

SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT TOWARDS MIGRANT WORKERS WITH THE FOCUS ON THE EMPLOYEES' INTERESTS

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Purpose: The following two main research questions were addressed in this article:

- 1) Which employees' interests are the most important for Ukrainian migrant workers?
- 2) To what extent companies ensure the interests of Ukrainian migrant workers?

Since migration is often associated with precarious employment, the problems of the relationship between the form of employment and the interests of migrants were examined as well.

Design/methodology/approach: For the purpose of this paper, such methods as literature survey of publications indexed mainly in Scopus database and empirical research in the form of a survey were used. The survey was carried out in 2020 in Poland and the respondents were Ukrainian workers. The research was conducted using the PAPI technique and based on a with the use of a representative sample.

Findings: Empirical research shows that the most important interests of migrants (of 22 analyzed interests) are salaries adequate to duties, ensuring good occupational safety and health, and clear evaluation criteria. At the same time, the second and third of the indicated interests are mostly ensured by employers, regardless of the form of employment in which the respondents work. This leads to certain practical and theoretical implications.

Practical implications: The Ukrainian population is gradually growing in Poland which results from the armed conflict and the difficult economic situation in Ukraine. Therefore, the presented research is utmost valid.

Originality/value: The concept of socially responsible HRM (SRHRM) emerged as an element of CSR focused on the inside of the company (its employees treated as the most important stakeholders). Surveys devoted to the implementation of the concept of CSR are carried out mainly among employees who are citizens of the country where the enterprise surveyed is headquartered. The issue of migration is discussed rather from the perspective of such academic disciplines as economics and sociology than the discipline of human resource management. This study aims to fill the gap in research on SRHRM through examining the HRM practices in the context of migrant workers with a focus on employee interests.

Keywords: employees, expectations, interests, corporate social responsibility, sustainable HRM.

Category of the paper: research paper.

1. Introduction

The concept of social responsibility is changing, evolving, and continues to be the subject of public debate. With its original approach, it indicated the obligations that entrepreneurs have towards society. Bowen (1953), considered to be the father of this concept, defined corporate social responsibility as "the obligation to pursue policies, make decisions, and implement actions that are consistent with social expectations". Furthermore, Carroll (1979) introduced four types of corporate responsibility: economic, legal, ethical, and philanthropic, indicating that they are at different levels and that the enterprise should approach them in the right order.

Nowadays, due to the development of the sustainability concept, CSR is considered a management strategy, according to which enterprises voluntarily take into account social interests, environmental aspects, or relations with various stakeholder groups in their operations (Ehnert et al., 2014). Stakeholder theory states that stakeholders are groups or individuals who can influence or be influenced by an organization's objectives. It is well known that employees are one of the most important stakeholders of an organization. Employees play a key role in the success or failure of an enterprise (Freeman, 1984; Tahlil Azim, 2016; Tewari, Nambudiri, 2012).

In a study by Voegtlin and Greenwood (2016), the researchers found that the most recent attention to employee-focused CSR and various ethical aspects of HRM is paralleled by an increasing focus on the aspects of research and practice in the context of linking corporate social responsibility and human resource management. The authors made reference to papers published by Cooke and He (2010) and Morgenson et al. (2013). The concept of socially responsible HRM (SRHRM) emerged as an element of CSR focused on the inside of the company (its employees treated as the most important stakeholders).

Surveys devoted to the implementation of the concept of corporate social responsibility are carried out mainly among employees who are citizens of the country where the enterprise surveyed is headquartered (Celma et al., 2018; López-Fernández et al., 2018). Within international HRM, the focus is on cultural diversity management (e.g. (Hite, Mc Donald, 2006; Subeliani, Tsogas, 2005; Maxwell et al., 2003)) and typologies of international HRM strategies including the choice between regional and global practices (e.g. (Edwards, Jalette, Tregaskis, 2012; Chiang, Lemański, Birtch, 2017)) and expatriates adjustment (Selmer, 2004). The issue of migration is discussed rather from the perspective of such academic disciplines as economics and sociology than the discipline of human resource management. Migration is often associated

with precarious employment (Deshingkar, 2019; McDowell et al., 2009; Muoka, Lhussier, 2019; Nedelcu, Soysüren, 2020; Ornek et al., 2020; Piwowar-Sulej, Bąk-Grabowska, 2020; Polkowska, 2019).

At this point, it is worth emphasizing that labor migration is usually considered an important type of migration flow. However, with advances that make it easier, faster, and cheaper to move around the globe, it is becoming more and more important (Hatton, Williamson, 2005). The major migration flows occur from developing towards industrialized countries (International Organization for Migration, 2008).

The main assumption in this study is that migrant workers are, similar to other groups of employees, internal company stakeholders. This study aims to fill the gap in research on SRHRM through examining the HRM practices in the context of migrant workers with a focus on employee interests. For the purpose of this paper, such methods as literature survey of publications indexed mainly in Scopus database and empirical research in the form of a survey were used. The survey was carried out in 2020 in Poland and the respondents were Ukrainian workers. The following two main research questions were addressed in the course of the analyses:

- 1) Which employees' interests are the most important for migrant workers?
- 2) To what extent companies ensure the interests of migrant workers?

As indicated above, migration is often associated with precarious employment. Therefore the problems of the relationship between the form of employment and the interests of migrants were examined as well.

The NBP reports published between 2015 and 2017 showed that around 507,000 Ukrainian citizens arrived to Poland to look for jobs. There were 303,000 Ukrainian labour migrants who lived in Poland in the first half of 2017, with 285,600 people employed as short-term employees and 17,400 of those who worked based on the long-term contracts (National Bank of Poland, 2016). The Ukrainian population is gradually growing in Poland. This results from the armed conflict and the difficult economic situation in Ukraine.

Employees from Ukraine bridge the gap which employers are unable to fill with employees from Poland. The Polish labor market is characterized by a low unemployment rate. Furthermore, the economic emigration of Poles is also observed. Finally, a factor that will increasingly restrict employers' access to the labor force in the coming years is the progressing demographic changes. It is believed that it is worth employing Ukrainians because of their strong financial motivation to work, linguistic and cultural proximity, the flexibility of forms of employment, and simplified rules of employment (Brasco Recruitment, 2019).

The research process was conducted according to the research design that included such stages as the formulation of the research problem, the definition of the study aim, choice of research methods, development of research tools, conducting empirical studies, analysis of the collected data and information, and preparation of conclusions.

The study is organized as follows. The second section presents the literature background. It discusses in particular the assumptions of SRHRM and previous research on migrant workers treated as company's stakeholders. The third section presents the research methodology. Then the authors describe the obtained results. In the Discussion section, the research findings in the context of studies conducted by other authors are analyzed. The last section presents key conclusions, limitations, and future research directions.

2. Material and methods

The research process was conducted according to the research design that included such stages as the formulation of the research problem, the definition of the study aim, choice of research methods, development of research tools, conducting empirical studies, analysis of the collected data and information, and preparation of conclusions. Therefore,

- the study was aimed to interpret and critically assess the previous scientific output devoted to the analysed issues,
- the results of own empirical research conducted in 2020 with employees from Ukraine employed in Poland.

Taking into account the importance that should be given nowadays to employee interests and respecting them in enterprises, and the transformations taking place in the enterprises, the empirical research focused on the identification of the interests of Ukrainian employees working in Poland and the approach to the realization of their interests.

The studies available in the literature were used to create a list of employee interests for the purposes of the research conducted by the authors of the present study. Reference was made to the statements that the essential expectations of employees include adequate remuneration, training and development opportunities, promotion opportunities, good occupational safety and health, welfare, and quality of work life (Babalola Oluwayemi et al., 2018; Gableta, Bodak, 2014; Hai-dong, Yu-jun, 2006; Zhong et al., 2017). Therefore, the author's questionnaire for the recognition of interests of employees who are migrants from Ukraine was developed using, among others, the suggestions indicated by the above-mentioned authors, taking into account the changes in the economic reality. In developing the author's research survey, with the results presented in this paper, the questionnaire created by Cierniak-Emerych prepared for the research project on employee interests *The Perspective of Employees and Employers*, implemented in 2019 was also used.

The research was conducted using the PAPI technique. Pen-and-Paper Personal Interview (PAPI) is the most conventional research method among the quantitative techniques used. It consists of a face-to-face interview with the respondent by an interviewer who reads the question and records the respondent's answers on a paper questionnaire. This type of survey is considered to be one of the most effective methods as the respondent in a face-to-face situation feels more obliged to give a reliable answer.

The research covered a representative sample of Ukrainian migrants legally working in companies located in the area of Lower Silesia. As confirmed by the statistics of the Central Statistical Office and the Social Insurance Institution, Lower Silesia is considered a geographically significant area of labor immigration from Ukraine (more than 80% of foreigners in Lower Silesia are of Ukrainian origin (Relikowski, 2019)). A total of 391 respondents were surveyed. The sample was predominantly male (62.9%). More than 57% of the respondents declared an age of below 40 years. It was found that 54% of the respondents worked in Poland for 2 to 10 years. Furthermore, 40.4% declared that they performed work based on an employment contract for an indefinite period, and 21.2% worked based on a fixed-term employment contract. On the other hand, 17.9% indicated that they provided work based on a contract of mandate. It is worth mentioning that 64.7% of the respondents did not use employment agencies. Among the respondents, 38.4% were employed in manufacturing, 37.1% in services, and 24.6% in commerce. At the same time, 91.6% of respondents said they were employed in non-managerial positions.

The chi-square test was used. Due to the statistical character of the chi-square test, hypothesis H_1 is an alternative hypothesis, while hypothesis H_0 is a hypothesis of the absence of the relationships between the characteristics studied. The decision to accept or reject the hypothesis of the relationship between the characteristics will be made based on the criterion of comparing *p-value* (pv) with the assumed significance level α . The *p-value* means the smallest value of the significance level α at which the hypothesis H_0 is rejected, meaning the acceptance of the hypothesis H_1 . The significance level α is the probability of making an error of the first kind, that is, rejecting the hypothesis H_0 when actually it is true. If $pv \leq \alpha$, the hypothesis H_0 is rejected. In other cases, there are no grounds for rejecting the hypothesis (Ferguson, Takane, 2003).

3. Literature background. CSR – SRHRM – migrants as enterprise’s internal stakeholders

Ehnert, Harry and Zink (2014) argued that the Brundtland Commission, which highlighted first of all environmental goals, attracted substantial interest in the concepts of corporate responsibility, such as corporate social responsibility (CSR), and corporate social performance (CSP). According to the former concept (CSR), the organization’s responsibilities can be divided into legal, economic, ethical, and philanthropic. On the other hand, the CSP concept extends CSR as it emphasizes that the organization can influence the social sphere and it assesses performance by measuring social goals in the organization” (Kramar, 2014, p. 3).

On 28 October 2010, the International Organization for Standardization (ISO), after more than 5 years of work by experts from 99 countries, published the ISO 26000 standard. This standard is intended to organize the knowledge of corporate social responsibility (CSR). ISO 26000 does not have a form of certification. Instead, it is a practical guide to the principles of responsible business, containing guidelines for organizations of all types (not only enterprises), regardless of their size or location. The ISO 26000 standard highlights the following areas of corporate social responsibility: (1) organizational governance, (2) human rights, (3) labor practices, (4) environment, (5) fair operating practices, (6) consumer issues, and (7) community involvement (Idowu et al., 2019).

Based on the above considerations, it should be concluded that being socially responsible means investing in human resources, environmental protection, relations with the company's environment, and informing about these activities, which contributes to the growth of the company's competitiveness and providing conditions for sustainable social and economic development (Piwowar-Sulej, 2021).

Albdour and Altarawneh (2012) and Glavas (2016) confirmed that CSR practices employed in the enterprise have a significant positive impact on employee engagement. As (Grego-Planer, 2019) stated, researchers are increasingly focusing on individual-level CSR by assuming that employee behavior is a crucial factor in transforming CSR into beneficial organizational outcomes. The researchers used the social exchange theory: if organizations introduce CSR, employees feel that they are important and they are proud of working for the enterprise, which contributes to solving global social problems. However, the employees should be first of all treated in a socially-responsible way.

Zaugg, Blum and Thom defined SRHRM using a set of elements of the HR function. According to these authors, this type of sustainable HRM includes „the long-term socially and economically efficient recruitment, development, retainment, and disemployment of employees” (Zaugg et al., 2001, p. II). The indicated HRM elements should be shaped taking into account the principles of transparency, non-discrimination, objectivity, and justice (Diaz-Carrion et al., 2018). Furthermore, Shen and Zhu (2011) distinguished between three

fundamentals of a SRHRM system: legal compliance related to labor law (ensuring equity, health and safety), employee-oriented HRM (fulfilling employees' needs), and HRM activities which help firms to engage in general CSR initiatives.

It should be stressed that Matthews and Muller-Camen's (2019) organizational perspective of SRHRM can be considered as of inside-out nature. According to this perspective, the organization defines economic and social goals (with the latter serving the former). It is aimed to minimize business risk and maximize shareholder value.

Fulfilling the employees' needs, which is one of the principles of SRHRM, requires treating employees as stakeholders who have a voice, and introducing employee participation. The literature points to the significant relationship between employee participation, or their participation in decision-making in the enterprise and job satisfaction, a sense of fulfillment, and meeting their interests related to work in a particular enterprise (Segalla, 2001). At the same time, it is emphasized that participation considered in the context of CSR can contribute to building a psychological bond between employers and their employees (Chen, Hung-Baesecke, 2014; Hansen et al., 2011; Im et al., 2016). Employees ignored in the decision-making process, not participating in the life of the organization, not included in the introduced organizational changes, and treated only as individuals performing the assignments, will fail to contribute significantly to the development of the organization and the realization of its goals. However, this does not mean that employees always want to participate in decision-making. Against this background, to be a socially responsible employer, it is first and foremost necessary to recognize employee interests.

The authors of the current study have searched for scientific and co-reference articles related to the discussed issues in the Scopus database. As part of the search strategy, phrases that were considered relevant from the point of view of the problems addressed in the paper were entered in the field "Article title, Abstract, Keywords". The search was then narrowed down to business, management, and accounting disciplines.

Analysis of the results showed that there are many publications devoted to "stakeholders" (36149). A similarly popular issue is "migrants" as such (3220). However, the most important phrase, i.e. "socially responsible HRM and migrants", yielded no results.

An in-depth analysis of the publications indexed as the most popular ones was also carried out. None of them directly addressed the issues raised in this paper. For example, papers on migrants' interests in enterprises have addressed problems related to:

- assessing progress in the research and practice of migrant entrepreneurship (Ram et al., 2017),
- the analysis of the use of illegal immigrant labor in small businesses (Jones et al., 2006),
- the review of experiences and findings from the assessment of migration impact around the world (Kourtiti, Nijkamp, 2011),
- trends and changes that have taken place in recent years in the area of widely understood work (Zhang et al., 2010).

Furthermore, publications on human resources management discuss HRM practices in various countries (China: (Zhang et al., 2010); Dubai: (Connell, Burgess, 2013); Australia: (Cameron, Harrison, 2013); Japan: (Morita, Doja, 2018)), analyze the level and causes of employee absenteeism (Hopkins et al., 2016; Srour et al., 2017), and discuss the problems of migrants' qualifications (Bahn, 2014, 2015; Cameron, Harrison, 2013; Crowley-Henry, Al Ariss, 2018; Forde, MacKenzie, 2009; Mahadevan, Kilian-Yasin, 2017; Wright and Constantin, 2020). The papers have predominantly explored the employers' perspective. If research includes workers' preferences, it focuses on the reasons for migration in the context of professional careers (Joy et al., 2020).

Papers on “migrant and expectations” address issues (directly and indirectly) related to, among others:

- the effect of expectations of migrants on their migration decisions (Hoppe, Fujishiro, 2015; Jasinskaja-Lahti, Yijälä, 2011; Milasi, 2020; Shrestha, 2020),
- different expectations of migrants (Hennekam et al., 2020) including, for example, those concerning salaries in the case of illegal migration (Hoxhaj, 2015),
- cultural differences (Lu, Samaratunge, 2016; Park et al., 2017).

The literature review conducted in this study revealed that the corporate responsibility towards migrants and the recognition of their interests to adapt HRM policies and practices is an area that has not been analyzed to date. It represents a research gap identified based on the literature analysis.

4. Results

In seeking to answer the research questions, Fig. 1 shows the distribution of respondents' answers to the question of how important each job interest is to them. As can be seen from the information contained in Figure 1, the most important thing for the respondents surveyed is to be paid salaries adequate for the duties (Figure 1). This is evidenced by the total percentage of affirmative responses of 86.4%. Furthermore, as respondents provided answers on a scale from 1 to 5, with 1 meaning that the element was unimportant at all and 5 meaning that it was very important, it is worth emphasizing that the obtained mean score was 4.42, with the standard deviation of 0.85. This means that the values of the assessment of the importance of the analyzed element deviate from the arithmetic mean only by ± 0.852 (Table 1). This means that theoretically, the values of the variable do not deviate from the mean significantly. The importance of this element is also demonstrated by the mode value, i.e. the most frequently indicated answer. This is because a mode value of 5 was reported.

Among the most important respondents' interests related to their work was the need to ensure good occupational safety and health (Fig. 1). This is evidenced both by the value of the obtained mean, which was 4.12, and the total percentage of affirmative answers (80.0%) (Table 1). Compared to the previously analyzed element, standard deviation is slightly higher, which leads to the conclusion that the values of a specific variable deviate slightly more from the mean. In third place was the need to provide employees with clear criteria for the evaluation of task performance. A total of 78.0% of the respondents considered this element as very or rather important, which was also reflected in the mean, which in this case was 4.06. The given values towards a particular variable deviate at most by ± 0.996 , which means that although the mean score was 4.06, it theoretically can deviate up to from 3.06 to 5.06 (Fig. 1, Table 1).

The least number of people considered the occurrence of participation in management (empowerment) as an important element among their interests related to work: 56.5% of respondents answered "not important at all" or "rather unimportant". The mean score was only 2.40, which is the lowest score among all analysed elements. The standard deviation slightly exceeds 1, so it can be considered that the values of the variable do not deviate too much from the mean. Poor scores were also recorded for participation in management (co-deciding), with 49.6% of responses that stated unimportance of this element. The mean is higher than the previously analysed aspect by only 0.24 pps while the standard deviation at 1.222. Only slightly more respondents considered trade union assistance as an important issue: a total of 42.0% of respondents described this element as not important at all or rather unimportant. The mean score for this element was 2.85, while the values deviate from this mean by 1.361 (Fig. 1, Table 1).

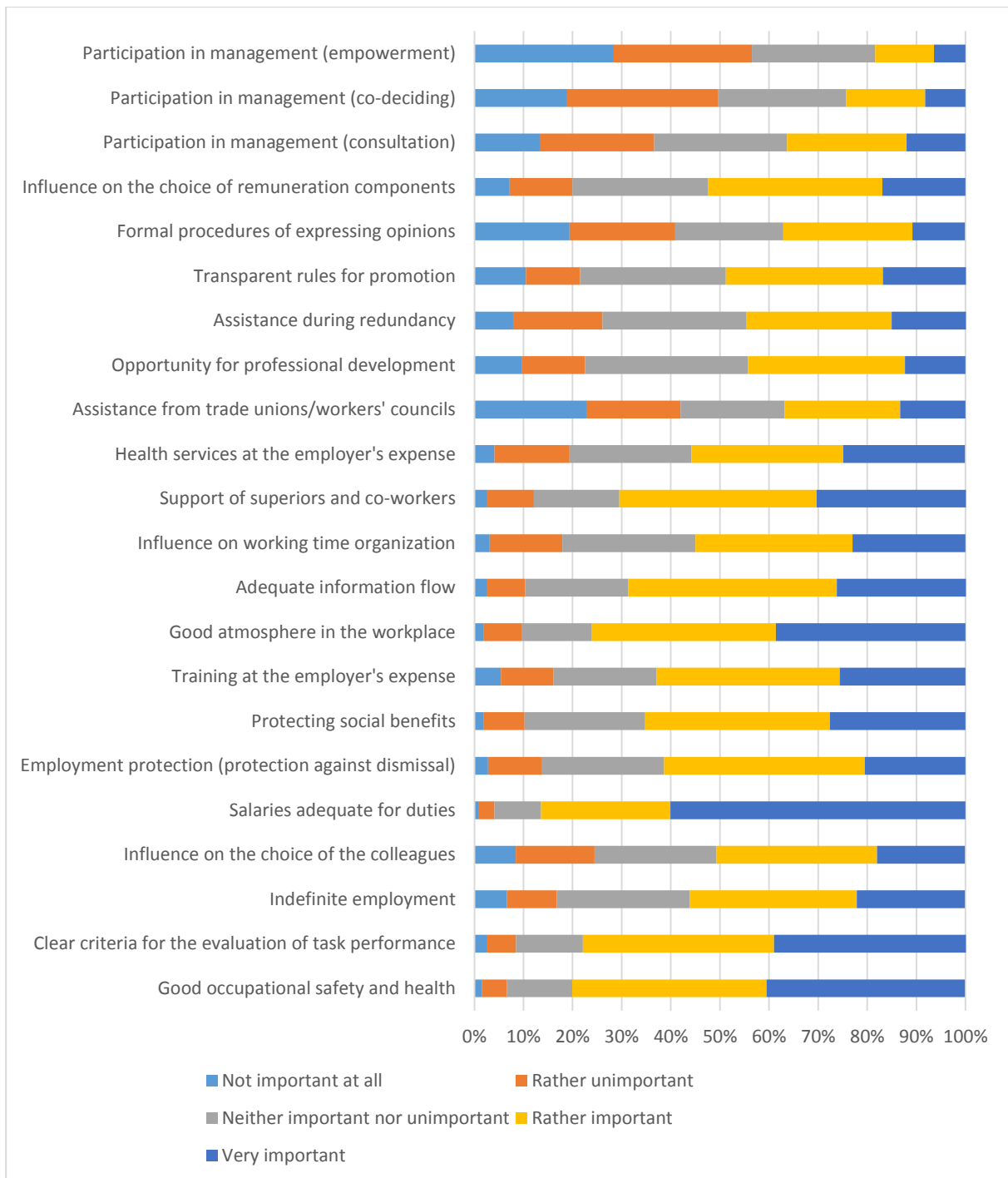


Figure 1. Hierarchy of interests of respondents

Table 1.*Statistical measurement (statistical parameters from the sample) of employee interests*

	Mean	Median	Mode	Standard deviation	Skewness
Good occupational safety and health	4.12	4.0	5	0.931	-1.090
Clear criteria for the evaluation of task performance	4.06	4.0	5	0.996	-1.111
Indefinite employment	3.54	4.0	4	1.138	-0.552
Influence on the choice of the colleagues	3.36	4.0	4	1.191	-0.376
Salaries adequate for duties	4.42	5.0	5	0.852	-1.539
Employment protection (protection against dismissal)	3.65	4.0	4	1.014	-0.553
Protecting social benefits	3.81	4.0	4	0.993	-0.571
Training at the employer's expense	3.67	4.0	4	1.128	-0.681
Good atmosphere in the workplace	4.03	4.0	5	1.003	-0.970
Adequate information flow	3.82	4.0	4	0.991	-0.753
Influence on working time organization	3.57	4.0	4	1.091	-0.348
Support of superiors and co-workers	3.86	4.0	4	1.035	-0.800
Health services at the employer's expense	3.57	4.0	4	1.139	-0.400
Assistance from trade unions/workers' councils	2.85	3.0	4	1.361	0.39
Opportunity for professional development	3.24	3.0	3	1.128	-0.381
Assistance during redundancy	3.26	3.0	4	1.156	-0.236
Transparent rules for promotion	3.34	3.0	4	1.189	-0.447
Formal procedures of expressing opinions	2.87	3.0	4	1.294	-0.008
Influence on the choice of remuneration components	3.42	4.0	4	1.127	-0.474
Participation in management (consultation)	2.98	3.0	3	1.222	-0.13
Participation in management (co-deciding)	2.64	3.0	2	1.194	0.344
Participation in management (empowerment)	2.40	2.0	1	1.198	0.514

Participation in the form of consultation appeared to be the most desirable element in terms of participation in management. However, the percentage of statements confirming the necessity of ensuring this participation did not exceed 40.0%, which rather puts this element at the end of the list of elements important to the employees surveyed.

Bearing the above in mind, the respondents were also asked to indicate the interests which, in their opinion, the employers pursue (respect). The results of the survey summarized in Fig. 2 show that more than 81% of respondents stated that the employer provides them with good occupational safety and health and 77% stated that the employer provides them with clear criteria for task performance. Therefore it can be assumed that employers pursue two interests from among those identified as most important by Ukrainian employees. However, the situation is different in terms of the interest defined as salaries adequate for duties. Only 66% of the respondents declare that this interest, as mentioned above, considered as the second most important in the hierarchy of interests of Ukrainian employees, is respected by the employers.

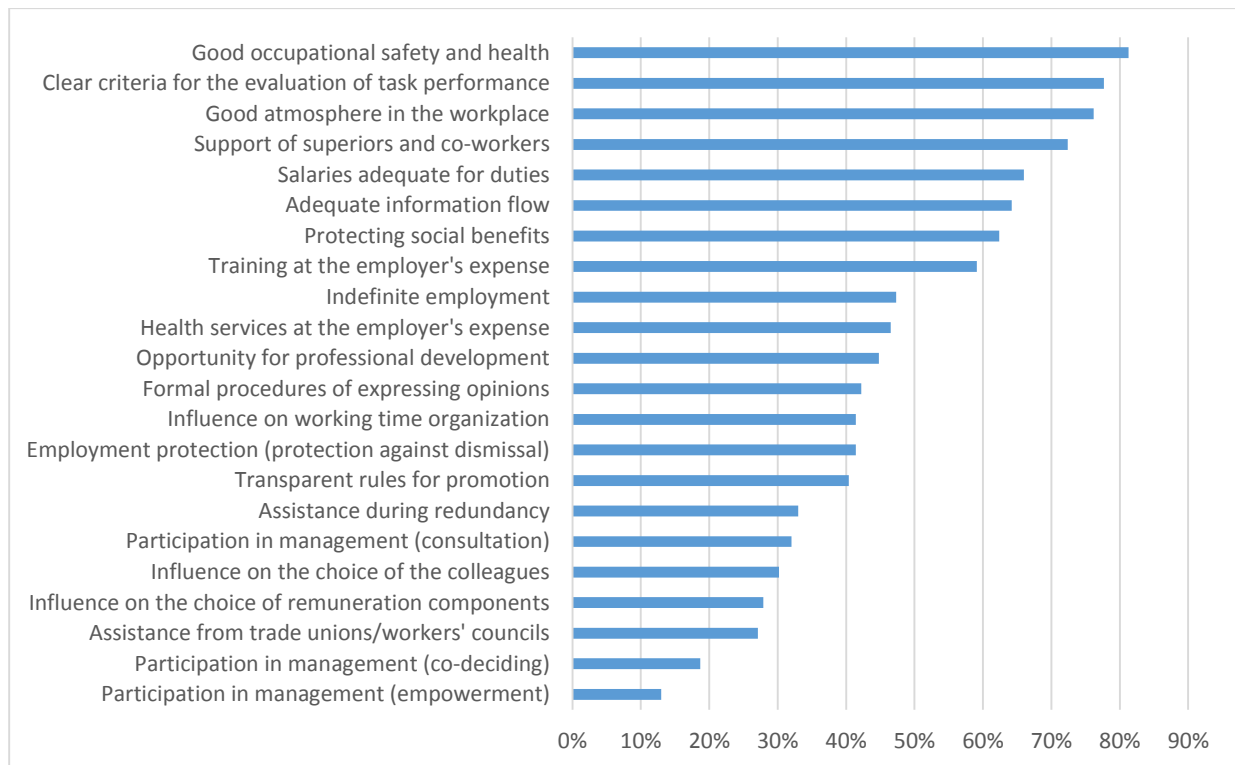


Figure 2. Employee interests respected by employers: employees' opinions.

The results of empirical research also indicate that in the opinion of employees, the interests related to employee participation are respected to the least extent. Meeting the interest defined as participation in management (empowerment) was indicated by 13% of respondents, participation in management (co-deciding) by 18.7% of respondents, and assistance of trade unions by 27.1%. It should be recalled that employee interests related to participation were ranked by the respondents as lowest in the hierarchy of their interests.

The research also sought answers to questions about the relationship between employee interests respected in the enterprise and the form in which the employees are employed. The verification of this position seems to be particularly important due to the assumptions formulated in the related literature that the lack of choice of the form of employment coexists with lower quality of jobs, working conditions, and a lower level of meeting employee interests.

In the research results presented here, attention was focused on determining the indicated relationships regarding three of the employee interests, which in their opinion are respected to the greatest extent in the enterprise, i.e. meeting the interest which the respondents assessed the highest. As stated above, these are:

- good occupational safety and health,
- clear criteria for task performance,
- good atmosphere in the workplace.

In terms of respecting employee interest of good occupational safety and health in hypothesis H1, it was assumed that meeting the respondents' interest depends on the form of employment. To verify the hypothesis, the chi-square test of independence was performed and a $p_v = 0.069$ was obtained. Assuming the significance level of $\alpha = 0.05$, the inequality

of $p < \alpha$ occurs, which means that there are no grounds to reject the hypothesis H_0 . Therefore, with a significance level of $\alpha = 0.05$, it can be concluded that meeting the interest of good occupational safety and health does not depend on the form of employment.

Furthermore, the same procedure as described above was carried out with regard to respecting the interest of clear criteria for task performance. The value of $p = 0.198$ was obtained, which means that meeting the interest of clear criteria for task performance does not depend on the form of employment.

With regard to respecting the interest of a good atmosphere in the workplace, a value of $p = 0.012$ was obtained. Therefore, it can be concluded that meeting the interest of a good atmosphere in the workplace depends on the form of employment.

5. Discussion

The empirical survey carried out in the study showed that the three most important interests expected to be met in the enterprise are salaries adequate for the duties, good occupational safety and health, and clear criteria for task performance. The least number of people considered the use of participation in management as an important interest. This shows that the most important thing for migrants is to ensure their basic needs in Maslow's classification and the findings are consistent with the reasons why migrants decide to work abroad (Ukhova, 2018).

Considering adequate salaries as the most important interest for workers seems obvious. On the one hand, many studies have shown that among the expectations related to work, employees indicate first and foremost a satisfactory remuneration. Adequately paid work is important to the quality of life because it provides a source of income and identity (Stiglitz et al., 2010). The workplace provides opportunities for personal development and socializing. At the same time, looking at this issue from the perspective of migration, research also confirms that the reasons for migration from Ukraine, especially after 2014, included political situation and fear of armed actions, and also those of economic nature. For example, according to the Gorshenin Institute, more than 40% of economically active Ukrainians aged 18 to 29 were willing to leave Ukraine for more rewarding jobs and career opportunities (Ukhova, 2018).

Similarly, considering the interest in good occupational safety and health as very important seems to be fully justified. Many studies emphasize that a person can work in any conditions, but the work can be performed effectively while maintaining good health only if working conditions do not threaten health and life. The problem of providing safe and healthy working conditions is also considered to be one of the key areas and manifestations of socially responsible behavior in the enterprise and, more broadly, the concept of CSR (Montero et al., 2009).

Against this background, it has been recently reported in the literature that in the destination countries, migrant workers are employed in low-skilled jobs and thus are often considered to be more exposed to unfavorable working conditions than native workers (Anderson, 2010; Benach et al., 2011; Tham, Fudge, 2019; van den Broek, Groutsis, 2017). It is also argued that greater difficulty in having previously acquired education and occupational safety training recognized in the host country and poor language skills may contribute to higher employment rates of immigrants in the most hazardous occupations in terms of working conditions (Rechel et al., 2013). Some studies have shown that migrant workers reported mostly greater exposure to poor material elements of working conditions (Ronda Pérez et al., 2012; Takala et al., 2014). At the same time, the literature points to the view that there is very limited overall evidence that migrant workers are more exposed to risks caused by material working conditions and poor psychosocial working conditions than natives in Europe and Canada. It is also emphasized, however, that the prevalence of bullying and perceived discrimination is consistently higher among migrant workers than among native workers. Migrant workers are more likely to suffer work-related injuries than natives. However, there is very limited evidence that working conditions are a potential variable in the relationship between immigration status and health outcomes (Sterud et al., 2018).

Given the above, it is particularly important that in our survey, respondents indicated that the interest in safe and healthy working conditions is respected by employers. Respect for this interest was placed at the top of the hierarchy of respondents' interests respected by employers. In a way, safe and healthy working conditions and respecting them are also connected to providing a good atmosphere in the workplace by employers, which was also assessed positively by the respondents, similarly to meeting the interest of clear criteria for task performance. At this point, it is worth noting that the research results show that neither the implementation of clear criteria for task performance nor good occupational safety and health depend on the form of employment. The latter is particularly important as the literature shows that migrant workers are less likely to be employed in indefinite employment than native workers (Sousa et al., 2010). At the same time, it is stated that reporting of poorer health related to, among other things, poorer health and safety in the workplace may involve the absence of an employment contract, e.g. for an indefinite period (Sousa et al., 2010). It is also worth noting that there are views in the literature that while migrant workers are generally at increased risk of occupational illness and injury, innovations in occupational health and safety have begun to mitigate some of these risks and reduce the disparity between migrant and native workers (De Jesus-Rivas et al., 2016). It can be assumed that clear ways of defining the scope of tasks and a good atmosphere in the workplace also contribute to this situation, which certainly requires socially responsible actions towards employees.

In discussing the results of our empirical research, some concerns may be raised by a small lack of interest of migrant workers in employee participation. At the same time, this participation is also considered to be an interest least respected by employers.

These concerns of the authors of this study are related to the fact that participation is commonly an important area of corporate social responsibility. Employee participation in decision-making processes (employee participation) is particularly important from the CSR perspective. The literature indicates that employee participation is likely to make CSR part of the organization through actions derived from organizational culture or values, rather than as a result of external pressure on employees (Chen, Hung-Baesecke, 2014). Furthermore, the effectiveness of CSR activities depends on the employee response to CSR, including their participation in these activities (Collier, Esteban, 2007).

Employers who wish to employ migrants should first take care of the above-mentioned interests to keep migrant workers motivated, i.e. salaries, health and safety, and clear criteria for task performance. The latter involves, among other things, the elimination of language barriers. The language barrier may be a reason for the low importance attached to participation. Understandably, an employee may not want to participate in decision-making processes regarding issues they do not understand.

The presented survey results also provide guidance to labor market institutions (e.g. employment agencies, training providers, employer supervision, and inspection bodies) and international organizations (e.g. Eurofound) dealing with the assessment of the quality of life and work. Training firms should provide training services for both employers and migrant workers. In reference to the interest of salaries, it is worth mentioning the need for a bank account. Knowledge in the field of financial institutions and in the field of health care in a given country (especially in terms of occupational medicine, which is closely related to OHS) are among the many areas in which there is a need for migrants' education. Control authorities should accurately monitor the working conditions of migrants. The present study may serve to develop international programs on the problems of work-life balance, including those promoting social dialogue.

6. Conclusions

This article presents SRHRM from a different standpoint than before. It stresses that migrant workers should be treated similarly to native workers as key internal stakeholders in the enterprise. The basis for the perception of employees as stakeholders is recognizing their needs and interests and then taking actions to satisfy them.

As shown in the paper, there is a lack of comprehensive research in the scientific literature on SRHRM in relation to migrant workers. The research presented in this paper fills the identified gap.

The research was conducted based on a representative sample and showed that migrant workers are mainly concerned with the satisfaction of basic needs related to remuneration and working conditions. A clear definition of the criteria for task performance is also an important interest. These are the three most important of the 22 interests. Of the interests studied, employee participation is the least important. At the same time, the research showed that employers are far more likely to meet the interest of good occupational safety and health and clear criteria for task performance than salaries adequate for duties. None of the most respected employees' interests depend on the form of employment.

This study has some limitations which can be overcome in further research. Firstly, the research was conducted in Poland. In future research projects, it is worth making international comparisons concerning the interests of the most represented nationalities of migrants as well as the interests of Ukrainians working in other countries.

Secondly, this research presents respondents' opinions. Their responses may have been influenced by factors such as fear of losing their job due to the lack of trust in the interviewer and experience in previous jobs (including their home country). Therefore, it is worth conducting in-depth interviews in the next research to provide more insights into the population studied.

Thirdly, although the research was based on a comprehensive list of interests, containing as many as 22 items, the terms used are general in nature. Future research can be focused on the identification of the components of individual interests. For example, occupational safety and health can be explored in terms of material and psychosocial factors.

Fourthly, the situation of migrants from Ukraine in Poland has changed a lot after February 24, 2022. Many refugees from Ukraine came to Poland because of the war that is going on there. This may have an impact on research findings. Consequently, the research is planned to be continued.

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