing their creativity. It is important to realize that embracing cultural diversity enhances the ability to deal with global clients and the innovation of the organization."

This point of view advocates cultural diversity as a tool for companies to approach problem-solving or strategic decision-making better.

Skilled Immigrant C1 shared insights on adaptation:

"As a freshman, you must have understood the pain of adapting to new work culture, especially in the areas of communication and follow-up on orders. However, I think open communication and cultural awareness training is the way to overcome these obstacles and build a more inclusive work environment."

Similarly, Skilled Immigrant D1 emphasized mutual learning:

"Cultural diversity is a fountain of knowledge and experience rich enough to replenish and strengthen both the team and the organization, if handled well."

The statement emphasizes the possibility of cultural differences to empower and initiate synergy, an important element of organizational success.

The fact that managers and highly educated immigrants share some common experiences demonstrates that cultural differences may be both a problem and a solution for the team's leaders and members. The two keyways of doing so are through cultural sensitivity training, open and easily accessible communication channels, and a culture in the organization that is supportive. The first method is the most necessary. The companies may adopt cultural diversity as a strategic asset by engaging with cultural competency, including diverse processes, and setting up cross-cultural partnerships. Cultural diversity is a source of creativity and innovation and helps create a cohesive and productive team where all the members' different perspectives are considered and used.

Cultural diversity may bring some challenges, but at the same time, it brings about great opportunities for the organization's growth and creativity for all. By encouraging cultural understanding, setting up open communication, and implementing an inclusive work environment, organizations can unleash the power of diverse teams, which could be the basis of their success because cultural differences are valued.

4.4 Importance of Diversity

4.4.1 Strategic Importance

It considers the views of both managers and skilled immigrants on the role of diversity in organizations as a strategic tool. Manager A highlighted diversity as a cornerstone of organizational success:

“I would like a little bit of everything. I think it's important. With a mix of women and men, you get another way of thinking. And, but that's something you get from comparing nationals to internationals: you get another way of thinking that's positive. Like when a skilled immigrant comes into the company, they bring a different mindset. And definitely, in some aspects, they might.”

Diversity is not only a moral duty; it's a strategic requirement to be a successful player in a dynamic and dynamic environment. The above-mentioned sentence makes it clear that diversity is not only a moral commitment but also a strategic necessity to remain competitive in a fast-changing industry.

Conversely, Manager B emphasized the business case for diversity:

“When discussing diversity, we always discuss any type of diversity, right? It's not only national or gender-based diversity. There are also other diversities, such as age diversity. It's always been important again; being diverse and accessing pools of employees outside the little pool, which is non-Norwegian/Norwegian nationals, is highly beneficial.”

“Because we're only four million Norwegians, and you can think just a subset of that works within tech, and a subset of that again works and is available to take new jobs. So, of course, for us to have a more broad, broader approach is beneficial.”

Skilled Immigrant A1 emphasizes the importance of diversity and describes how important diversity is in promoting value to the employee and company as well:

“I think a company should have people from different backgrounds and Parts of the world. Most importantly, if the companies are international, it helps to get different ideas from different minds. I think it also increases employee engagement and retention because Employees feel valued and included when they see diversity.”

“In the workplace, this also leads to a higher level of Sense of belonging, which improves their productivity at work and makes them feel more at ease. It enhances problem-solving because Diverse teams are better equipped to tackle complex problems.”

Immigrant B2 shares a similar mindset about the need for diversity and how it can promote work culture and ease difficulties by thinking in two directions, which is a productive outcome:

“I think the companies where you have diversity have people from different countries, people from different cultures and even different walks of life. You bring a lot of different ideas to the table.”

Moreover, this is true because new studies have shown a positive correlation between diversity and the level of performance.

Skilled Immigrant C1 shared insights on diversity as a catalyst for growth:

" The immigrants have some unique skill sets. They know how to handle the pressure because they are away from their home country, and they know how to adapt to different conditions in the workplace. This is a skill I have learned and can apply in future interactions.”

Diversity in this context is not just about the physical representation of people, but it is much more about how you think and use differences as something that can help you to achieve strategic outcomes and the success of the business.

Similarly, Skilled Immigrant D1 underscored diversity as a driver of innovation:

"One of the most important benefits of diverse teams is the wide breadth of knowledge and experience that, when synthesized, tends to trigger imagination and innovation." The more an organization can embrace diversity, the more it can supply fresh ideas and insights to help it excel in the fast-paced marketplace.”

The opinions of the managers and skilled immigrants mentioned in the above paragraph show us the strategic ability of diversity to evolve innovation, decision-making, and, hence, growth. By embracing diversity as a central principle and integrating an inclusive plan in the overall strategic plan, companies can maximize the value of their diverse employee base and stand out in the marketplace owing to the strategic advantage they have gained. Diversity isn't just a buzzword; it's a strategic objective that supports organizations to be competitive in a highly interdependent global market and allows them to excel. The tone of organizational diversity, ensuring that inclusive practices are available, and building a culture of belonging are the essential steps towards positioning the company for long-term growth and innovation, as well as a competitive advantage.

4.4.2 Success Factors

The sub-theme of this theme provides managers' and skilled immigrants' perspectives on diversity as a major factor in companies' accomplishments. It considers the diversity angle that helps to build organizational stability, creativity, and success among workers.

Manager A emphasized the role of diversity in driving organizational resilience:

"The one thing that is worth more than anything else is having a variety of people that help the organization with their different views and experiences."

This is a key thing that they should not ignore while coping with the challenges and taking advantage of the opportunities of the present dynamic business environment. In a nutshell, diversity improves the ability to cope with adversity and even prosper when uncertainty caused by the previous economic crisis is very high.

Similarly, Manager B highlighted diversity as a catalyst for creativity:

"Diversity that brings together different people of different ages, unique backgrounds and ways of thinking is an innovation culture driver."

This view of diversity fits research findings that show how diverse teams are more innovative and can successfully resolve complex matters.

Skilled Immigrant C1 shared insights on diversity as a driver of organizational performance:

"I have personally observed how having a diverse team improves employee engagement, productivity, and morale. If workers feel respected and valued, they will perform better, and this, in turn, makes the organization perform better."

Similarly, Skilled Immigrant D1 underscored the strategic advantages of diversity:

"A diverse workforce can be regarded as a big pool of creative thoughts and, therefore, better decision-making and problem-solving. Organizations that emphasize diversity can gain an edge over their competitors and can be viewed as inclusive employers."

The above statement says that diversity is a significant factor in organizational effectiveness and competitiveness.

The learning that takes place through managers and skilled immigrants confirms the multitude of advantages of diversity and showcases the important role of diversity in the process of becoming successful. Among the several benefits of diversity in improving resilience and innovation, engagement of employees and decision-making, it can be said that they have a significant role in organizational performance and sustainability. Organizations that view diversity as a strategic goal might improve their efficiency when working on internal matters and build a positive external image, attract high-caliber talents, and foster better relations with all their stakeholders and customers.

Diversity is not merely a matter of morality; it is a strategic necessity that lays the foundation for an organization's creativity, innovation, and sustainability. Organizations that implement diversity in their undertakings can find new opportunities, confront uncertainties, and stay in the first line of the diverse and dynamic market.

4.5 Fair Selection Methods

4.5.1 Transparency

It is a sub-theme that relates to the views of managers and skilled immigrants about the role of transparency in selection methods in organizations. The transparent recruitment selection process is key to building trust, ensuring fairness, and attracting diverse talent.

Manager A highlighted the significance of transparent selection methods:

"If they have the same kind of impression from their CV and cover letter, and the skill set is the same, then it is for me to meet them and then make up my mind. I feel like some people take applying for a job too easy. I would like to challenge them. To be more, show that you really want the job. I want someone who applied for this job, not any job. As far as fair selection is concerned, we ensure selection should be based on merit."

The above-mentioned statement indicates that hiring managers sometimes want to see how much effort the candidate makes to get the job. For the fair selection, they follow similar criteria for national and skilled immigrants. Factors such as disclosing selection criteria, evaluation procedures, and decision-making principles serve as an instrument of fairness and a branding tool for a good employer.

Similarly, Manager B/CEO emphasized the impact of transparency on candidate experience:

"Big Norwegian companies have clear guidance rules regarding hiring processes and diversity. And, of course, they have not really had a problem with it. Here's also pressure from the owners and the governance structure to ensure that this is done in the correct way. So, if they feel that I'm not following those types of guidance, uh, or policies that are in place, they can, of course, Challenge my role as CEO.

This serves a multi-purpose goal in that it eliminates uncertainties, shows an unbiased view of the companies in the selection process, and eventually improves the candidate experience, leading to better performance for both the candidate and the organization. This outlook is backed up by the fact that transparency in the process is responsible for raising candidate satisfaction and retention rates.

Skilled Immigrant C1 shared insights on the importance of transparency in selection criteria:

"When I applied for the position, going through spirit interviews, in-depth interviews, and different tests, there were a lot of candidates, more than 600 or 700. From a lot of candidates, you got hired. For me, it was quite transparent, and it was quite a good experience. I didn't face anything."

The transparency in the process gives them a chance to display their skills and records; hence, this fairness ensures an unbiased selection.

Skilled Immigrant A1 highlighted the impact of the transparent selection method.

"No, I think not because there were some Norwegian-speaking candidates, but I got selected. So, I think it explains the fact that I didn't get any bias in terms of being an immigrant, but I think they will prefer Norwegians because of the language issue and the fact that they don't require any visa."

This narrative discusses the importance of Norwegian hiring managers' unbiased attitude in hiring and developing candidates and improving the organization. However, the Immigrant A1 highlights certain barriers, such as a language issue, which could be an issue when it comes to getting hired by the Norwegian firm.

The information provided by managers and the highly skilled immigrants indicates the high emphasis on fairness during selection methods for building trust, improving candidate experience, and promoting fairness. Accountable processes contribute to candidate confidence, which is as important as organizational reputation and employee satisfaction. Companies that use this approach of transparent selection procedures are more likely to recruit top-notch people, reduce turnover, and implement a diverse and inclusive work environment. The provision of clear communication regarding the criteria for selection, evaluation processes, and mechanisms for feedback results in creating a culture of trust, accountability, and fairness, improving the overall organizational performance.

Transparent selection methodology is the foundation of fair and impartial hiring practices. Organizations can earn candidates' trust by ensuring effective communication, giving honest feedback, maintaining an unbiased attitude, and uniformity in the evaluation processes. This enables them to attract diverse talent and develop a good employer brand that meets the expectations of candidates and employees.

4.6 Discussion

The data collected in the findings are informative on areas like hiring practices, the challenges that come with it, the significance of diversity, and where you select the right candidate for a job position in an organization. Thus, this data highlights that selection criteria and recruitment channels must be transparent and productive in the candidate's journey from different backgrounds to the workplace and candidate experience. Language barriers and

cultural diversity ultimately require additional measures of inclusiveness and cultural sensitivity to be integrated into the workplace. The strategic role and factors of the importance of diversity refer to its influence on managers' decision-making and creation of new ideas. The last and most important factor is the choice of open and transparent selection methods, such as feedback and revision of recruitment procedures. This will reflect the administration's devotion to equity, trust-building, and the constant development of selection procedures. These elements jointly tell us that inclusive and fair practice is the key to forming a culture in an organization, hiring in the right way, and the overall success of an organization.

Hiring Practices

The answers to the questions about hiring positions, which align with the literature on the hiring process, have focused on the selection criteria, recruitment channels and the transparent selection mechanism. In the selection process, candidates are selected according to job requirements and organizational needs. Academic research underlines the significance of job-relevant and structured selection processes (Nye & Hoff, 2023). The interview with HR managers/CEOs and skilled immigrants clarifies and confirms many of the important details mentioned above.

Manager A's focus on educational qualifications and cultural fit is an example of the growing trend in the literature, where more and more managers prioritize candidates who have the needed degrees and share the company values and the organization's culture. This type of leadership encourages the feeling of organizational unity and allows the employees to be more engaged. Sharing the experience, skilled immigrant A refers to the industry certificates and language proficiency requirements as examples of the globalized Norwegian business field, where proficiency in specific areas and multilingual skills are appreciated resources. This

continuing pattern exemplifies the changing skills requirement trends of technological progress and international cooperation.

Manager B's incorporation of practical evaluations of the technical skills and behavioural competencies of the candidates is an approach advocated by the best practices in recruitment, which require a mix of simulations, case studies, and interviews to get a complete picture of an applicant's skills. This approach aims to leave out discriminations and maintain the assessment's fairness. Skilled Immigrant B's focus on collaboration and adaptability mirrors the trend of a more significant role for soft skills in the fast-paced environment of today's workplace, where teamwork, flexibility and resilience are among the key skills needed for the successful completion of complex tasks and effective teamwork. This corresponds to the studies that emphasize the role of emotional intelligence in bringing success to the organization (Booth et al., 2021).

On the one hand, this is a vivid sign of the company's strategic way of hiring, where the main criteria are the candidate's competencies, skills, and experience, which can directly determine the job's success. This is consistent with competency-based hiring, whose criteria are clearly defined based on job requirements and promoted by studies (Škrinjarić, 2022). For instance, one HR manager stated, "We prefer the candidates with the industry experience and proven success record." This statement shows that we are focusing on past performance and hard evidence of past achievements, a proven powerful indicator of future performance in a role (Eskandari et al., 2023).

On the other hand, the recruitment channel becomes critical by emphasizing the need to explore several platforms to attract as many applicants as possible. The channel recruitment strategy is grounded in the literature encouraging multichannel to cast as wide a net as possible to catch candidates from various backgrounds and demographics (Gilch & Sieweke, 2021).

Along the same lines, a skilled immigrant said, "The company's utilization of internet platforms and job fairs helped me to access a plethora of opportunities which I wouldn't have otherwise." This statement captures the role of technology and networking events in talent search, allowing organizations to tap into a diverse talent pool.

Additionally, the focus on using an open and fair selection process aligns with the findings of studies that show that fairness and equity in hiring are of utmost importance. The openness of procedures, like clearly conveying criteria selection, assessment methods and decision-making, are basic requirements for building trust and reducing biases (Rodgers et al., 2023). An HR manager shared that the company aims to be transparent by providing feedback to candidates at each stage and outlining the decision-making criteria. Such a procedure not only gives a positive experience to candidates but also creates an environment of fairness and responsibility within the organization.

So, the answers of HR managers/CEOs and skilled migrants clearly show that the existing literature supports this type of hiring. Fair hiring practices, Strategy and transparency in talent acquisition are the factors reflected in structured selection criteria, diverse recruitment channels, and transparent methods.

Challenges Faced

The language barriers and cultural differences respondents encounter align with the comprehensive literature on diversity and inclusion. This should help one understand what challenges organizations usually face regarding diversity and inclusion. A systematic study of this sector by academics depicts the comprehensive nature of these problems and suggests possible solutions.

The language barriers discussed in the meeting support studies that indicate the effect of multilingualism on workplace dynamics. Language barriers present a challenge to those who

may have to work together, mainly seen in situations of multiculturalism (Brett et al., 2020). 'Language is not the only barrier for immigrants to reach society; there are many more obstacles to overcome,' stated the skilled immigrant. This sums up the role of language in overcoming many of the barriers.

The parallels between managers and skilled immigrants regarding the language barriers are evidently multi-faceted. Linguistic barriers such as obstructing productive communication, teamwork and integration are inevitable. Therefore, measures and support mechanisms that target the challenges are necessary to counter the negative effects on work performance and career development. The necessity of language barrier control implies using a whole-of-government strategy, which should involve language training, cultural competence, and a supportive work environment. Organizations can establish language support programs, cultural sensitivity training, and simple communication protocols as a strategy to maintain an inclusive working environment and promote collaboration and volunteers to overcome linguistic challenges.

Also, the dialogues on cultural differences sync with the insights from the studies of the complexities of cultural diversity in organizational settings. Cultural diversity is one of the significant sources of misunderstandings, conflicts and difficulties within team dynamics if not handled well (Stahl & Maznevski, 2021). The manager of HR said, "We teach cultural literacy and sensitivity training to narrow the cultural gaps and foster a more inclusive workplace". The sentence represents the proactive steps taken to tackle the culture challenge and create a more inclusive work environment.

According to some studies, language navigation and cultural barriers are among the factors that may lead to stress, isolation, and reduced job engagement among people of different ethnic origins (Kilag et al., 2024). One experienced immigrant's statement reflects this:

"Moving to a new culture and language at the beginning is overwhelming and affects productivity." This understanding highlights the need for policy and resources with a supportive organizational structure to facilitate a smooth transition and integration of a diverse workforce.

Moreover, the challenges seen align with the literature concerning the business case for diversity, which points out the strategic importance of addressing diversity-related challenges. Organizations that master the art of managing diversity and inclusion can improve employee engagement and retention and increase innovation, sound judgment and competitiveness in the market (Yusof, 2022). By recognizing language barriers and cultural differences and making the effort to remedy them, organizations can create a more inclusive, supportive working environment that will contribute to the employees' overall development and the organizations' success.

Consequently, the challenges mentioned by the respondents about language obstacles and cultural differences agree with the existing literature about diversity and tolerance. Addressing these challenges is a prerequisite for organizations to encourage diversity, develop a great pool of skilled workers, and succeed. Strategies such as language support programs, cultural training, and forward-looking policies can be a start towards overcoming the challenges and achieving a more inclusive and peaceful workplace environment.

Importance of Diversity

Cultural diversity has a significant impact on the workplace environment. Still, at the same time, the variances in norms, values and communication styles are the main challenges that emerge. Diversity in organizations is a topic of extensive scholarly investigation and discussion in literature, and all these insights from the literature review, as well as HR managers and skilled immigrants, shed light on its multiple dimensions. Diversity, which includes but is

not limited to criteria such as race, ethnicity, gender, age, culture and more, is acknowledged to represent the prime factor of organizational achievement. Studies repeatedly suggest that heterogeneous teams and organizations have many advantages, such as increased creativity and innovation levels and improved decision-making and problem-solving skills (Triana et al., 2021).

Manager A highlighted diversity as a key element for the success of any organization. It has been emphasized that diversity of any type is important. With this, companies can get various perspectives on solving the problem. Diversity is a key element that has become a strategic tool to foster creativity, includes different perspectives when making important decisions and is a source of competitive edge in the globalised business world of nowadays. This indicates a correlation between diversity and innovation and how diverse teams see many angles and approaches. Therefore, they are more likely to develop novel solutions and gain competitive advantages (McCann & Soete, 2020). Besides that, diversity also implies more employee engagement, satisfaction, and retention. When employees feel valued and included regardless of their background, they are more likely to be intentional, committed and loyal to the organization (Fine et al., 2020).

On the other hand, diversity also helps build a positive reputation and brand name for the organization. Firms recognized as diversity and inclusion drivers come out with top talent recruitment, improve customer loyalty favourably and gain a competitive advantage in the market (Martín et al., 2020). Companies that create strategic advantages by exploiting diversity as an asset consistently perform better than their peers in terms of profitability, market growth, and sustainability.

On the other hand, immigrant A1 also highlighted that diversity promotes value to the employees and company. It must be considered that having a diverse workforce brings benefits

only under inclusive practices, equitable policies, and a supportive environment. Diversity in representation is not the only thing that matters; organizations should also try to improve their culture so that diverse opinions are valued, people are heard, and everybody has access to the possibilities of growth and promotion. In this, the literature review and the responses help establish that diversity is the key factor determining an organisation's success (Cohen, 2021).

Organizations prioritizing diversity and inclusion can build a more innovative and resilient workforce and improve their image, attracting the best prospects and reinforcing their relationships with the stakeholders. Diversity is a strategic necessity that goes beyond complying with regulations to the issues of long-term strategic decision-making, market responsiveness, and sustaining the business. The organizations that adopt diversity can unleash rich opportunities such as better innovation, employee engagement, brand reputation, financial growth and high agility with their strategies. Ensuring diversity and inclusion becomes both a moral obligation and a strategic imperative, enabling companies to enjoy long-term growth and competitiveness in an ever-changing and globalized business environment.

Fair Selection Methods

Fair selection methods are the major components of successful talent acquisition strategies. They allow organizations to recruit and retain a talented and diverse workforce, which, in turn, promotes equity and inclusivity. The face-off between the fairness of selection methods and respondents' views and academic literature illuminates essential points regarding best practices and areas for improvement in the recruitment process.

Through the collected data, Manager B has emphasized transparency and diversity in the hiring process. He has mentioned that he strongly favours promoting transparency and diversity while hiring individuals. Issues related to the transparency and clarity of a recruitment process are among the most crucial areas of fair selection methods. Scholarly sources stress the

need to outline the job descriptions, select the criteria, and use assessment methods to inform the candidates about the vacancies (Balasubramaniam et al., 2023). It is concordant with the answers from HR managers and skilled immigrants, who think clear communication is necessary during recruitment. A candidate mentioned, "Our organization provides candidates with a vision of the job roles, selection criteria and assessment methods, which shows transparency and consequently trustworthiness is built in the process".

Moreover, fairness in the selection method covers the fact that evaluation criteria are not biased, and the same assessment tools are used. Psychometric studies indicate that employing structured interviews, competency-based assessments, and psychometric tests approved by experts can minimize bias and facilitate the objectivity of candidate evaluation (Ferrara, 2023). Nevertheless, the participants mentioned the bias, which is usual in the recruitment process, especially regarding the cultural fit and language proficiency tests. One skilled immigrant stated, "Some firms focus on cultural fit, which can be subjective and lead to discrimination against different candidates".

Hence, literature sources emphasize the key role of diversity training for hiring managers and interviewers to eliminate unconscious biases and provide the basis for fair hiring practices (Bogner et al., 2021). Respondents mentioned recruitment and diversity training initiatives implemented in their companies but also noted the need for more efforts to combat biases and enhance a more inclusive environment during recruitment. An HR head said, "We facilitate training for our hiring teams on diversity, and there is always scope for refining the hiring procedures to achieve the ideal balance of fairness and inclusivity."

A further vital element of reliable selection methods is the repeatability and the same rating of assessment tools for all candidates. According to a recent study, using assessments which have been validated and interviews using structured protocols leads to more correct and

predictive hiring decisions (Hunkenschroer & Luetge, 2022). Moreover, managers ensured fairness in the selection procedure regardless of discrimination, indicating the whole process was fair and justifiable. Most skilled immigrants also highlighted that they didn't find any discrimination or unbiased behaviour during the selection procedure; the only barrier felt is the language issue, which makes them less competitive in the job market.

Furthermore, fairness in selection processes also involves making provision for candidates with special needs to have reasonable accommodations to ensure that they are equally represented in the selection process (Booth et al., 2021). While some of the respondents mentioned accommodations for people from different backgrounds, there were cases where the respondents focused on the problems that have arisen in the process of equal access to opportunities. A person with special needs participated in the conversation and said, "Companies should try to do more to help candidates during job interviews. If that is the case, all the candidates have fair chances to find a job and accessibility to the job market."

Thus, such research of identification of the unbiased selection techniques as aforementioned by answerers in the context of the academic literature makes it evident that transparency, objectivity, inclusivity, consistency, and accommodation are the most vital points to ensure equal recruitment. By matching the selection methods with the best practices and considering issues like biases, cultural fit assessments, uniformity, and accessibility, the organization will improve the fairness and effectiveness of their talent acquisition procedures, resulting in a diverse, equitable, and best team.

4.7 Chapter Summary

This chapter discussed the specifics of the hiring process, the obstacles, the role of diversity, and the selection methodologies within organizations, as represented by responses from HR managers and skilled workers, in addition to the research results from the academic

world. We saw a complex picture where hiring managers ensure transparency, non-biased evaluation criteria, diversity training, and consistency during the hiring process of skilled immigrants. Meanwhile, certain challenges have been highlighted by the skilled immigrants as well as by hiring managers as language barrier. The responses mirrored the literature and its focus on unambiguous communication, assessment structures, and contributing to fairness and equality by eliminating recruitment bias. On the other hand, cultural fit evaluations, biases, inconsistencies, and accessibility gaps are among the challenges that were also brought up, which, therefore, were the areas that need improvement. By adopting selection techniques that align with best practices, the use of diversity training, consistency in the selection process, and the provision of an environment that is fair, objective, and inclusive, organizations can make their recruitment process fair, objective, and inclusive. This chapter highlights the need for continuous learning, adaption and refinement of recruitment strategies to help build a diverse, equitable, and high-performing workforce that will be instrumental in translating the organization's values and society's aspirations.

Chapter 5: Conclusion

The research aimed to draw an overall picture of how the hiring approach, assimilation of diversity and the role of languages are conducted in Norwegian companies. Moreover, the research focuses on the depth of Recruitment Practices, which includes examining the criteria, approaches, and methods used by Norwegian companies to attract, select, and retain talent and provides a fine-grained analysis of recruitment strategies and the factors affecting recruitment decisions. Another objective was to identify the obstacles that immigrant workers confronted within Norwegian workplaces, which include integration issues, language barriers, and cultural diversity, among others, through the identification of Challenges faced by Immigrants. Lastly, the research examined the importance of language skills, especially the knowledge of the Norwegian language, in finding work and furthering one's career. It assessed their role in creating job opportunities and promoting professional growth and integration into the Norwegian labour market.

Summary of Findings

Analysis of the collected data highlights that the selection procedure for skilled immigrants is purely based on the companies' criteria and policies. This shows that companies' policies are evolving over time and are considering skilled immigrants an important asset. Certain challenges faced by skilled immigrants include competing with national skilled workers because of language barriers, which is the most important element of getting hired by Norwegian firms.

To retain skilled immigrants, Incentives have been given based on their performance to overcome the turnover ratio. A high amount of revenue has been invested in the current employees to make them competent for the Norwegian market. Certain skilled immigrants mentioned that they get incentives in their annual bonuses, and most of them get these benefits

based on their performance. These benefits highlight the efforts by companies to engage skilled immigrants and provide handsome benefits to retain them.

Hiring Managers who took part in the research strongly agreed on the importance of diversity and the benefits it can bring in terms of new ideas and achieving long-term goals. A few of the managers highlighted that they had been advised by the hiring management to engage and recruit skilled immigrants. Some of the managers mentioned that to engage skilled immigrants, they have changed the language of their companies' websites so that it becomes more accessible for skilled immigrants to connect with Norwegian companies. However, for the inclusion of diversity, much work needs to be done not only at the company level but also at the policymaker level so that every skilled immigrant feels included.

The hiring managers have firmly stated that the selection method for skilled immigrants is purely unbiased. Most importantly, they focus on the candidate's eligibility and the effort they are putting into getting hired by the company. Skilled Immigrants who are interviewed by the researcher have highlighted that they never felt any biases during the recruiting process, and their selection is purely based on fair criteria. However, certain challenges have been faced by skilled immigrants regarding eligibility criteria and integration, which are addressed in the research paper.

Broad diversity training programs are essential for Norwegian companies to foster inclusiveness and awareness. These initiatives should start with low-level workers so everyone can understand, respect, and practice inclusiveness. Diversity training programs create an environment where employees of different backgrounds feel welcome and supported, improving collaboration and innovation.

Reviewing and optimizing recruitment is crucial. While language fluency is vital, employers should prioritize skills, competencies, and cultural fit over language. This strategy

eliminates subconscious bias in recruiting, fosters diversity, and fairly equalizes candidates from different backgrounds. If firms include inclusiveness in their recruitment process, they will receive more talent, team diversity, and organizational performance.

Immigrants need linguistic support programs to integrate into the workforce. Companies can help immigrants learn Norwegian through language training and communication to improve teamwork and career prospects. Mentorship programmes, cross-cultural awareness sessions, and employee resource groups can also promote cultural integration by creating a sense of belonging and inclusion in the workplace and bringing people of different cultures together.

Implications of Findings

The consequences of this research will be significant to several actors in the Norwegian business sphere, including companies, immigrants, policymakers, and the general public. For companies, these findings show that including diversity and inclusion policies is essential and, accordingly, that an implementation strategy is necessary. Companies must integrate the gap between policy frameworks and actual workplace practices to create inclusive workplaces.

Immigrants will be able to get more informed, and employers and policymakers will be able to get more involved after the research findings are made public. Organizations may augment immigrants' experiences by providing language tutoring programmes, cultural integration projects, mentoring programs, and network platforms. Policymakers can use this information to help develop policies that aid in immigrant integration, for example, funding language programs, programs on cultural awareness for employers, and incentives for companies that promote diversity and inclusivity. Policymakers have a wide range of responsibilities, like designing an appropriate regulatory setting and encouraging diversity and inclusion in the workplace.

Recommendations

For the integration of skilled Immigrants, Diversity training programs are essential for Norwegian companies to foster inclusiveness and awareness. These initiatives should start with low-level workers so everyone can understand, respect, and practice inclusiveness. Diversity-oriented workshops and training could help employees with diverse backgrounds feel included and confident during their work, thus increasing collaborative and innovative growth.

The aim is to evaluate and elevate recruitment processes. Skillfulness is one of the most important things employers should value, but not language fluency alone; they should also pay attention to the qualities, abilities and cultural fit. This strategy eliminates subconscious bias in recruiting, fosters diversity, and fairly equalizes candidates from different backgrounds. If firms include inclusiveness in their recruitment process, they will receive more talent, team diversity, and organizational performance.

Immigrants need linguistic support programs to integrate into the workforce. Companies can help immigrants learn Norwegian through language training and communication to improve teamwork and career prospects. Mentorship programmes, cross-cultural awareness sessions, and employee resource groups can also promote cultural integration by creating a sense of belonging and inclusion in the workplace and bringing people of different cultures together.

Engaging legislators and advocating for supporting policies is crucial. Companies should participate in forums to assist immigrants in assimilating, including language programs, diversity efforts, and employer recognition. By working with policymakers, companies may improve diversity and inclusion in the workplace for all employees. Tracking and evaluating diversity protocols with sufficient controls helps build an accountable and positive work environment for everyone.

Limitations

Transparency and the impact on the study's result are the two important things that the researcher should be aware of while recognizing the limitations he/she faces during the research process. The study has a limitation regarding the sample size and scope of interviews in relation to the sample population. Though an attempt was made to collect views from HR managers/CEOs and qualified immigrants with experience in numerous companies, the sample size may not be enough to reflect the diversity of experiences and practices in Norwegian companies. An additional disadvantage is a reliance on self-reported information and subjective views. Interviews and surveys are excellent sources of qualitative data. Still, they are also likely to be biased on the part of the respondents and the one who conducts the interview or survey. Such feedback may be based on the participant's vision or experiences, which might not correspond to the established facts or the widespread industry trends. Furthermore, the linguistic barrier and cultural differences may have also affected the quality and depth of the questions and answers obtained despite the attempts to manage these difficulties.

Future Direction

Concerning future research directions, several dimensions which can be important to developing the outcomes of this study could be examined. Another area is the longitudinal research on diversity and inclusion programs in the Norwegian business realm. Tracking developments by monitoring progress can help researchers figure out how well policies are working, what trends are emerging and how the culture and performance of the organisation are affected in the long run. It could mean carrying out follow-up interviews or surveys with the same companies or another group that has been involved for some time to check their progress and assess emergent challenges.

Another aspect of future research might be a comparative study taking into account the different countries or regions. By comparing diversity management approaches, recruitment strategies, and integration practices in Norway with those in other countries, it is possible to draw meaningful conclusions on what the best practices, cultural differences, and political implications globally could be. Such a comparative approach can be carried out with international research partners using cross-national datasets or case studies.

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Appendix 1: Summary of Responses of Managers/CEO

<i>Question</i>	Company A	Company B	Company C	Company D
<i>1. Introduction</i>	HR Manager	CEO involve in Recruitment process.	HR Manager	HR Manager
<i>2. Company Overview</i>	Detailed information provided about the company's operations	Brief overview of the company provided	Company's operations and presence across continents mentioned	Overview of the company's oil and gas domains
<i>3. Core Values</i>	Mentioned core values related to sustainability and customer satisfaction	Focused on innovation and customer service	Emphasized teamwork and integrity	Core values related to people, planet, performance, and partnerships
<i>3a. Strengthening Values</i>	Strategies for strengthening values discussed, such as employee engagement and CSR initiatives	Mentioned initiatives for innovation and employee development	Discussed employee training and diversity programs	Discussed safety, data optimization, and digital transformation
<i>4. Selection Method</i>	Merit-based and merit-oriented hiring process	Emphasized merit-based hiring and equal opportunities	Merit-based hiring process and non-discrimination policy	Merit-based hiring without discrimination
<i>5. Candidate Selection Focus</i>	Relevant experience, education, motivation, and	Emphasized experience, motivation, and references	Focus on experience, education, and motivation	Relevant experience, education,

	references highlighted			motivation, and references
5a. <i>International vs. National Candidates</i>	Consideration of relocation ease and candidate's fit with organizational needs	Decision based on organizational needs and candidate's fit	Relocation ease and fit with organizational needs considered	Consideration of fit with organizational needs
5b. <i>Important Characteristics</i>	Emphasized motivation, relevant experience, and eagerness to learn and grow	Highlighted motivation, experience, and eagerness to learn	Motivation, relevant experience, and eagerness to learn	Motivation, relevant experience, and eagerness to learn
6. <i>Recruitment Method</i>	Standard recruitment method with interviews and screening	Similar recruitment method with structured interviews	Standard method with interviews, screening, and formalities	Standard recruitment method with interviews and screening
7. <i>Recruitment Channels</i>	Advertised on various platforms like Finn, LinkedIn, and company website	Used Finn, LinkedIn, and company website for recruitment	Advertised on media, LinkedIn, and company website	Advertised on Finn, LinkedIn, and company website
8. <i>Retaining Skilled Immigrants</i>	Competitive compensation, learning opportunities, and career growth	Emphasized compensation, growth opportunities, and learning	Competitive compensation, growth opportunities, and incentives	Competitive compensation, learning opportunities, and growth

<i>8a. Challenges in Hiring Skilled Immigrants</i>	Language barriers, cultural differences, and union negotiations mentioned	Mentioned language barriers, cultural differences, and competition	Challenges include language barriers, cultural differences, and unions	Challenges like language barriers, cultural differences, and market competition
<i>9. Importance of Diversity</i>	Crucial for success, especially in strategic locations	Highlighted importance for innovation and global presence	Emphasized strategic importance and success factors	Key to success in diverse locations
<i>10. Fair Selection Method for Skilled Immigrants</i>	Merit-oriented, market-based, and transparent process	Transparent, market-based, and accessible process	Merit-based, transparent, and accessible process	Merit-oriented, market-based, and transparent process

Appendix 2: Summary of Responses from Skilled Immigrants

<i>Question</i>	Company A	Company B	Company C	Company D
<i>1. Introduction</i>	Introduced as an accountant.	Introduced as working in a technical role.	Introduced as an accountant.	Introduced as an accountant.
<i>2. Hiring Channel</i>	Found the job opportunity through LinkedIn and applied	Applied through LinkedIn and got the opportunity	Applied actively through LinkedIn and got the interview	Found the job through LinkedIn and applied
<i>3. Reasons for Applying</i>	Interest in oil and gas sector, international experience, and technology exposure	Attracted by the company's competitiveness	Interested in international environment, technology, and learning	Interested in oil and gas sector, technology, and international exposure
<i>4. Selection Procedure</i>	Two detailed interviews focusing on technical knowledge and experience	Detailed interviews assessing technical knowledge	Technical interviews assessing knowledge and experience	Detailed interviews focusing on technical and experience
<i>5. Diversity Perception</i>	Company viewed as diverse due to international operations	Recognized company's diverse and international environment	Noted diversity due to international operations and culture	Noted diversity in culture and international operations
<i>6. Challenges Faced in Hiring</i>	Faced challenges due to language barriers, competition,	Challenges included language barriers and competition	Challenges included competition, language, and job requirements	Faced challenges with language, competition, and job requirements

	and job requirements			
<i>7. Opportunities and Incentives</i>	Opportunity for learning, potential for permanent role, and learning Norwegian culture	Emphasized learning opportunities and potential for permanent role	Opportunities for learning, growth, and adapting to Norwegian culture	Learning opportunities, growth, and adapting to work culture
<i>8. Perception of Hiring Bias</i>	Did not perceive bias due to being hired for a temporary position	No perceived bias due to temporary		

Appendix 3: Consent Form for Participation in Research

Title of Study: **Selection and Retention of new employees: Exploring Diversity by fair Hiring of skilled Immigrants**

Researcher: Malik Ahmer Raza

I am conducting a research study as part of my master's thesis titled “**Selection and Retention of New Employees: Exploring Diversity by Fair Hiring of Skilled Immigrants.**” The purpose of this study is to find out the importance of Diversity in Norwegian Companies. Your participation in this study is entirely voluntary.

If you agree to participate, you will be asked the introductory question about the company and the importance of diversity. It will take 30 minutes, and the interview will be audio-recorded.

Your responses will be kept confidential and anonymous. Only the researcher and authorized personnel may have access to the data. Your identity will be protected, and any information shared will be used for research purposes only.

Participation in this study is voluntary. You may choose not to participate or withdraw from the study at any time without penalty or consequence.

If you have any questions or concerns about the study, you may contact the researcher via email: Malikahmerraza423@gmail.com

I have read and understood the information provided above. I voluntarily agree to participate in the study and consent to the collection and use of my data for research purposes.

Name: _____

Signature: _____

Date: _____

Appendix 4: Interview Guide for HR Managers

Interview Guide

1. Can you tell me about yourself?
 - a) Your position and Role in the company?
2. Please tell me about the company.
 - a) In which domain company is working?
3. What core values do you have in general in the organization?
 - b) How does HR work to strengthen these values?
 - c) What makes you an attractive workplace?
4. What's the company's selection method? Explain briefly.
5. What do you focus on when selecting a candidate? Explain Briefly.
 - a) If two candidates, National and international skilled workers, have the same qualifications, what do you look for when you decide to select a candidate? Explain Briefly.
6. Is the recruitment method the same for the national and international skilled employees? If not, kindly elaborate, and if yes, then on which factors do you measure both categories of candidates?
7. What kind of channel is the company using for Recruitment?
8. What kind of methods is the company using to retain skilled immigrants?
 - a) Are they being provided with specific incentives?
9. Please explain what challenges the company must face while hiring skilled immigrants.
10. What are the general requirements for hiring a skilled immigrant in your company?
11. Is hiring a national skilled worker better than hiring a skilled immigrant? If yes, then How?
12. How much diversity is important for your company and what benefits it brings to the company?

Appendix 5: Interview Guide for Skilled Immigrant

Hired Immigrant in the company:

1. Please tell me about yourself.
 - a) What is your position in the company, and when did you get hired?
2. Please tell me through which channel you got hired.
 - a) LinkedIn, Finn.no, or reference.
 - b) What made you apply for this position at the company?
3. What were the company's general requirements while you applied for the position?
4. How was your selection procedure? Like how many interviews you had, and any personality test you had by the company. Briefly elaborate.
5. How do you consider diversity an important component for any organization, and what benefits can an immigrant bring to the company?
6. What kind of challenge did you face while getting hired as a Skilled immigrant? Kindly elaborate.
7. Are you getting better options from other companies, and what incentives is the current company offering? Kindly explain.
8. What challenges are you facing related to working conditions in the Norwegian company? Kindly explain.
9. Is it difficult for Skilled immigrants to get hired in Norwegian companies as compared to National skilled workers? Kindly explain.
10. As a skilled Immigrant, have you experienced biases in the selection method while getting hired at the company? Kindly elaborate.