

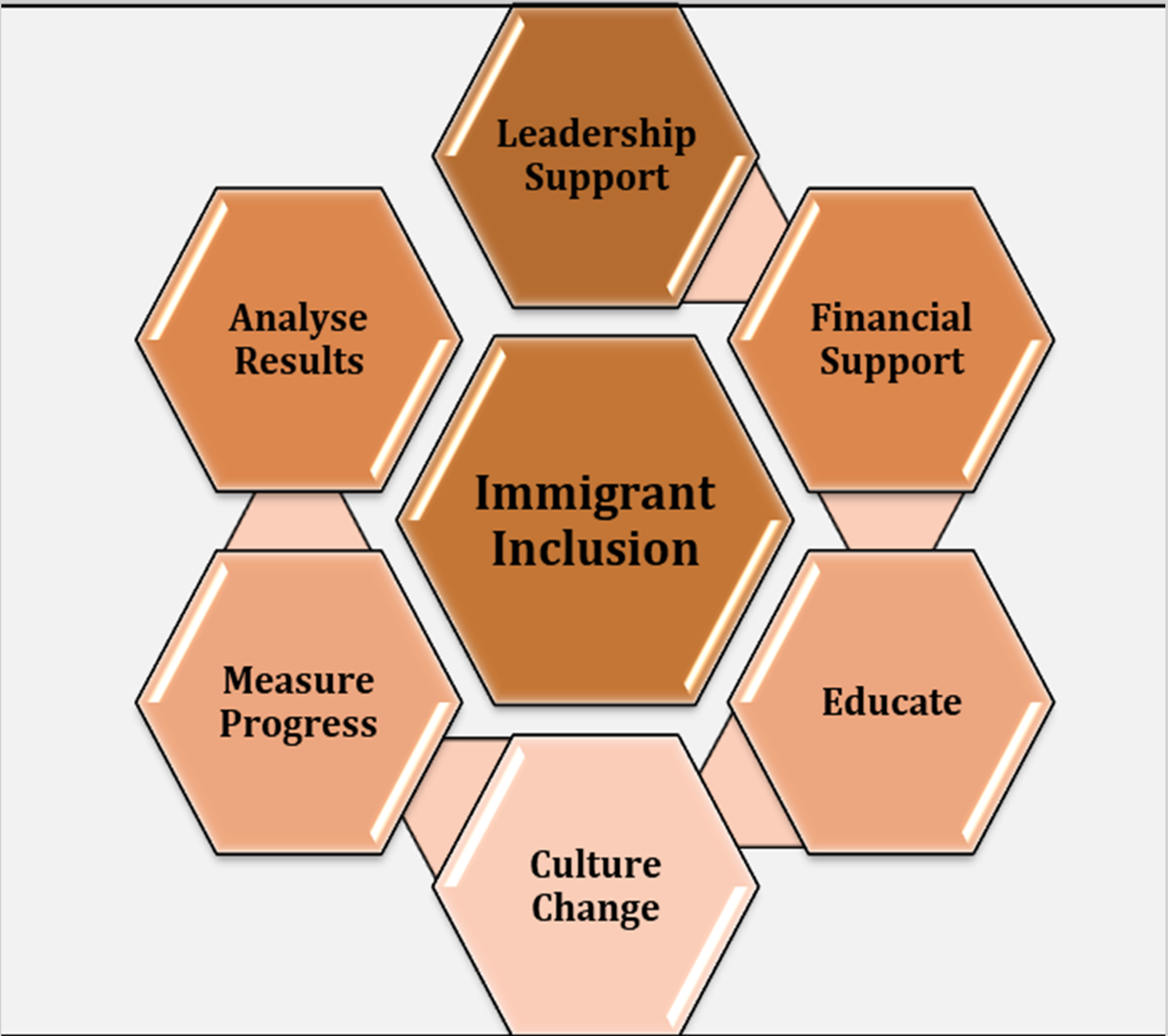
Immigrants in the Workplace – Exclusion, Inclusion and a Framework

Sophie Jehangir, Master of Arts Candidate

Human Dimensions of Organizations, The University of Texas at Austin

Introduction

- Immigrants are important to the success of America and to the organizations in which they work.
 - Immigrants face a lack of inclusion within their workplaces which affects their assimilation.
- This results in
- low engagement
 - low participation
- Focusing on inclusion efforts for this population will improve their level of engagement at work, which benefits the organization and the employee.
 - I am focusing on legal immigrants who are in minority populations and are professionals in the technology industry.



A Framework – Process Flow

Other Conclusions:

- Not much literature exists on immigrants in U.S.-based organizations
- Immigrant professionals tend to be highly educated
- Immigrants come to the U.S. on H-1B work visas for jobs that companies can't fill locally
- Immigrants in the technology industry mostly work in software and subsequent manufacturing
- Many economists and other researchers have quantified immigrant value to the U.S by studying and analysing:
 - immigrant invention
 - immigrant entrepreneurship
 - immigrant contribution to STEM fields

Method

- A literature review and a framework for immigrant inclusion, covering the following topics:
- Immigrant exclusion and lack of immigrant inclusion
 - Immigrants are good for this country and organizations
 - Ways to include immigrants in the workplace resulting in a framework for immigrant inclusion

A Framework – Process Checklist

Inclusion Strategy Element		Process	
Leadership	Gain leadership buy-in for inclusion strategy	Gain leadership support for inclusion strategy	
Finances	Ensure and obtain finances for inclusion strategy implementation		
Educate	Provide employees with cultural intelligence training	Provide employees with cultural awareness training	
Culture Change: Foster a culture of acceptance and inclusion	Mentorship	Work Structures	Leadership Structures
	Employer provided mentorship	Open/Segregate Job Structures	Diversity Taskforces
		Cross-training	Diversity Department
		Self-managed Teams	Chief Diversity Officer (CDO)
		Reward/Task Structures	
Measure Progress	Obtain Feedback	Establish Metrics	
Analyse	Analyse results of inclusion strategy		

The New Colossus

*Not like the brazen giant of Greek fame,
With conquering limbs astride from land to land;
Here at our sea-washed, sunset gates shall stand
A mighty woman with a torch, whose flame
Is the imprisoned lightning, and her name
Mother of Exiles. From her beacon-hand
Glowes world-wide welcome; her mild eyes
command
The air-bridged harbour that twin cities frame.
"Keep, ancient lands, your storied pomp!"
cries she*

*With silent lips. "Give me your tired, your poor,
Your huddled masses yearning to breathe free,
The wretched refuse of your teeming shore.
Send these, the homeless, tempest-tost to me,
I lift my lamp beside the golden door!"*

Emma Lazarus
November 2, 1883
Source: <https://www.nps.gov/stli/learn/historyculture/colossus.htm>

Major Literature and Authors Cited:

Agies, C. (1997). Institutionalized Resistance to Organizational Change: Denial, Inaction and Repression. *Journal of Business Ethics*, 16(9), 917-931. doi:10.1023/A:1017939404578

Barak, M. E. M. (1999). Beyond Affirmative Action: Administration in Social Work, 23(3-4), 47-68. doi:10.1007/147525403_44

Choi, M., & Riano, W. E. A. (2011). Individual Readiness for Organizational Change and Its Implications for Human Resource and Organization Development. *Human Resource Development Review*, 10(1), 46-73. doi:10.1177/153444310384957

Dobson, P., & Kaley, A. (2013). The origins and effects of corporate diversity programs. *Oxford handbook of diversity and work*, 253-281.

Hart, D. M., & Acs, Z. J. (2011). High-Tech Immigrant Entrepreneurship in the United States. *Economic Development Quarterly*, 25(2), 116-129. doi:10.1177/0891242410394336

Hunt, J., & Guathier-Loiselle, M. (2010). How Much Does Immigration Boost Innovation? *American Economic Journal: Macroeconomics*, 2(2), 31-56.

Jayne, M. E., & Dipeolu, R. L. (2004). Leveraging diversity to improve business performance: Research findings and recommendations for organizations. *Human Resource Development Review*, 10(1), 46-73. doi:10.1177/153444310384957

Lai, D. W. L., Shankar, J., & Khalema, E. (2017). Unspoken Skills and Tactics: Essentials for Immigrant Professionals in Integration to Workplace Culture. *Journal of International Migration and Integration*, 18(3), 937-959. doi:10.1007/s12134-017-0213-5

Savarin, A. (2002). Silicon valley's new immigrant high-growth entrepreneurs. *Economic Development Quarterly*, 16(3), 20-31.

Thomas, K. M. (2012). Diversity Resistance in Organizations. *Psychology Press*.

Wiggins-Rosenburg, C. A., & Gibbons, R. P. (2018). The Psychology of Diversity Resistance and Integration. *17(2)*, 179-198. doi:10.1177/153444318765843

Acknowledgements

- I'd like to thank the following people for helping me make this possible:
- My brother
 - Art Markman
 - Mary Rose
 - Amy Ware
 - The HDO Staff

Contact Information and Background:

Sophie Jehangir
Education: BS, Mechanical Engineering, 2010, The University of Texas at Austin.
Experience: Six plus years of manufacturing-process engineering experience.
Email: zsjejangir29@gmail.com