



STUDY ON SUPPORTING REFUGEE EMPLOYEES PSYCHOLOGICAL NEEDS AT WORK : THE ROLE OF HRM PRACTICES

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ABSTRACT

The world is now confronted with the ever-increasing refugee crisis; approximately 70.8 million people have been forced to leave their homes due to persecution, war, or violence (UNHCR, 2019b). Successful integration into host countries is paramount for refugees' well-being (Henry et al., 2019). In this regard, refugees' lives are often fraught with stressors since their lives are characterized by limited local language abilities, social networks, and resources as resettled refugees. According to such barriers, there is a lack of support that prevents full integration of refugees into societal entities, like organization or employment. This is a key context for refugee integration (Bemrose & McNair, 2011), and the working conditions that organizations provide are one of the key contexts to consider in facilitating refugee well-being in the workplace. Managing the integration of employees and assurance of well-being are essential human resource practices, particularly for refugees who often face challenging circumstances.

While organizational efforts can best support refugees, the knowledge of how organizations can best assist refugees is still quite limited (Morrice, 2011). Partly, this lack of knowledge is a result of meager research on refugees. But beyond that, it is that in the literature, there isn't a consistent framework for explaining how varied support practices can satisfy refugee needs. That is, we know what these organizations are trying to do in supporting refugees, but we do not know exactly how they help. To address the knowledge gap, this paper integrates the organizational and positive psychology literature on needs fulfillment, presenting the first step in understanding how organizational practices can systematically support refugees' needs.

As self-determination theory (SDT) serves as a guiding framework, the present study provides a basic perspective of refugee well-being concerning the perceived helpfulness of support practices, the extent to which people who receive such organizational support should see it as beneficial in attaining their basic psychological needs (Ryan & Deci, 2000). We used existing published literature to produce a list of common practices that organizations used to facilitate the integration and well-being of refugee workers, grouping them into whether refugees perceive them as fulfilling the needs of autonomy, competence, and relatedness. This allows us to identify which practices are most cherished by refugees—knowledge that can guide organizations in the selection of organizational practices that foster refugee integration and well-being. While our focus here is on the refugees' view, we, therefore, seek to explore whether refugee workers uniquely perceive certain practices as especially helpful. We further propose and examine potential mechanisms that may explain why refugees find some support practices particularly useful.

INTRODUCTION

The world today is faced with the challenge of facing an ever-growing refugee crisis, leaving approximately 70.8 million people displaced from their homes due to persecution, war, or violence (UNHCR, 2019b). Successful integration into these host countries is pivotal to refugees' well-being (Henry et al., 2019). The challenge in life as a resettled refugee worker is often fraught with stressors that, given the gaps in the local language and resources and social networks, basically make it impossible to overcome them, enabling refugees to fully integrate into social entities like seeking employment. As a crucial context for refugee integration (Bimrose & McNair, 2011), organizations are well-positioned to consider their role in supporting refugees through the process of building support practices for support and facilitating refugee well-being in the workplace. Managing employee integration and well-being is a core human resource issue of great significance, especially for refugees who experience uniquely challenging circumstances.

The current research applies the basic psychological needs perspective of refugee well-being to assess the perceived helpfulness of support practices in the extent to which recipients of organizational support perceive it to be beneficial in attaining their basic psychological needs (Ryan & Deci, 2000). We synthesized and categorized the list of commonly used practices by organizations to facilitate refugee workplace integration and well-being, including mentorsAhip and language training, based on whether refugees perceive practices as fulfilling the needs of autonomy, competence, and relatedness. Doing so enables us to better understand what practices are most valued by refugees—knowledge that can guide organizations in selecting organizational practices that support refugee integration and well-being. Although we focus primarily on the refugee's perspective, we sampled both refugee and non-refugee workers to examine whether refugees uniquely view certain practices as especially helpful. 1 Additionally, we propose and examine potential mechanisms that may provide explanations as to why refugees find some support practices to be especially useful.

Effective refugee support, therefore, can accelerate talent development by reducing turnover rates and improved recruitment channels from a strategic business perspective. Notably, abilities, resolving transportation issues; Kallick & Roldan, 2018. Furthermore, once employers develop a positive relationship with their first refugee employees, it opens the door for the recruitment of others, effectively creating a talent pipeline and improving the integration of employees with different backgrounds (Kallick & Roldan, 2018). Hence, the gains from lower turnover and improved recruitment more than offset the costs of welcoming refugees to the workplace.

Further, this research will directly examine the perspectives of refugees, and non-refugee workers. This is especially important for special populations such as refugees, who may have different experiences shaping their perceptions and immediate needs to be different from the typical worker population. Since the needs of refugees may be especially threatened by their extreme circumstances, support for the fulfilment of needs may potentially result in a very pronounced benefit in outcomes like well-being, job satisfaction, and job commitment for refugees compared to non-refugees. Discovering differences in needs fulfilled between the refugee and non-refugee workers will illustrate the areas in which refugees are the ones who need more support and attention.

REVIEW OF LITERATURE

A study on "Supporting the psychological needs of refugee employees at work: HRM practices" underlines that diversity and inclusion policies, mentoring programs, training initiatives, flexible work arrangements, psychological support services, recognition efforts, career advancement opportunities, cross-cultural training, legal compliance, and continuous research to bridge the gaps all together create an environment in which the refugees may well integrate efficiently and feel important to make a difference toward organizational success while enhancing their psychological well-being and job satisfaction.

Sharon X.Li (2023) –

“In an ever-presenting refugee crisis, understanding how organizations' HRM support practices are perceived by refugee workers is thus critical not only for refugee well-being but also organizational effectiveness. As the present study provides the empirical testing for refugee workers' perceptions of HRM support practices as helpful or needs-satisfying, based on self-determination theory (SDT), we sought to make a difference in this regard.”

Franki Y. H. Kung (2023) –

“As a matter of fact, with the increase in the number of refugees, the host organizations have become a major context of refugee integration. Successful integration is critical to the refugees' well-being.”

Samuel Aryee (2021) –

“In this chapter, we have seen how research has accumulated to define what constitutes an HRM system and then how, why, and when such an HRM system influences organizational performance and employee well-being. We, therefore, reviewed the two contending configurations of HRM systems—integrationists and isolationists—and the resource-based view (RBV) and ability, motivation, and opportunity (AMO) perspectives in accounting for the performance effects of HRM systems.”

Adrian Esterman (2021) –

“It is known that jobs are indispensable in helping youth refugees acculturate to their newly adopted society. Drawing from data with respect to 635 young refugees in South Australia, aged between 15 and 26, the study reveals that refugees with paid work showed lower levels of psychological distress compared to those without paid work.”

RESEARCH METHODOLOGY

RESEARCH GAP

One significant research gap in the study of supporting refugee employees' psychological needs at work is the lack of in-depth investigation into the specific HRM practices that are most effective in addressing these needs. There is a burgeoning body of literature that acknowledges the challenges faced by refugees in the workplace, such as cultural adjustment, language barriers, and trauma-related issues. Although there is a plethora of studies, they tend to either focus on general HRM principles or touch upon specific HRM practices rather than specifically examining interventions and policies designed to optimize the psychological well-being of refugee employees. A few studies have focused on individual intentions to use various HRM practices that take into account both the perceived and actual needs of refugee workers.

NEED OF THE STUDY

Understanding the support for the psychological needs of refugee employees in work and the role played by HRM practices is important for several reasons. First, this perspective is consistent with principles of social responsibility and human rights, where refugees are placed in vulnerable positions due to forced migration and previous traumatic experiences. By understanding the sense of psychological well-being HRM practices would affect the organization's ability to support this process of resettlement and integration, it helps the organization positively. Second, the above form of research is imperative to ensure that both the workplace and the organizational practices are supportive of the right to work under International Refugee Conventions.

PURPOSE OF THE STUDY

In summary, this purpose of this study is to strengthen our understanding on how HRM practices can help contribute to the well-being and success of refugee employees, enabling the promotions of social inclusion, organizational effectiveness, and positive societal impact.

PROBLEM STATEMENT

The problem statement for this study on the support of psychological needs at work among refugee employees and the role of HRM practices is that there has not been much researched concerning this matter, with some efforts being put in place. Yet, with an increased appreciation of the challenges faced by refugee employees, there is clearly a paucity in empirical studies geared towards identifying and evaluating HRM practices particularly designed to meet their psychological needs in the workplace. This gap in research is problematic for a number of reasons. First, the lack of empirical evidence makes it difficult to provide robust evidence for developing strategies and interventions that will effectively respond to the unique psychological needs of refugees, including trauma, cultural adjustment, and language barriers. The imperative is that, if there is no effective approach, organizations will most likely fail to offer sufficient support, translating into the repercussions of poor mental health, low job satisfaction, and the general

Therefore, the above-mentioned problem statements demand prompt and systematic research into the role HRM practices play in enhancing the psychological well-being of the employees and support for their successful integration, well-being, and contribution to organizational success.

OBJECTIVES OF THE STUDY

1. To explore perspectives and experiences of refugee employees on HRM support. This objective aims to explore directly, on the basis of their perceptions, experiences, and suggestions, how the adequacy and effectiveness of HRM practices, as well as their overall efficacy in meeting the psychological needs of refugees, can be characterized and improved.
2. To identify the specific psychological challenges faced by refugee employees in the workplace and it includes exploring the nature and extent of challenges such as trauma, stress, acculturation issues, and language barriers.

RESEARCH DESIGN

A logical, methodical strategy created for guiding a research project is called a research design. It is the process of learning more. Research is the process of discovering new information and correlating it with previously known information by using scientific techniques to study a natural or social event.

Research Type: Descriptive in nature

Sampling Technique: Simple random sampling technique was utilized for the purpose of the study.

Random Sampling: Random sampling is the process of selecting participants from a population in such a way that selection is entirely random, ensuring that each member of the population has an equal probability of being included. This technique, therefore, ensures that bias is minimized and increases the generalizability of the study's findings.

DATA COLLECTION METHODS

Primary data on supporting the psychological needs of refugee workers at work can encompass direct observations, surveys, and interviews which are administered within organizations that harbor refugees. This data could disclose challenges as faced by refugees, such as cultural adjustment, language barriers, and trauma-related issues, and how these impact their psychological well-being at work.

Secondary data would entail studies, reports, and articles that would analyze HRM practices through which refugees' psychological needs can be supported. Such data would highlight good practice, including cultural sensitivity training, language support programs, mentorship initiatives, and work environment strategies, that have been shown to be effective in supporting refugees. This data could also discuss positive outcomes, including job satisfaction, higher productivity, and improved mental health, that come with these interventions.

POPULATION UNIT: Real Page

POPULATION SIZE: 4000

SAMPLE SIZE: 50

SAMPLE UNIT: Mind space, Raidurg.

QUESTIONNAIRE

A well-structured questionnaire with straightforward questions is employed for data gathering. Open-ended, Likert-scale, Demographic Information Section, Perception Measurement and multiple-choice items are all included in the survey.

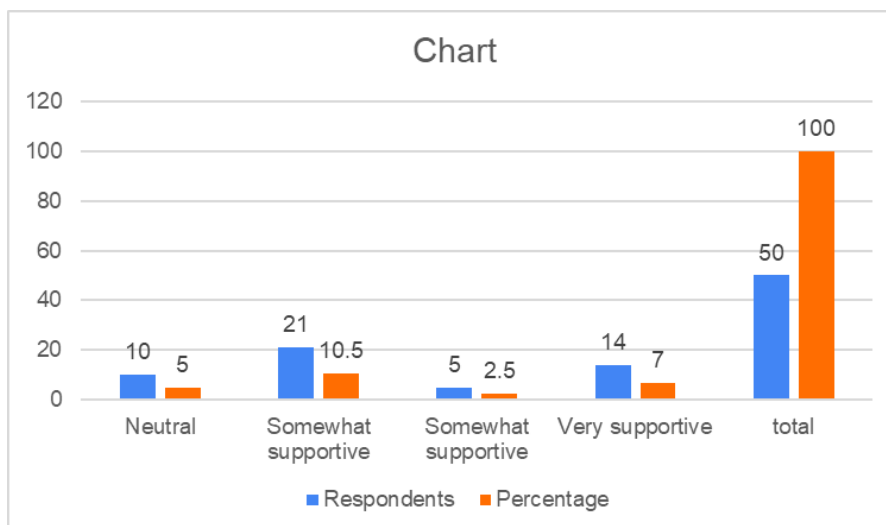
TOOLS USED: Google Forms, Microsoft Excel, charts, bar graphs, Microsoft Teams.

HYPOTHESIS

H0: There is no significant difference between the levels of organizational support perceived by the employees who have been under refugee HRM practices.

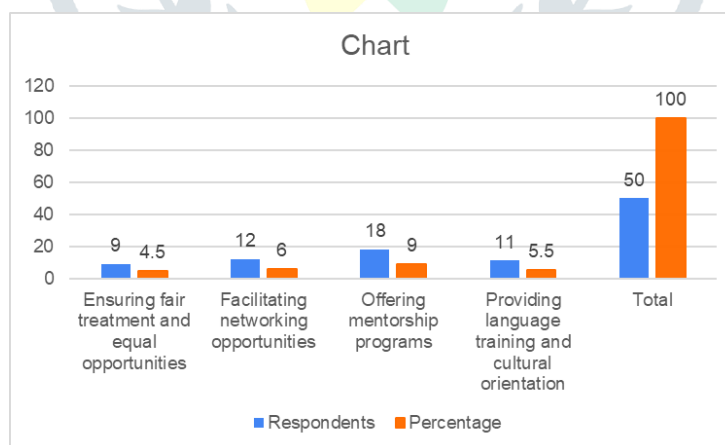
H1: There is a significant difference between the levels of organizational support perceived by the employees who have been under refugee HRM practices.

DATA ANALYSIS



Interpretation: Most of the respondents feel that HRM support since joining this organization as a refugee employee is somehow supportive with 10.5%

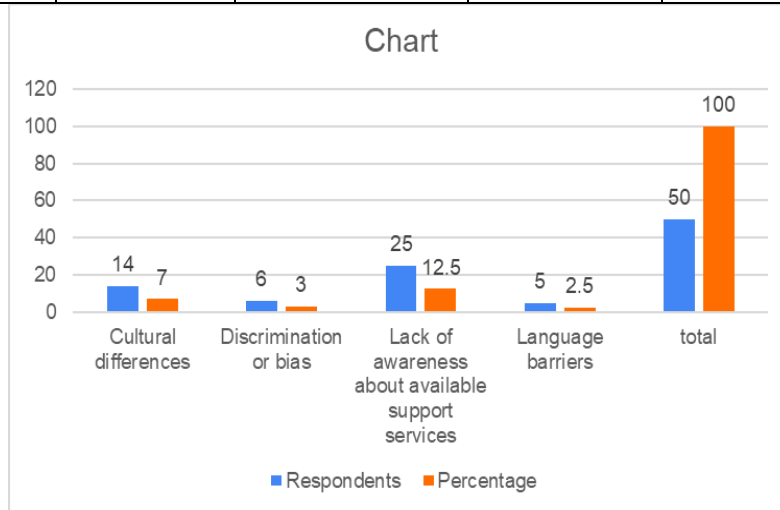
In what specific ways do you feel HRM practices have supported your integration into the workplace?	Ensuring fair treatment and equal opportunities	Facilitating networking opportunities	Offering mentorship programs	Providing language training and cultural orientation	Total
Respondents	9	12	18	11	50
Percentage	4.5	6	9	5.5	100



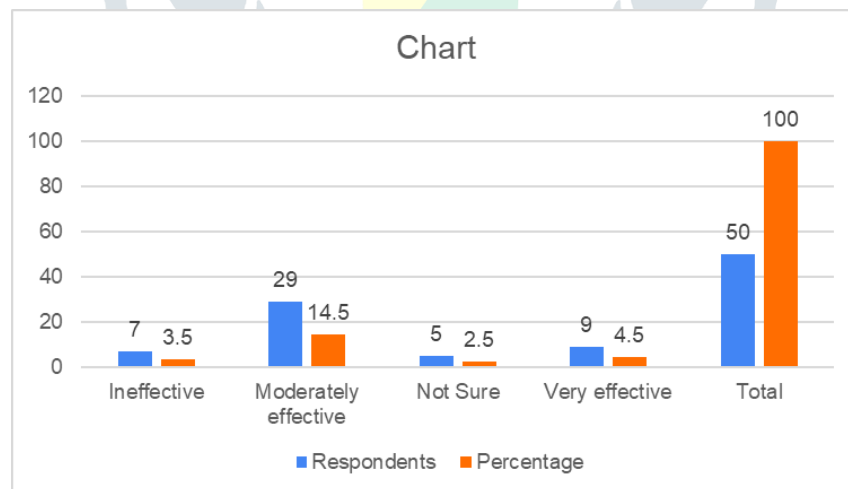
Interpretation: Most of the respondents with 5.5% think that through HRM practices

it provides language training and cultural orientation in the workplace.

Have you encountered any challenges or barriers in accessing HRM support as a refugee employee	Cultural differences	Discrimination or bias	Lack awareness of available support services	Language barriers	Total
Respondents	14	6	25	5	50
Percentage	7	3	12.5	2.5	100



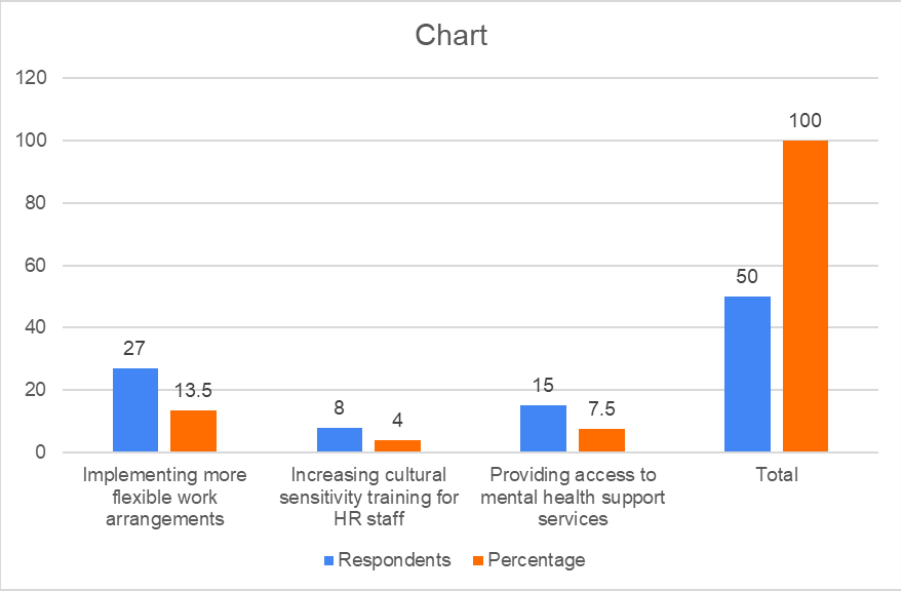
Interpretation: Most of the respondents with 12.5% think that through Lack of awareness about available support services in accessing barriers with HRM support as a refugee employee



	Ineffective	Moderately effective	Not Sure	Very effective	Total
effectiveness of HRM practices in meeting the psychological needs of refugee employees					
Respondents	7	29	5	9	50
Percentage	3.5	14.5	2.5	4.5	100

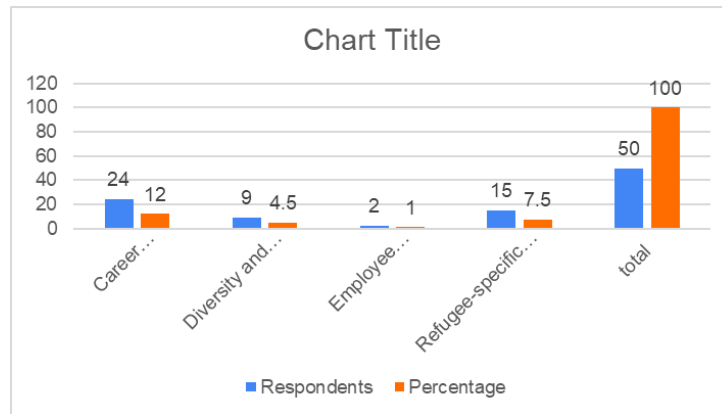
Interpretation: Most of the respondents perceive the overall effectiveness of HRM practices in meeting the psychological needs of refugee employees is moderately effective with 14.5%.

What suggestions do you have for improving HRM support for refugee employees in this organization	Implementing more flexible work arrangements	Increasing cultural sensitivity training for HR staff	Providing access to mental health support services	Total
Respondents	27	8	15	50
Percentage	13.5	4	7.5	100



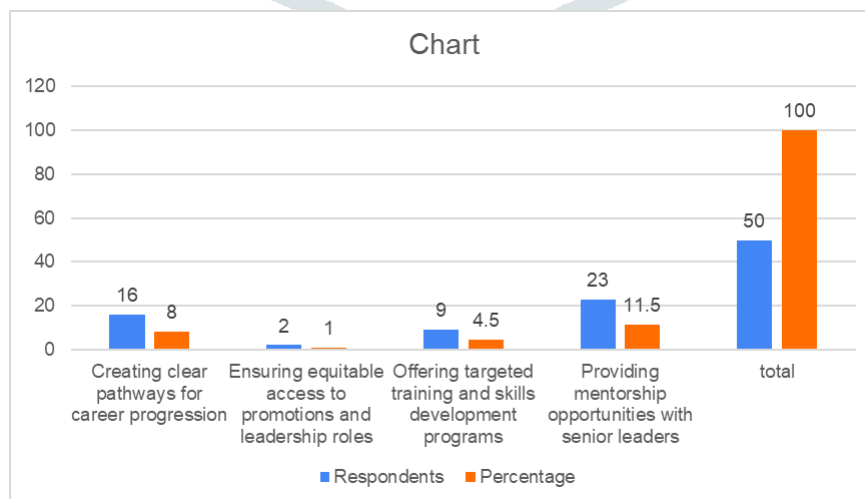
Interpretation: Most of the respondents with 13.5% for implementing the flexible work arrangements.

Are there any particular HRM policies or initiatives that you believe have been especially helpful or effective for refugee employees	Career development opportunities	Diversity and inclusion initiatives	Employee resource groups	Refugee-specific recruitment programs	Total
Respondents	24	9	2	15	50
Percentage	12	4.5	1	7.5	100



Interpretation: Most of the respondents with 12% for Career development opportunities

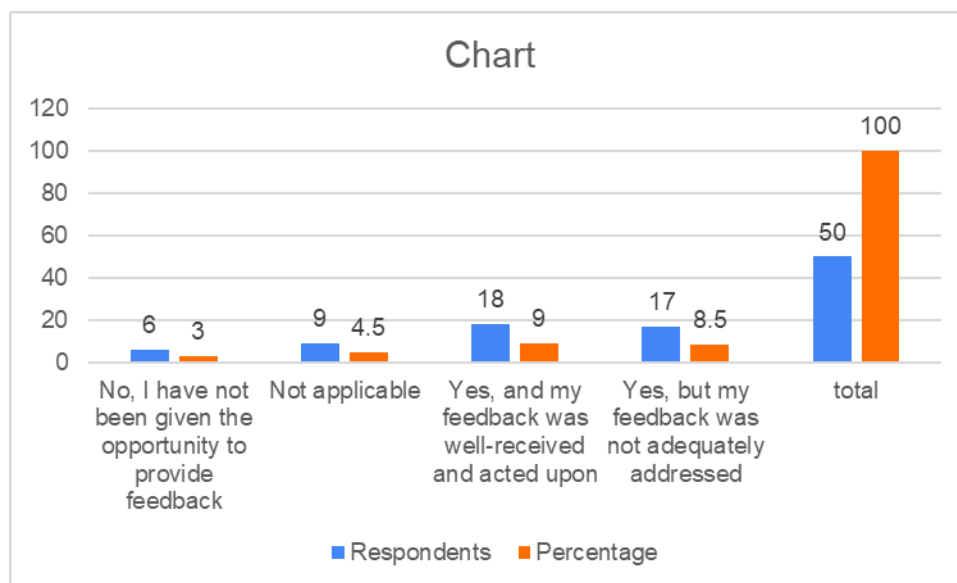
How do you think HRM practices could be adapted or tailored to better meet the needs of refugee employees, particularly in terms of career development and advancement	Creating clear pathways for career progression	Ensuring equitable access to promotions and leadership roles	Offering targeted training and skills development programs	Providing mentorship opportunities with senior leaders	Total
Respondents	16	2	9	23	50
Percentage	8	1	4.5	11.5	100



Interpretation: Most of the respondents 11.5% for providing mentorship opportunities with senior leaders.

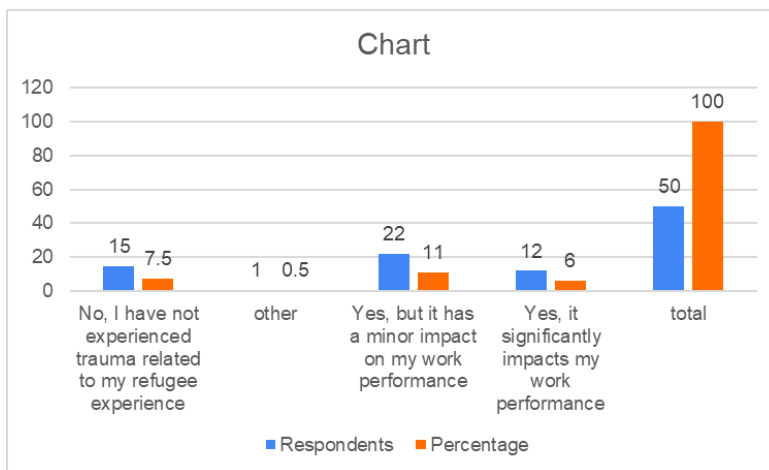
Have you had opportunities to					Total

provide feedback or input on HRM practices specifically related to refugee employees? If so, what has been your experience with this process	No, I have not been given the opportunity to provide feedback	Not applicable	Yes, and my feedback was well-received and acted upon	Yes, but my feedback was not adequately addressed	
Respondents	6	9	18	17	50
Percentage	3	4.5	9	18.5	100



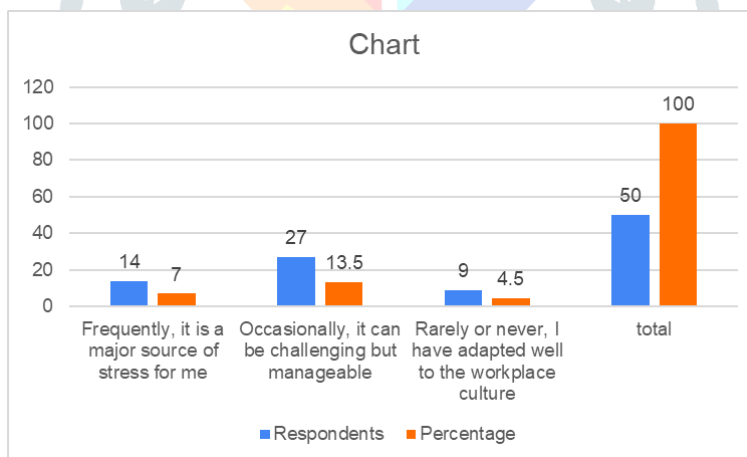
Interpretation: Most of the respondents are yes because HRM practices specifically related to refugee employees with 9%.

Have you experienced any form of trauma related to your refugee experience that affects your work performance	No, I have not experienced trauma related to my refugee experience	other	Yes, but it has a minor impact on my work performance	Yes, it significantly impacts my work performance	Total
Respondents	15	1	22	12	50
Percentage	7.5	0.5	11	6	100



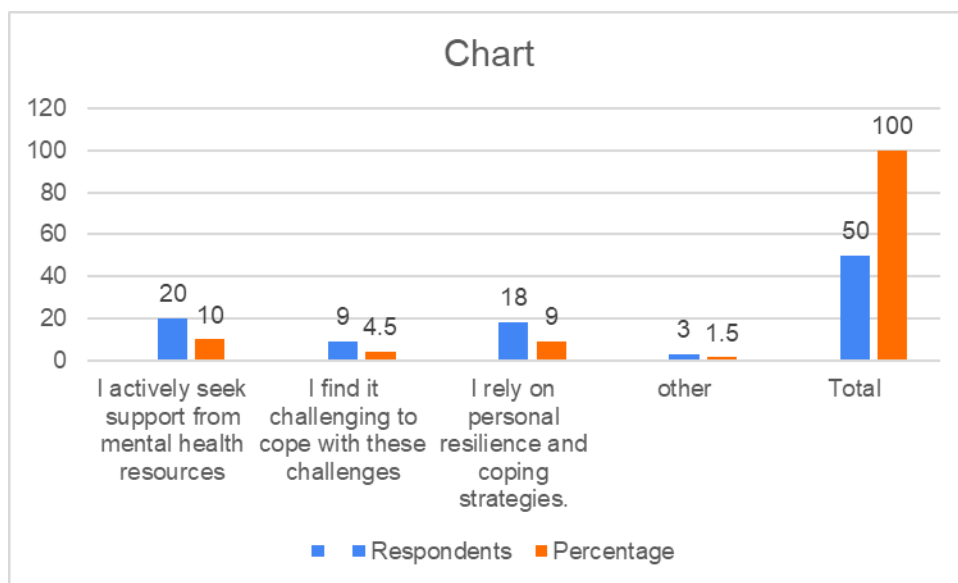
Interpretation: Most of the respondents are yes, but it has a minor impact on my work performance with 11%.

How often do you experience stress related to acculturation challenges in the workplace (e.g., cultural differences, adjusting to new norms)	Frequently, it is a major source of stress for me	Occasionally, it can be challenging but manageable	Rarely or never, I have adapted well to the workplace culture	Total
Respondents	14	27	9	50
Percentage	7	13.5	4.5	100



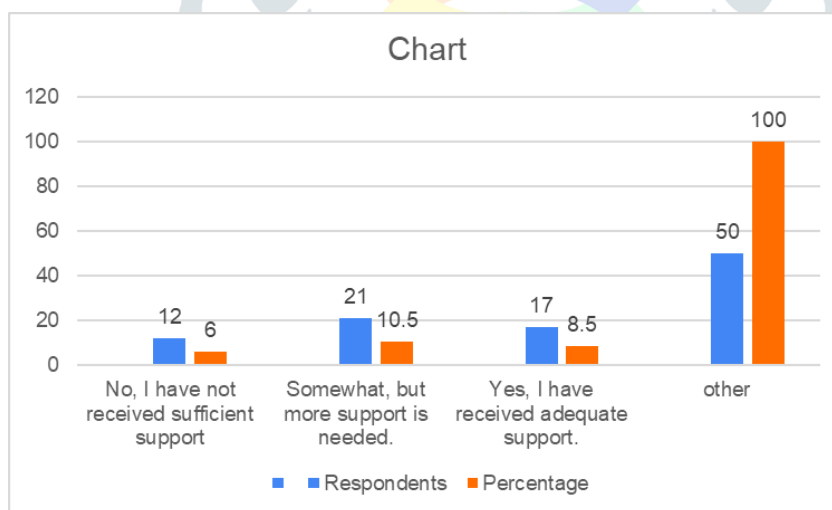
Interpretation: Most of the respondents with 13.5% occasionally, it can be challenging but manageable.

How do you cope with the psychological challenges associated with being a refugee employee in the workplace	I actively seek support from mental health resources	I find it challenging to cope with these challenges	I rely on personal resilience and coping strategies.	other	Total
Respondents	20	9	18	3	50
Percentage	10	4.5	9	1.5	100



Interpretation: Most of the respondents are actively seek support from mental health resources with 10%

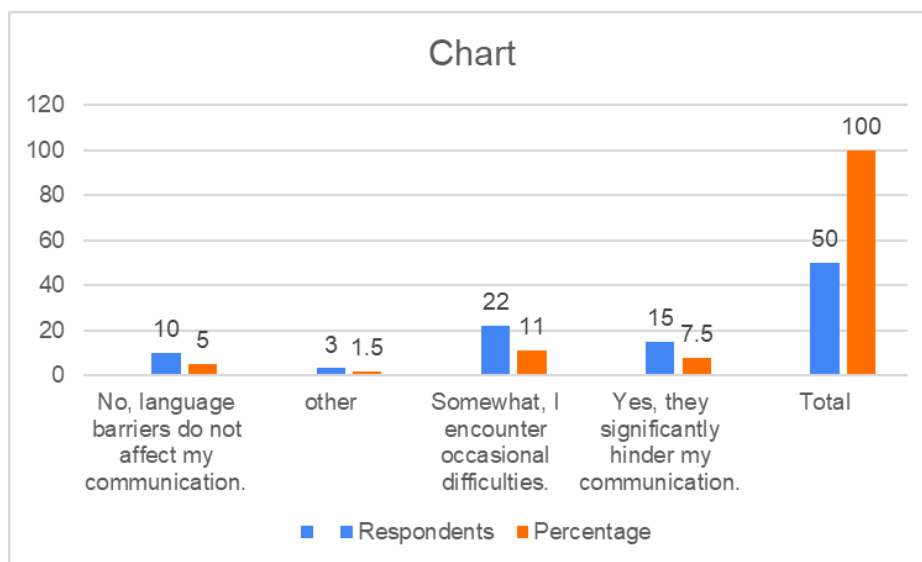
Have you received sufficient support and resources from your employer to address psychological challenges related to your refugee background	No, I have not received sufficient support	Somewhat, but more support is needed.	Yes, I have received adequate support.	other
Respondents	12	21	17	50
Percentage	6	10.5	8.5	100



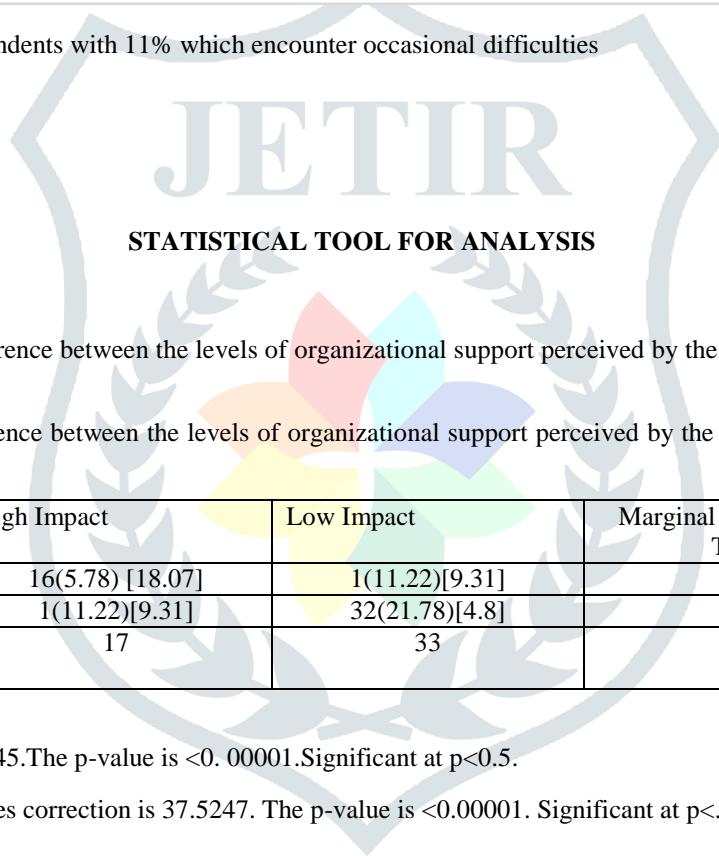
Interpretation: Most of the respondents somewhat with 10.5% but more support is needed.

Most of the respondents

Do language barriers affect your ability to communicate effectively with colleagues and supervisors	No, language barriers do not affect my communication.	other	Somewhat, I encounter occasional difficulties.	Yes, they significantly hinder my communication.	Total
Respondents	10	3	22	15	50
Percentage	5	1.5	11	7.5	100



Interpretation: Most of the respondents with 11% which encounter occasional difficulties



STATISTICAL TOOL FOR ANALYSIS

H0: There is no significant difference between the levels of organizational support perceived by the employees who have been under refugee HRM practices.

H1: There is a significant difference between the levels of organizational support perceived by the employees who have been under refugee HRM practices.

	High Impact	Low Impact	Marginal Rows Total
Male	16(5.78) [18.07]	1(11.22)[9.31]	17
Female	1(11.22)[9.31]	32(21.78)[4.8]	33
Marginal columns Total	17	33	50

The chi-square statistic is 41.4845. The p-value is <0.00001. Significant at p<0.5.

The chi-square statistic with Yates correction is 37.5247. The p-value is <0.00001. Significant at p<.05.

FINDINGS

The total respondents are 50 out of which male are 16.5% and female are 8.5%

Majority of the respondents followed in range below 25 with 66%.

The most respondents are from PG of 18.5 as UG of 3.5% which follows with the difference of 15%.

Most of the respondents are which finance with 11.5% and next follows with other of 6.5%.

Most of the respondents feel that HRM support since joining this organization as a refugee employee is somehow supportive with 10.5%.

Most of the respondents with 5.5% think that through HRM practices it provides language training and cultural orientation in the workplace.

Most of the respondents with 12.5% think that through Lack of awareness about available support services in accessing barriers with HRM support as a refugee employee

Most of the respondents perceive the overall effectiveness of HRM practices in meeting the psychological needs of refugee employees is moderately effective with 14.5%.

Most of the respondents with 13.5% for implementing the flexible work arrangements.

Most of the respondents with 12% for Career development opportunities

Most of the respondents 11.5% for providing mentorship opportunities with senior leaders.

Most of the respondents are yes because HRM practices specifically related to refugee employees with 9%.

Most of the respondents are yes, but it has a minor impact on my work performance with 11%.

Most of the respondents with 13.5% occasionally, it can be challenging but manageable.

Most of the respondents are actively seek support from mental health resources with 10%.

Most of the respondents somewhat with 10.5% but more support is needed.

Most of the respondents with 11% which encounter occasional difficulties

JETIR SUGGESTIONS

Firstly, it's essential to clearly define "Refugee HRM Practices" within your hypothesis. This involves specifying the initiatives or strategies that fall under this umbrella, such as specialized training programs, diversity and inclusion policies, mentorship opportunities, or any other HR practices specifically designed for employees with refugee backgrounds. This clarity will ensure that your hypothesis focuses on distinct and identifiable practices within the HRM framework.

Next, operationalizing "Organizational Support" is crucial for accurately measuring and interpreting your results. This entails defining the specific aspects of support that you aim to assess, which could include factors like access to resources, opportunities for skill development, feedback mechanisms, or general satisfaction with HR policies. By clearly delineating what constitutes organizational support, you can design effective measurement tools and gather relevant data.

Consideration of control variables is another important aspect of refining your hypothesis. Identify potential confounding variables that could influence employees' perceptions of organizational support, such as job roles, tenure within the organization, cultural background, or demographic characteristics. Controlling for these variables in your analysis will help isolate the impact of refugee HRM practices on perceived support more accurately.

By addressing these suggestions, you can enhance the clarity, rigor, and ethical integrity of your research investigating the perceived organizational support among employees who have experienced refugee HRM practices.

CONCLUSION

In conclusion, the objective of exploring the perspectives and experiences of refugee employees regarding HRM support has unveiled multifaceted insights crucial for organizational development and inclusivity. Through a direct engagement with their perceptions, experiences, and suggestions, this study has illuminated the nuances of HRM practices as they relate to the unique challenges faced by refugees in the workplace. It has provided a platform to understand the adequacy and effectiveness of current HRM strategies, highlighting areas where improvements can significantly impact the well-being and integration of refugee employees.

One key takeaway from this exploration is the importance of empathy and cultural sensitivity in HRM practices tailored for refugee employees. Their experiences and suggestions underscore the significance of fostering a supportive and inclusive work environment that acknowledges and addresses the psychological needs arising from their backgrounds. This includes strategies such as mentorship programs, cultural sensitivity training, and flexible policies that accommodate diverse needs, all of which contribute to a more holistic approach to HRM support.

Moving forward, the findings from this study can serve as a roadmap for organizations to refine their HRM frameworks, ensuring they are not only effective but also inclusive and responsive to the unique needs of refugee employees. By incorporating these insights into HRM strategies, organizations can cultivate a culture of empathy, diversity, and support, ultimately enhancing employee satisfaction, well-being, and productivity among refugee populations.