
Employment of Ukrainians and Relationships and Work Quality from the Perspective of Polish and Ukrainian Co-Workers

Submitted 22/01/21, 1st revision 28/02/21, 2nd revision 19/04/21, accepted 25/05/21

Monika Maksim¹, Marlena Kwasik²

Abstract:

Purpose: The objective is to define mutual relations and evaluate the work of Ukrainians through the eyes of Poles and their self-assessment in enterprises operating in Poland.

Design/Methodology/Approach: A diagnostic survey was the research method used, while a questionnaire was the tool, which was developed in both Polish and Ukrainian languages. The study was conducted using the CAPI and CAWI techniques. Paper-based questionnaires were forwarded directly to the shift managers of enterprises that willingly employ Ukrainians. The survey was conducted in May 2019. In total, 180 questionnaires were collected.

Findings: The assessment of work and relationships is somewhat optimistic, but the one conducted by Poles is weaker than the assessment by Ukrainians. The dispute issues still include the development of immigrants in Polish enterprises, work below qualifications possessed, and communication problems. The duality of Poles' opinions is also disturbing.

Practical Implications: The paper attempts to indicate solutions and practices in human resource management that will facilitate the socio-economic integration of immigrants, thus contributing to better use of their potential in the work process, which will have a positive impact on labor productivity and economic growth.

Originality/Value: The study confronts opinions on work quality, Polish-Ukrainian relations, and problems related to immigrants of Ukrainians working in Poland and Polish employees. The research conducted so far has focused more on the perspective of Ukrainians, and their results may have been overestimated and thus, not entirely credible, as Ukrainian citizens were reluctant to share their fears and dissatisfaction with their work directly. The conclusions presented in the article constitute an essential contribution to the literature not only from the Polish or Ukrainian perspective but also more broadly because similar problems arise in enterprises in other countries that experience significant and rapid immigration.

Keywords: Immigration, employment of Ukrainians, Polish-Ukrainian relations, good practices in human resource management.

JEL Classification: J61, J21, M54.

Paper Type: Research Paper.

¹Assistant Professor at the Department of Human Resource Management, Faculty of Economic Sciences and Management, Nicolaus Copernicus University, Toruń, mouso@umk.pl;

²A graduate of management studies at the Nicolaus Copernicus University, Toruń, marlenakwasik@gmail.com;

1. Introduction

The employment of immigrants is an important factor increasing the competitiveness of the economies of many developed countries. Immigrants are an inseparable part of the workforce, particularly noticeable in the United States, old, and new European Union countries (Enchautegui, 2015; Grubanov-Boskovic *et al.*, 2017). Naturally, the use of additional labor in the form of immigrants leads to better economic growth results. However, the impact of immigration on income per capita and labor productivity is ambiguous and depends on various factors (Strzelecki *et al.*, 2020). Firstly, the impact of immigration on work productivity depends on how the productivity of immigrants compares to the national labor force. The better-educated immigrants are, the weaker will be the adverse effects of the contribution of migration inflow to economic growth as compared to natural increase in population (Ortega and Peri, 2009).

Unfortunately, many immigrants have a low level of education, limited knowledge of the foreign language (of the host country), uncertain immigration status, and difficulties with the formal confirmation of experience gained abroad (Enchautegui, 2015; Calmfors and Gassen, 2019). On the other hand, however, the fact that immigrants come to host countries mainly after completing the education process in their country of origin, the lack or limited possibilities of recognizing foreign diplomas reduce the chances of being employed in general or increase the risk of undertaking work below professional qualifications is also worth noting. Considering the quality of employment of migrants, Cangiano (2014) states that the phenomenon of wasting the potential of immigrants and taking up jobs below qualifications concerns most European economies. The loss and incomplete use of the skills of immigrants are exceptionally high in the case of refugees, people migrating to the new EU member states (including Poland or Slovakia), and non-economic migrants. Working below qualifications also applies to economic migrants, especially women. This is mainly the case in Italy, Spain, Germany, and France, where women are employed as care workers and domestic helpers. Immigrants are therefore condemned to taking the lowest-paid jobs and often live-in poor conditions that make it difficult for their families to join them and are exposed to various risks in the workplace (Lewis *et al.*, 2015; Campbell, 2013).

Other factors of immigration positively affecting the productivity and economic growth of the host country include immigration surplus (Borjas, 1995), task specialization (Peri, 2010), greater competition on the job market, as well as new ideas that immigrants bring to companies (Ottaviano and Peri, 2008). The employment of immigrants can have negative consequences for the economy by leading companies to use less productive technologies that require unskilled labor, thus weakening the process of implementing productivity-enhancing innovations.

Therefore, Cangiano (2014) suggests that managing economic migration requires considering the short-term labor needs of the market, i.e., selecting those workers who are best suited to meeting these needs and, primarily, the long-term trends in the

labour supply of migrants. Remedies should include removing institutional barriers that restrict access to employment support services or prevent the recognition of educational titles. Furthermore, it is also necessary to involve employers more in the socio-economic integration of immigrants by taking appropriate measures directly in the workplace, partly supported by the state as part of well-thought-out public policies. The implementation of appropriate human resource management practices in enterprises for employed immigrants (Enchautegui, 2015) would contribute to better use of their qualifications and skills within the work process, which would, in turn, have a positive impact on labour productivity and economic growth.

2. Ukrainian Population in Poland - Research Review

For a long time, Poland was an emigration country, i.e., more people emigrated from the country than came to it. The situation began to change rapidly after 2014. Since then, Poland has accepted between one and two million immigrants from Ukraine. This wave of immigration, unprecedented in the modern history of Poland, also turned out to be important from the European perspective. According to Eurostat, in 2018, Ukrainian citizens received the highest number of resident permits in the European Union (527 000 beneficiaries, almost 78% in Poland). Before 2014, Ukrainians mostly came to Poland as seasonal workers, working in agriculture. New immigration from Ukraine settles in cities and takes up jobs in the industry, construction, and services sectors (Strzelecki *et al.*, 2020; Chmielewska *et al.*, 2018).

This is caused by the following two main factors: the current situation in Ukraine, and strong demand for work in Poland, and the ease of obtaining a short-term work and residence permit (pull factors). The first factor undoubtedly includes the deepening political crisis and the unfavourable economic situation in Ukraine. Despite attempts for decentralization and reforms to provide citizens with modernized public services in line with European standards (Ignasiak-Szulc *et al.*, 2018), living conditions in Ukraine remain difficult. Phenomena such as widespread corruption, low wages, and, at the same time, high living costs or the lack of prospects for improvement of the situation made Ukrainians decide to leave the country to look for a better place to live (push factors). Both of these factors, acting at the same time, resulted in the synergy effect of the presence of hundreds of thousands of Ukrainian emigrants. Moreover, the cultural and geographical proximity and a similar language also contributed to the choice of Poland as the life destination (Strzelecki *et al.*, 2020; Skoczyńska-Prokopowicz, 2018).

Undoubtedly, the migration of Ukrainian citizens to Poland is determined by the economic dimension related to the country's political situation. However, the exact number of Ukrainian migrants in Poland is difficult to assess due to several factors. Firstly, many different legal forms allow Ukrainians to stay in Poland. Ukrainian citizens may apply for a permanent or temporary residence permit and may benefit from international protection or apply for studies in Poland. Furthermore, a large part of them often stays in Poland illegally, just after the expiry of the visa, which they do

not extend. According to various sources (OECD, 2019; DAE-NBP, 2019), in 2018, the number of immigrants from Ukraine in Poland is estimated at around 1.1 million. A somewhat positive image of Ukrainian workers in Poland emerges from the research conducted by employment agencies mediating the employment of foreigners. Every year, the acceptance of society towards employing Ukrainians for work is growing. This may be due to greater awareness of the gaps in Polish demography and the consequences that this entails. Ukrainians are also somewhat satisfied with their work in Poland. Year by year, their satisfaction with salaries, working conditions, and relations with Poles increases (OTTO Work Force, 2017).

However, Keryk (2018) comes to slightly different conclusions about the work of Ukrainians in Poland. She identifies and describes violations of workers' rights against immigrants from Ukraine by intermediaries and employers operating in the construction and service sectors. Among the bad practices used by employment agencies, she mentions, for example, fees for finding a job, deduction of amounts from the salary to cover the cost of housing, job contracts provided only in the Polish language without translation, limited training in occupational health and safety. The primary offenses and negligence of employers towards employees from Ukraine include work without a written contract, the use of civil law contracts instead of employment contracts, lack of medical care, long working hours, and unpaid trial periods. Supposedly, low labour standards have a negative impact on the optimal use of the potential of Ukrainian citizens in Polish enterprises. The precarious nature of employment of Ukrainians in Poland is also confirmed by the research conducted by Filipek and Polkowska (2020). In contrast to many Poles, Ukrainians do not directly share their fears and dissatisfaction with their work.

According to Jaroszewicz (2018), it is necessary to develop a policy that promotes long-term migration, encouraging Ukrainians to settle in Poland for longer. Statistical data show that retirement benefits and economic development will not be possible without immigrants on the Polish labour market. In 2013-2018, the share of immigration in the total GDP growth in the Polish economy was 13% (Strzelecki *et al.*, 2020). Despite the similar language and cultural proximity, employees from Ukraine need support and help in integrating into Poland. If the citizens of Ukraine are to make up for the deficits present in the labour market in Poland, they should be guaranteed higher work standards. Apart from the apparent factors influencing the willingness of immigrants to stay in Poland, such as an increase in remuneration or appropriate working conditions, it would be worth considering providing them with job positions following their competencies. Access to the necessary training and promoting the potential of Ukrainian workers could strengthen further cooperation between the countries.

3. Material and Research Methods

The study's primary purpose is to define mutual relations and evaluate the work quality of Ukrainians from the Polish perspective and their self-assessment in enterprises in Poland. The study also aims to identify and describe the problems that

make it difficult for Ukrainians to do a good job and negatively affect socio-economic integration in the workplace and propose management solutions that will optimally use their human potential, positively affecting productivity and economic growth. To achieve the purpose of the study, the following research problems were formulated:

Q1: How does each group evaluate the work quality of Ukrainians?

Q2: What problems (if any) are perceived by both groups in the work quality of Ukrainians?

Q3: Is the poor command of the language by Ukrainians still the main problem?

Q4: What, in their opinion, may be the cause of these difficulties in the work of Ukrainians?

Q5: How does each surveyed group evaluate Polish-Ukrainian relations in the work environment?

Q6: What problems (if any) are perceived by both groups in these relationships?

Q7: Do Poles and Ukrainians integrate with each other?

The central hypothesis is that despite several intensive years of cooperation between Poles and Ukrainians, Polish enterprises are still facing problems in terms of relationships and the work of immigrants.

The research method used was a diagnostic survey, while the tool was a questionnaire, which was developed in Polish and Ukrainian. Both the first and the second questionnaire were divided into two thematic blocks. The questions concerned such issues as the quality and closeness of relationships, the difficulties encountered, and the evaluation of the work quality of Ukrainians. The questionnaires were mainly based on closed questions, single- and multiple-answer, with the option to add your answer. They also included two questions based on the five-point Likert scale, which included selected statements about the evaluation of the work of Ukrainians and Polish-Ukrainian relationships. The aim was to obtain the acceptance of the selected descriptions from the respondent. The subsequent questions verified the existence of the problem at work and in the relationships between Poles and Ukrainians, and if they exist, finding out what exactly causes difficulties and what could have contributed to them.

The CAPI and CAWI techniques were applied to conduct the study. The paper-based questionnaires were forwarded directly to the shift managers of enterprises that willingly employ Ukrainians. The electronic version was created using the Google Forms tool and then published on selected employee groups on the Facebook platform. The use of the two methods, emphasizing the online one, was aimed at reaching the largest audience possible. The study was conducted in the last two weeks of May 2019. A total of 180 questionnaires were collected.

80 Ukrainians and 100 Poles took part in the survey. Ukrainians filled out the questionnaire mainly in the paper version. More than half of the respondents in the Ukrainian population are women (55% of the respondents). The most numerous groups were people aged 30-45, the share of respondents aged 18-30 and over 45 was

35% and 16%, respectively. Most of the surveyed Ukrainians worked in manufacturing enterprises (55%), followed by trade (40%), whereas the lowest number found employment in services (5%). Women constituted 63% of the surveyed Polish citizens. Most persons (45%) were between 18 and 30 years old, 40% were between 30 and 45 years old, while the remaining 15% were persons over 45. The respondents most often were employed in manufacturing enterprises (48%), less frequently in commercial enterprises (37%), and only 15% of them in services.

4. Empirical Results

4.1 The Perspective of the Ukrainians

In the first place, the Ukrainians assessed various aspects of the work they do in Poland, including commitment, efficiency, and quality, compliance with the law, and OHS principles. As many as 85% consider their commitment to be critical and put much effort into their work. The essence of the ability to keep the current job position is to perform the given duties effectively and according to the established standards. Only 8% of the respondents answered that they had no opinion about the correctness and quality of their work. It concerned people working in manufacturing enterprises.

The remaining 92% believe that they perform their tasks at least satisfactorily. The correctness of the work performed depends on the initial preparation of the future employee by the employer. The responses of the respondents show that 3% of employees (most of them are men) do not know their duties - which, in some cases, may turn out to be too high a value. Knowledge of the law in the country in which you are currently staying is a kind of prerequisite. 6% of respondents claim that they do not know the law binding in Poland, 45% said that they have no opinion - which shifts the emphasis towards the employees' lack of awareness of the analysed aspect.

Most of the respondents have no problems with communication (71%), which can be considered a good result. Finding yourself in a new society and the lack of alienation affect employees' morality and the willingness to stay in a specific country and settle permanently.

The survey results are not overly optimistic. Only 28% feel treated like Polish employees. About 18% disagree with this statement; the Polish employer is not viewed as an entrepreneur who is not prejudiced about the country of origin. Service workers assessed this aspect the worst, whereas many as 50% of respondents completely disagreed with the above statement. As an attractive country for Ukrainian workers, Poland is treated by 44% of respondents as a place where they want to stay for a more extended period (at least a year). Currently, 20% (mainly men) intend to look for another job outside Poland.

Despite the positive assessment of their work by most of the surveyed Ukrainians, more than half of them still see difficulties in doing it. Most frequently, the respondents indicated too demanding requirements; nearly every second person has

a problem with meeting managers' expectations. Furthermore, they mentioned a stressful atmosphere and, to a lesser extent, incomprehensible commands, and tasks.

When it comes to Polish-Ukrainian relationships, the vast majority assessed them as good or even very good. It can be seen as an excellent result, considering how meaningful good relationships at work are and what benefits they can have for both employees and employers. A low percentage of Ukrainians believe that their relations with Poles do not differ at all from those with people from their home country. Only 7% of them considered that Polish-Ukrainian relations differ from those with compatriots, indicating a specific perceived cultural difference or an existing social barrier between Poles and Ukrainians. Over 80% of Ukrainians declare openness towards Poles. This applies to people aged 18 to 30, where this percentage is as high as 89%. People over 45 are the least open to relations with Poles. Therefore, it may indicate that people of different nationalities are becoming increasingly open to new communities from generation to generation. The constant process of globalization may have an evident influence on this. The study also shows a growing desire to establish informal relations with Poles, leading to deeper and more robust integration between the two nations in the future. As in openness, people in the youngest age category are more willing to set up informal relations, whereas the elderly pay the slightest attention to this issue.

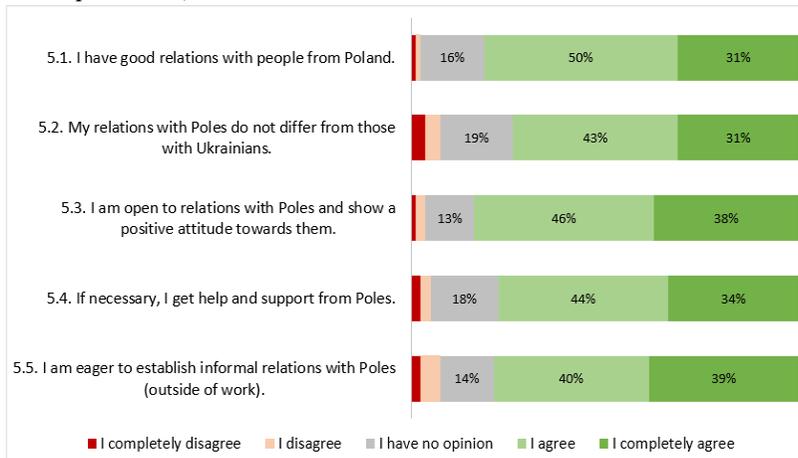
Unfortunately, despite such a positive assessment, Ukrainians still see difficulties maintaining contacts with Poles while working in Poland. The overwhelming majority of Ukrainians pointed to problems related to everyday communication (71% of indications) and then the negative attitude of Poles towards Ukrainians (20% of indications).

Figure 1. Ukrainians' self-assessment of their work of (% of Ukrainian respondents)



Source: Own research.

Figure 2. Assessment of Polish-Ukrainian relations made by Ukrainians (% of Ukrainian respondents)



Source: Own research.

4.2 The Perspective of the Poles

The survey shows that only 46% of Poles surveyed assess Ukrainians as having a positive attitude to work and hardworking ('agree' and 'completely agree' answers). On the other hand, however, every third Pole has a negative opinion on this subject. Compared to the self-assessment of the involvement of Ukrainian citizens, this result is almost twice as low. Even fewer, only 33% of Poles stated that the work of Ukrainian citizens is practical and of good quality. When compared with Ukrainians' self-evaluation, the percentage of people positively assessing the effectiveness and quality of their neighbors' work is almost three times lower. This indicates a large discrepancy in the assessment of the work of Ukrainians between the two groups.

However, Poles assessed the quality of the implementation of neighbors at the workplace rather positively. Poles' opinions are various when it comes to the assessment of Ukrainians knowledge of the law and health and safety at work. One-third of Poles stated that Ukrainians have insufficient knowledge; some Poles assessed this state of knowledge as sufficient, while the remaining people do not have any opinion. This opinion is like the self-assessment of Ukrainian citizens; no significant differences in the assessment were found.

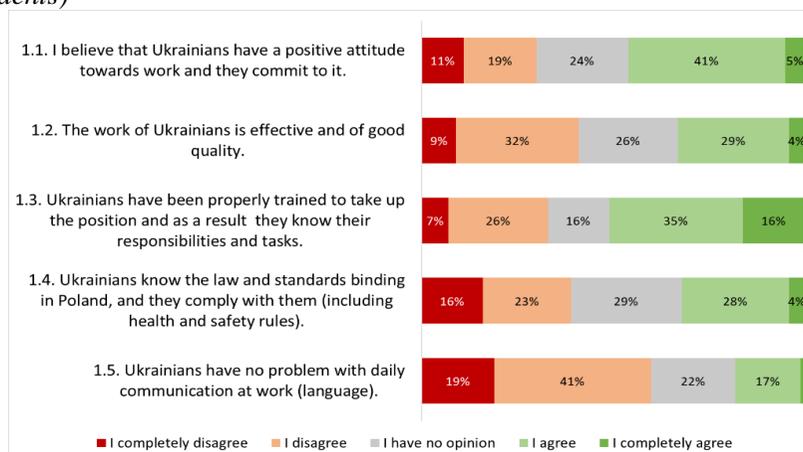
The last statement concerning the knowledge of the Polish language by Ukrainians received the most negative opinions. Most Poles believe that Ukrainian citizens still have problems communicating at work. Eastern neighbors assessed their knowledge of the Polish language much higher. The central irregularities that Polish respondents notice in the work of Ukrainians include frequent mistakes, poor quality of work, reluctance to work, problems with communication, neglect of order, working under the influence of alcohol, and thefts of items used in production.

Poles perceive the causes of irregularities in the work performed by Ukrainians in the language barrier, a high turnover rate, and frequently changing jobs by the respondents. Only every fifth Pole indicated inadequate training provided before starting the job at the workplace as the reason. Other factors, such as the perceived reluctance of Poles to citizens of another country, unsatisfactory salary, or cultural differences, turned out to be irrelevant in the opinion of most respondents.

The assessment of Polish-Ukrainian relations by Polish respondents is slightly worse when compared to the assessment of these aspects by Ukrainians. Most of the Polish respondents stated that they had good relations with Ukrainian citizens. 64% of Poles believe that Polish-Ukrainian relations do not differ from those with their compatriots. However, nearly 25% of respondents notice a specific difference in these relationships, possibly due to cultural factors. It is also optimistic that 74% of Poles declare openness to relations with Ukrainians. Even more people, i.e., as many as 80% of the respondents, are willing to help Ukrainians in need. People over 45 turned out to be the most willing.

The worst assessed aspect turned out to be informal relations. Integration outside work is approved by only one in three Poles. The result is much lower when compared with the replies provided by Ukrainians. Thus, it can be said that Poles are still somewhat reluctant to developing international integration and avoid it. The relations between Ukrainians and Poles are negatively affected mainly by Ukrainians' insufficient knowledge of the Polish language. The Polish respondents' belief in a negative attitude towards them shown by Ukrainians came second. However, this result is declared by only 14% of respondents, which does not indicate a large scale of the problem.

Figure 3. Poles' assessment of the work performed by Ukrainians (% of Polish respondents)



Source: Own research.

Figure 4. Assessment of Polish-Ukrainian relations by Poles (% of Polish respondents)



Source: Own research.

5. Conclusions and Recommendations

Based on the above analysis of the research results, it is possible to confirm the central hypothesis that there are problems with the relationships and work performed by immigrants from Ukraine. In the context of the work performed by Ukrainians, the main problems are too demanding requirements and poor communication that manifests itself in the fact that immigrants do not understand instructions, which generates numerous errors and decreases the quality of their work. Moreover, it also creates a stressful atmosphere and creates tension between both sides.

According to both groups, the training provided before starting the job turned out to be a less critical factor. More essential for them to is the knowledge of the Polish language at a communicative level, a low turnover rate of immigrants, a positive atmosphere at work, and higher salaries. Both groups assessed Polish-Ukrainian relationships more positively. However, these relationships remain relatively neutral than friendly, especially on the part of Poles. Some of them indeed want to open up to strangers, whereas, unfortunately, some are still closed to developing any integration and often have a negative opinion about the work performed by Ukrainians in Poland. This attitude may be related to the fear of being replaced by immigrants. It is worth emphasizing that positive relationships at work, informal meetings, open internal communication stimulate the emergence of innovation in the organization (Glińska-Noweś *et al.*, 2017), thus enhancing labour productivity and economic growth.

Despite the cultural and geographical proximity, disregarding the issues mentioned above may result in the migration of Ukrainian immigrants to other countries - wealthy ones such as Germany. Because Poland will need foreign workers, it is necessary to involve employers in the socio-economic integration of immigrants directly. It is primarily about introducing practices in human resource management

that will ensure the practical adaptation of immigrants and prepare Polish workers to work in a culturally diverse environment. The following indications can be formulated based on the analysis performed:

- **Communication problems:** organizing courses of the Polish language at the workplace for promising Ukrainian employees; in the United States, language courses for immigrants are financed by companies, trade unions or through the system of government grants (Enchautegui, 2015), in Scandinavian countries, language courses are provided as introductory programs, financed under the labour market policy (Calmfors and Sanchez Gassen, 2019).
- **Incomprehensible commands:** creating a job instruction in Ukrainian or simplifying the Polish version (especially useful when operating machines); translating important company documents into the language used by immigrants (Dawson *et al.*, 2014), assigning a person responsible for supporting the Ukrainian employee who can be turned to if necessary (especially useful at the beginning of the training phase, but also later on); employing a manager speaking Ukrainian - it can also be a citizen from Ukraine who knows the Polish language very well (Fang *et al.*, 2009).
- **Lack of development and/or performing work below qualifications:** promoting the Ukrainian potential; studying the training needs of Ukrainian citizens and providing them with courses in this area (Welsh, 2012; Enchautegui, 2015), and thus, enabling promotion to a higher position; presenting promotion opportunities (if the company can provide them) to familiarize the employee with the possibilities and requirements for a specific position (Fang *et al.*, 2009).
- **Unsatisfactory remuneration level:** granting bonuses for the achievement of very good results; an allowance for recommending a candidate (*e.g.*, someone from a Ukrainian's family) for a missing position in the company; offering other benefits (social packages), such as Christmas packages, subsidies for meals in the canteen (Skoczyńska-Prokopowicz, 2018).
- **Lack of integration/negative attitude:** organization of company integration activities, such as, for instance, annual festivals or charity events for all employees; making Polish employees aware of the fact that the citizens of Ukraine are not their competitors, but help in filling the supply gap on the Polish labour market; creating culturally diverse working teams (Ewoh, 2013), caring for Ukrainian employees, for example, by providing proper training for the position, assigning a person to help, inviting to celebrate corporate successes together - this is to warm the image of the company and Polish employees, and thus may minimize the negative attitude of Ukrainians, developing cooperation between employers and organizations supporting immigrants may be helpful in this regard (Enchautegui, 2015).

6. Limitations and Future Research

It should be noted that the results of the research could be much different in the case of higher-level positions. Rarely do companies focus on the development of people at the bottom of the hierarchy. In the case of specialists, managers make every effort to ensure appropriate conditions for this group of employees. In such a situation, immigrants' and Poles' opinions could turn out to be more favourable. Moreover, the assessment of relationships is also influenced by informal relationships that are not directly related to the work situation. In this case, it would be desirable to examine the sociological context and other factors that may indirectly affect assessing the quality of Polish-Ukrainian relations at work.

To deepen the research, it would also be worth examining the opinion of line managers. This would broaden the perspective and answer whether they perceive the same problems as Polish lower-level employees do. The above conclusions indicate the complexity of the topic and the ambiguity of many issues. The research results and conclusions presented in the article constitute an essential contribution to literature not only from the Polish or Ukrainian perspective but also more broadly because similar problems appear on the labour market in other countries that experience significant and rapid immigration.

References:

- Borjas, G.J. 1995. The economic benefits from immigration. *Journal of Economic Perspectives*, 9(2), 3-22.
- Calmfors, L., Sánchez Gassen, N. 2019. Integrating Immigrants into the Nordic Labour Markets: Background, Summary and Policy Conclusions. In: L. Calmfors, N. Sánchez Gassen (Eds.). *Integrating Immigrants into the Nordic Labour Markets*. Copenhagen: Nordic Council of Ministers, 9-35.
- Campbell, S. 2013. Workplace struggles of precarious migrants in Thailand. *Global Labour Journal*, 4(2), 134-151.
- Cangiano, A. 2014. Migration Policies and Migrant Employment Outcomes. Conceptual Analysis and Comparative Evidence for Europe. *Comparative Migration Studies*, 2(4), 417-443.
- Chmielewska, I., Dobroczyk, G., Puzynkiewicz, J. 2018. Obywatele Ukrainy pracujący w Polsce – raport z badania. Badanie zrealizowane w 2017 r. Warsaw: NBP, 4-37.
- DAE-NBP. 2019. Inflation and Economic Growth Projection of Narodowy Bank Polski Based on the NECMOD Model. Warsaw: DAE-NBP.
- Dawson, M., Madera J.M., Neal J.A., Chen J. 2014. The Influence of Hotel Communication Practices on Managers' Communication Satisfaction with Limited English-Speaking Employees. *Journal of Hospitality and Tourism Research*, 38(4), 546-561.
- Enchautegui, M.E. 2015. Engaging Employers in Immigrant Integration. Research Report. Washington DC: Urban Institute, 1-41.
- Ewoh, A.I.E. 2013. Managing and Valuing Diversity: Challenges to Public Managers in the 21st Century. *Public Personnel Management*, 42(2), 107-22.

- Fang, T., Zikic J., Novicevic M.M. 2009. Career success of immigrant professionals: stock and flow of their career capital. *International Journal of Manpower*, 30(5), 472-488.
- Filipek, K., Polkowska, D. 2020. The Latent Precariousness of Migrant Workers: a Study of Ukrainians Legally Employed in Poland. *Journal of International Migration and Integration*, 21, 205-220.
- Glińska-Noweś, A., Sudolska, A., Karwacki, A. Górka, J. 2017. Innovations among people: how positive relationships at work can trigger innovation creation. *E & M Ekonomie a Management*, 20(3), 84-100.
- Grubanov-Boskovic, S., Natale, F., Scipioni, M. 2017. Patterns of immigrants' integration in European labour markets. Luxembourg: Joint Research Centre & European Commission, 1-51.
- Ignasiak-Szulc, A., Kucharenko, S., Jaźwiński, I., Riznyk, V. 2018. Development of Public Services Through the Implementation of European Self-Government Standards in Ukraine. *European Journal of Service Management*, 28(1), 143-149.
- Jaroszewicz, M. 2018. Migration from Ukraine to Poland. The trend stabilises. Warsaw: Centre for Easter Studies, 5-18.
- Keryk, M. 2018. Working in Poland: violations of the labour rights of Ukrainian migrants in the construction and services sectors. STRONGLAB Project. Foundation Our Choice, Visegrad Fund, Ministry of Foreign Affairs of the Kingdom of the Netherlands, 3-44.
- Lewis, H., Dwyer, P., Hodgkinson, S., Waite, L. 2015. Hyper-precarious lives: migrants, work and forced labour in the Global North. *Progress in Human Geography*, 39(5), 580-600.
- OECD. 2019. *International Migration Outlook 2019*. Paris: OECD Publishing.
- Ortega, F., Peri, G. 2009. The Causes and Effects of International Migrations: Evidence from OECD Countries, 1980-2005. National Bureau of Economic Research Working Paper No. 14833, 2-42.
- Ottaviano, G.I., Peri, G. 2008. Immigration and National Wages: Clarifying the Theory and the Empirics. National Bureau of Economic Research Working Paper No. 14188, 2-67.
- OTTO Work Force. 2017. *Opinia pracowników z Ukrainy na temat pracy w Polsce - raport 2017*. 10.03.2019.
- Peri, G. 2010. The Effect of Immigrants on U.S. Employment and Productivity. *FRBSF Economic Letter* 26, 1-5.
- Skoczyńska-Prokopowicz, B. 2018. Foreign Labour Migration of Ukrainians to Poland: Statistical Research from the Perspective of Ukrainian Studies. *Zeszyty Naukowe Politechniki Śląskiej. Seria: Organizacja i Zarządzanie*, 122, 195-204.
- Strzelecki, P., Growiec, J., Wyszynski, R. 2020. The contribution of immigration from Ukraine to economic growth in Poland. *NBP Working Paper No. 322*, 4-44.
- Welsh, A. 2012. *HR North: An Analysis of HR Practices of SMEs in Northeastern Ontario, A Research Report Prepared for the North Bay Newcomer Network*, 1-24.