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PSYCHOLOGICAL TRAINING OF MANAGERS FOR WORKING IN THE CONDITIONS OF MIGRATION CRISIS

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Abstract. The article aims at analyzing the challenges of migration crisis to business sector, as well as the role of business in mitigation of this crisis. It is shown that proper skills of managers in stress resistance, effective communication, and cross-cultural awareness in working with migrant employees is the crucial factors of migrants' adaptation in workplace and in society as whole. It is suggested to build training for managers based on reflexive (Kolb cycle) approach, with emotional intelligence as a key paradigm for curriculum development. The phenomenon of 'hidden curriculum' is considered – latent norms, values, and beliefs conveyed during the process of training.

Keywords: psychological training, migrants, migration crisis, managers, employees

INTRODUCTION

Since the end of World War II, there has been a steady increase in international migration in every part of the world. Individual mobility has steadily grown over the past 50 years, and there are currently around 244 million individuals living outside of their place of origin. Figure 1 depicts the proper patterns till 2013, but the conflicts in Syria and Ukraine, together with migratory tensions along the USA's southern border, seems to have made the past 10 years much more problematic in terms of migration and refugees. Approximately two billion individuals cross borders every year, with tens of millions doing so every day. International mobility is a component of a larger globalization trend that also includes increased travel convenience, money flows and investments, commerce in commodities and services, and an information explosion. Migration is the third pillar or leg of the stool that supports the global economy, while trade and capital movements are the two pillars of globalization (Hatton & Williamson, 2008; Obeng-Oddom, 2022).

Even in those nations that have a long history of accepting immigrants, immigration is simultaneously becoming more politicized and contentious. According to a Gallup poll conducted in February 2024, Americans rank immigration as the nation's most significant "problem" right now, surpassing poverty, inflation, and the economy (Jones, 2024). Immigration was listed as the nation's top worry in a study done in the United Kingdom in August 2024 following anti-immigration riots (*Immigration considered as the largest issue confronting Britain*, 2024).

Due to the high expense of living and the unaffordability of housing, immigration concerns in Canada have increased between 2020 and 2024 (Miller, 2024). In August 2024, surveys in Chile, Turkey, Germany, and the Netherlands likewise indicated that immigration was their top issue (Federal Politics, 2024).
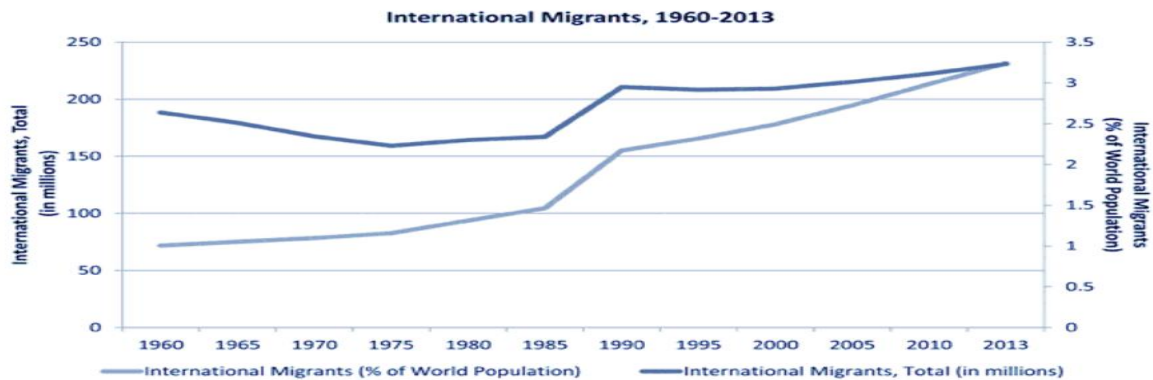

FIG. 1. TRENDS IN INTERNATIONAL MIGRATION, 1960-2013 (HOLLIFIELD & FOLEY, 2022)

Despite challenges that migration crisis causes to host countries, public administration managers and business leaders are looking for ways of turning the challenges of migration into opportunity.

The most significant legal texts outlining governments' obligations to refugees worldwide are the United Nations 1951 Refugee Convention (the "Convention") and its 1967 Protocol (the "Procedure"). According to the Convention and Protocol's provisions, nations frequently offer assistance to migrants, especially those who are appealing for asylum or have already obtained refugee status. According to theory, refugees frequently have the same access to services as a nation's inhabitants (*Managing the refugee and migrant crisis*, 2017). These services include health care, education, work opportunities, and some form of legal status. However, bureaucratic roadblocks, language difficulties, and - above all - public administrators' inadequate communication abilities and lack of multicultural understanding might make it difficult to achieve such advantages.

Labor markets are significantly impacted by migration, and the degree to which migrants and refugees are successfully assimilated into a nation's workforce determines how much of an impact migration has on GDP. Companies' willingness to take on migrant labor is a crucial factor in this connection. This is best accomplished via hosting trainees and internships, and eventually hiring immigrants as full-time staff members. However, effectively matching their talents and integrating into teams at work is a common obstacle that migrants and refugees confront while trying to find employment (Borodin et al., 2023; Bashtannyk et al., 2024). Business managers (in the HR department as well as other departments) frequently lack the requisite cross-cultural abilities, which results in poor communication with migrant employees and an inability to fully show their potential and talents. This is similar to the situation with public managers.

The strain on governments is expected to rise in tandem with the anticipated growth in the number of migrants in the upcoming years. There could be pressure to maintain ideological stances during such ascent. However, there may be a more fruitful and significant debate over the most effective methods for integrating recent immigrants (Borysenko et al., 2022; Ferdman et al., 2025). Effective governments pay attention to cultural diversity and identity difficulties while maintaining a focus on protecting the lives of both existing and migratory residents.

The history, identity, and culture of a country define its collective narrative, which in turn shapes the values, customs, and conventions that its citizens hold dear. As new migrants arrive in a country, they add to this always changing national tale. In addition to managing a rich and compelling national narrative, effective government officials will take advantage of the possibilities presented by immigration.

THEORETICAL FRAMEWORK OR LITERATURE REVIEW

With little consideration for how individual characteristics of migrants could influence their workplace inclusion, a large portion of the literature on migrants' inclusion in the workplace has been framed within larger socio-cultural and economic contexts, portraying migrants' inclusion as a result of a larger structural context (Morales et al., 2017; Nyström et al., 2023; Smith, 2023; Zardo et al., 2023). However, the foundation for migrant workers' actual participation in businesses and society is their unique workplace micro-level features.

There is an array of studies on mental health training programs for non-health professionals and volunteers working with asylum-seekers and refugees. Teixeira-Santos et al. (2023) in their systematic review identified 8954 articles. At the same time, there are no studies devoted to enhancing skills of corporate managers in working with migrants, especially in terms of developing stress resistance, communication skills and understanding cultural differences. There are studies on diversity and inclusion within the workplaces, diversity aspects of talent management, etc. (Barak, 2005; Knappert et al., 2019; Major et al., 2014). But no attention is paid to shaping necessary psychological and cultural skills in managers working with diverse workforce, including migrants. This gap evidently needs addressing.

METHODOLOGY

The theoretical and methodological basis of the study was formed by the general methodological principles of scientific knowledge (the principles of validity and provability, objectivity and impartiality), the fundamental principles of organizational psychology and organizational behavior, emotional intelligence in the context of organizations, the functional state of the subject of labor, as well as the principles of systematicity and integrity. Content analysis was used as the main research tool.

RESULTS AND DISCUSSION

Researchers stress that a number of socio-environmental factors, including loss of social status, discrimination, and family separations, contribute to the higher prevalence of severe, psychotic, anxiety, and post-traumatic disorders among migrant workers (Mucci et al., 2020; Gupta et al., 2024). A thorough review on the psychological well-being of migrant workers was carried out by Mucci et al. (2020). Twelve reviews and 115 original pieces were among the 127 items that the writers examined. Depressive syndrome (difficulty concentrating at work, feeling down, or rage and somatization), anxiety, alcohol or substance misuse, and poor sleep quality are the main problems that emerged from the research. Simultaneously, they concluded that occupational medicine's role must be expanded in order to support the wellness of this vulnerable job group. As a result, the function of corporate managers - specifically, HR managers and line managers - is overlooked. Regretfully, the majority of research on the repercussions of the migrant issue lacks emphasis.

In the meanwhile, organizations play a crucial role in the psychological adjustment and effective integration of refugees. Employment has long been seen as essential to the successful settling of refugees and is a way to contribute significantly and meaningfully to society (Rydgren, 2004). According to the refugee perspective, employment becomes essential for establishing life satisfaction (Li & Kung, 2023; Mykolaichuk et al., 2025), practicing the language of the host nation, and creating a sense of belonging in addition to ensuring financial survival (Jackson & Bauder, 2013). Businesses may facilitate the further integration of refugee personnel into society by making investments in their well-being. For refugees, having access to supportive organizational support practices may be a particularly important resource for establishing psychological well-being and a feeling of stability. IKEA's national refugee employment campaign is one example of how corporations are starting to recognize their role and importance in addressing the work-related barriers that refugees encounter (Zetter & Ruaudel, 2018).

Effective refugee assistance may hasten talent development from a strategic business standpoint by reducing attrition and enhancing recruiting methods. According to a research by the Fiscal Policy Institute, refugees have lower turnover rates and often remain with the same company for longer than other workers (Kallick & Roldan, 2018). Notably, the employer's at least minimal efforts to integrate refugees into the workplace (e.g., addressing weak English language ability, resolving transportation challenges) appeared to be crucial to obtaining decreased refugee turnover (Nekhai et al., 2024; Petrukha et al., 2025). Furthermore, if businesses establish a good rapport with their original refugee staff, it becomes easier to hire more, therefore establishing a talent pipeline and facilitating the integration of workers from all backgrounds (Kallick & Roldan, 2018). Therefore, the benefits of increased recruitment and decreased turnover readily outweigh the expenses of integrating migrants into the workforce.

From a humanitarian and business social responsibility standpoint, integrating refugees is also essential. By optimizing long-term social well-being through their business practices, policies, and resources, organizations uphold their core principles (Einwiller et al., 2019; Pasichnyi et al., 2024). Organizations may be able to promote these objectives, improve their reputation and brand, and show the public their beliefs by helping vulnerable groups like refugees (Mehta et al., 2019; Pavlovskyi et al., 2024). All things considered, companies have a strong motivation to promote the welfare of refugee workers and ought to think about creating efficient post-hiring support plans.

However, as it was mentioned above, in this context, training appropriate skills in managers is of crucial importance (Poliova et al., 2024; Serhieiev et al., 2025). Building stress resistance, acquiring communication skills and cross-cultural awareness are the core ones among these skills.

In turn, one of the pillars of such training can be seen in emotional intelligence approach (Gardenswartz et al., 2008; Liao et al., 2021).

Being conscious of one's own cultural presumptions, beliefs, and preferences is the first step a manager may take when utilizing emotional intelligence in cross-cultural settings. These might affect a manager's perception, interpretation, and response to the feelings and actions of others. For instance, migrant workers from different cultures may appreciate subtle and courteous communications, whilst one may favor direct and aggressive communication (which is especially natural, for example, for eastern cultures). Different people may also have different expectations on decision-making, conflict, hierarchy, and feedback. A manager must acknowledge and value these distinctions and be receptive to learning from other viewpoints in order to prevent miscommunications and disputes.

Understanding the cultures of coworkers is the second stage in applying Emotional Intelligence in cross-cultural settings. This entails being aware of some broad facts and conventions as well as being aware of the subtleties and emotional connotations associated with them (Karpa et al., 2023; Pyatnychuk et al., 2024). For instance, one could discover that silence can be seen as a sign of discomfort, perplexity, or indifference in certain cultures, but it can also be used as a gesture of respect, agreement, or disagreement in others. Additionally, a manager can discover that certain cultures exhibit more vivid and open expressions of emotions, while others exhibit more restraint and regulation. A manager may interact with migrant coworkers more skillfully and sympathetically by being knowledgeable about these emotional codes.

Changing one's communication style to fit the audience and the situation is the third stage in using emotional intelligence (EI) in cross-cultural settings. This entails modifying one's own emotional expression and reaction in addition to employing suitable words, tone, and gestures. When interacting with colleagues and subordinates from low-context cultures, for instance, who rely more on explicit verbal communications, a manager might need to be more straightforward and precise. When speaking with coworkers from high-emotion cultures, one might also need to pay closer attention and respond more quickly since they anticipate greater emotional support and feedback (Koshova et al., 2022; Sydorchuk et al., 2024). A manager can demonstrate respect and attention to the requirements and preferences of colleagues and subordinates by modifying their own communication style.

Asking for input and explanation if managers are unclear or perplexed about anything is the fourth stage in applying emotional intelligence (EI) in cross-cultural settings. This entails evaluating one's own comprehension and reaffirming agreements in addition to actively listening and asking questions. For instance, while discussing unclear or complicated ideas, it could be necessary to request clarifications and examples (Kulikov et al., 2022; Borysenko et al., 2022). When drawing conclusions or formulating strategies, it could sometimes be necessary to restate and summarize important ideas. A manager may prevent misunderstandings and miscommunications and foster confidence and trust among coworkers by asking for clarification and feedback.

Effective and constructive conflict and emotion management is the fifth stage in using emotional intelligence (EI) in cross-cultural contexts. This entails effectively expressing and controlling one's own emotions in addition to recognizing and resolving the origins of dispute. For instance, while handling delicate or contentious matters, a manager might need to employ both positive and constructive criticism (Vasylevska et al., 2022; Zayats et al., 2024). When a manager is experiencing stress or frustration, they may also need to employ coping mechanisms and relaxation techniques. Emotional and conflict management can promote cooperation and resolution while preventing escalation and harm.

Appreciating and celebrating diversity is the sixth and final step in using Emotional Intelligence (EI) in cross-cultural situations. This entails not only valuing and acknowledging the contributions and strengths of colleagues, but also sharing and learning from their experiences and insights. For instance, a manager may need to invite and participate in their cultural events and activities, as well as acknowledge and praise the accomplishments and efforts of his subordinates and colleagues (Voronina et al., 2024; Kichurchak et al., 2024). By doing so, a manager can foster a positive and inclusive work environment and foster the personal and professional development of both himself and migrant employees.

This sequence of steps can be implemented through Kolb cycle method, which would enable reflexive nature of training. Moreover, it is expedient to pay attention to the so-called 'hidden curriculum'. The informal or hidden curriculum refers to the unspoken and frequently inadvertent attitudes, actions, and beliefs that kids pick up in classroom settings (Muldoon, 2022). According to O'Donnell (2015), the hidden curriculum encompasses social and relational elements of education, such as how a message affects the recipient's views regardless of the speaker's true intentions.

Numerous managers enlist with unconscious and occasionally explicit biases toward migrant workers' color, ethnicity, gender, ability, wealth, weight, criminal background, paperwork status, English language competency, and other traits (Choi et al., 2022). The inclusion or exclusion of material from the curriculum contributes to the unconscious reinforcement of these biases throughout corporate training (Caruso Brown et al., 2019). We could think that teaching objective facts is the only goal of the formal basic sciences program. Even if this effect is unintended, the words, pictures, time spent, and technique that coaches subjectively decide to employ to communicate those facts are not simply means of communication but also potent attitude shapers.

According to Cruss et al. (2015), the process of forming a professional identity is inherently social. Through coach-student, student-student, and corporate leadership-student-migrant employee connections and experiences that validate the genuine ethics of DEI, learners combine the dual scientific and humanistic commitments of HR, DEI, and line manager with their own identity and fundamental beliefs. As students move across the educational continuum, this repetitive process - which is influenced by contextual, relational, and personal factors - forms and reforms their understanding of themselves, their interpretation of events, and their desire to be seen.

Some DEI specialists today have seen and explained the detrimental phenomena of "backlash," which may be eliminated by taking into consideration "hidden curriculum." Due to opposition from current leaders, Zheng (2022) highlights that mandated DEI trainings have been associated with lower levels of representation in leadership roles for Asian, Latinx, and Black employees of all genders as well as white women. Affirmative action programs and other organizational equity initiatives, as well as more general societal movements pertaining to equality, have a well-established history of backlash. According to a 2019 survey conducted in the USA on the effects of the

#MeToo movement, which has since been dubbed the "#MeToo Backlash", 21% of men were less willing to hire women for jobs requiring close interpersonal interactions, 27% of men avoided one-on-one meetings with female coworkers, and 19% of men were less willing to hire attractive women (Zheng, 2022). The authors also point out that backlash isn't just caused by members of privileged groups. People give a disadvantaged applicant's credentials and competence a lower rating when the "diversity" of the candidates is cited as a factor in their employment, even if the individual is from the same group. Additionally, marginalized employees report feeling less like they belong and being less interested in joining the company when they are given a "business case for diversity" that highlights the positive effects of diversity on business success. Zheng (2022) proposes to focus on "changing systems - not people". Proper psychological training of managers, integrating developing stress resistance, communication skills and understanding cultural differences, with simultaneous taking into account the phenomenon of 'hidden curriculum' and consciously using its potential seems as a landscape for such "changing of systems". The ultimate goal of such training should be managers' competence to build and maintain high performance teams (see Fig. 2 for their conceptualization), where migrants occupy places equal with other employees, and the potential of every migrant employee is comprehended and developed.

FIG. 2. HIGH PERFORMING TEAMS: PROGRESS IN COMPARISON WITH TRADITIONAL GROUPS
(ACQUAH, 2024)

Additionally, including personal resilience within DEI techniques guarantees that workers are thriving rather than merely surviving (Ueda et al., 2024). Employers may maximize the potential of their workforce by giving workers the time and resources they need to acquire these soft skills. This is one of the crucial goals of psychological training for managers – to convey learned skills and attitudes to their subordinates, especially those from vulnerable groups, represented, first of all, by migrants.

As it was said above, emotional intelligence should be a frame for organizing appropriate trainings. Employees are encouraged to express their genuine emotions, responses, and vulnerabilities as firms acknowledge the increased importance of emotions in the workplace. However, emotional management is essential to directing these sentiments toward the best possible team performance. Employees are encouraged to express their genuine emotions, responses, and vulnerabilities as firms acknowledge the increased importance of emotions in the workplace. However, emotional management is essential to directing these sentiments toward the best possible team performance. As a result, since emotions are intimately linked to learning and cognition, a high degree of emotional control is necessary to engage in training and to apply in the workplace (Rowe & Fitness, 2018; Schmidt, 2017; Tyng et al., 2017). Traditional trainings have seldom acknowledged that deep learning and real outcomes may not occur if people do not feel emotionally linked to their team and the training materials (Davis et al., 2021). The research proposes crucial training methods and elements that will support success in order to accomplish the objective of optimal belonging while simultaneously training for the crucial targeted abilities of team and diversity training (Davis et al., 2021). Most significantly, strategies include combining cognitive, behavioral, and emotional elements to offer chances to demonstrate skill transfer. Additionally, incorporating emotional management components will help training participants to reconcile competing goals on the way to achieving optimal belonging – skillful combination of scientific management foundations with the 'common sense management' when managing migrants employees and retaining stress resistance. Stress resistance, communication skills, and understanding cultural differences will thus constitute a synergetic system.

CONCLUSION

As the number of refugees grows, organizations will be called upon to perform urgent and crucial responsibilities in ensuring the well-being and results of refugee populations. Only when firms are better prepared to incorporate refugees into the workforce will we be able to transform crises into opportunities for both refugee well-being and

organizational growth. Psychological training of managers as a layered system, combining 'surface' curriculum and 'hidden' curriculum, aimed at building necessary emotional intelligence, flexible cross-cultural skills, stress resistance, and ability of reflection can become an effective tool for enabling business' contribution to mitigating migration crisis, enhancing full-fledged integration of migrants into host countries societies.

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