FROM THE GUEST EDITORS

MIGRATION MANAGEMENT: INTRODUCTION AND OVERVIEW

Migration and management have rarely been considered as intersecting fields of study, which is a curious and concerning scholarly oversight. Simply put, exploratory and phenomenon-based investigations that extend the research brief to include management theories and their applicability to the migration experience is long overdue. Particularly prescient is that we live and work in an era of hypermobility, with almost 300 million people moving from one country to another, and many do so for work purposes (McAuliffe & Triandafyllidou, 2021). The process and effects of managing the waves of self-initiated and forced migrants is an important facet of policy, settlement and integration, workplace inclusion, and community belonging (Al Ariss, Vassilopoulou, Ozbilgin, & Game, 2013; Groutsis, van den Broek, & Harvey, 2015; Hajro, Stahl, Clegg, & Lazarova, 2019; Harvey, Groutsis, & van den Broek, 2018; Taksa & Groutsis, 2010). The concept and policy prescription imbibed in the term "migration management" (Ghosh, 1993, 2012) emerged from, and has been used at, the macro policy level. It draws attention to the need to adjust policy settings to facilitate coordinated migration flows. It evokes images of a carefully controlled, linear, and rational process and system of international mobility.

Such a framing ignores migration status and the reasons underscoring mobility (compare with Groutsis & Arnold, 2012; Groutsis, Kaabel, & Wright, 2023; Groutsis, Vassilopoulou, Kyriakidou, & Özbilgin, 2020; Triandafyllidou, 2022; Vassilopoulou, Jonsen, Ozbilgin, & Tatli, 2012; Wright, Groutsis, & Kaabel, 2022) and how migrants experience careers and management at work and in professions (Crowley-Henry, O'Connor, & Al Ariss, 2018; Harvey & Groutsis, 2012; Sang, Al-Dajani, & Ozbilgin, 2013). A critical review of migration through the lens of management theories not only extends our understanding of mobile stocks and flows of workers but also allows us to draw insights from multiple levels of analysis.

For decades the focus on the various streams of migration research has been the domain of a broad set of disciplines, including migration studies, sociology, anthropology, political science, and economics (de Haas, Castles, & Miller, 2020; Triandafyllidou, 2022), and has only relatively recently piqued the interest of business and management scholars. Drawing on interdisciplinary perspectives, business and management scholars are well placed to offer valuable insights into the various dimensions of migration. This special issue contributes to a growing body of work in business and management by exploring how migration management and the implications of this process for inclusion plays out for migrants across time and place. In doing so, we address the neglect of forced, managed, and self-initiated migration in "management science."

The burgeoning interest in, and demand for, business and management outlets as platforms for presenting research and inquiry was evident in the significant response we received to our call for papers. Following a rigorous review process, the special issue includes nine manuscripts. These papers dive into the study of migration and management as parallel and intersecting concepts and actions, processes, and effects. While a limited number of studies in business and management scholarship have undertaken such an inquiry, the examination has often been limited to a single level of analysis (see, for example, O'Connor & Crowley-Henry, 2019). Consequently, the deeper and broader complexities, intersectionalities, interconnections, challenges, and paradoxical dualities that emerge from, and are involved in, an

investigation undertaken at multiple levels of analysis have been neglected. Additionally, research on migration management has largely adopted either inductive or deductive approaches, qualitative or quantitative methods, with very few cases of abductive approaches or multimethod studies. The papers in this special issue transcend a single-level treatment of migration "management" and together capture the complexity of the phenomenon—empirically, theoretically, and methodologically—from multiple perspectives.

Significantly, in the spirit of *AMD,* we invited contributions which engage in "exploratory research at the pre-theory stage of knowledge development" to identify and understand critical migration-related phenomena. We welcomed contributions which sought to develop insights that enhance understanding of the implications of migration management for organizations and their members with a focus on inclusive practices. The collection of papers in this special issue fulfill these objectives while taking a broad and critical view of migration management with a focus on migrants as workers and the workplace as the key site of investigation.

MIGRATION MANAGEMENT AND INCLUSION: A SITE OF BUSINESS AND MANAGEMENT INQUIRY

In 1993, Ghosh (1993, 2012) coined the term "migration management," suggesting that migration is a well-coordinated, orderly, and regulated process. He cautioned against uncoordinated migration, which negatively impacts transparent principles and accountability systems involving shared objectives, monitoring arrangements, and convergent norms. At the heart of his argument for managed migration was a focus on an economic or demand-driven imperative (Ghosh, 1993, 2012).

Ghosh's business case approach to migration management was discredited in 2005 when the Global Commission on International Migration rejected the term based on concerns that it evoked a restrictive and controlled approach to international mobility, placing the power and control of migration management in the hands of government, economic levers, and the labor market. Furthermore, it lacked insight into the decision-making processes at the micro level, that is, the migrant—be they forced or self-initiated. This approach also neglected the messiness that often shadows one's process of mobility and settlement such as, for instance, the psycho-social and emotional load and learning to navigate new systems in order to cope and thrive as an employee or entrepreneur. In its place, "migration governance" was offered as the alternative, which was seen as bringing together the desires and decisions of migrants and providing insight into and a

response to the humanitarian needs of forced migrants while meeting the demands of the destination and receiving countries. The disbanding of the term migration management made room for questions about its supposed rational underpinnings. It made room for a critique of "how" and "why" questions foregrounding the mobility of stocks and flows of workers and the implications of the processes and systems in place, with a focus on inclusion in the country of settlement.

The terms "migrant," "refugee," and more recently "self-initiated expatriate" are loaded with multifaceted and multilayered imagery which has an ambiguous reality around the *individual desire* to pursue economic and social opportunity, freedom, and safety. The migration process is also influenced by macro elements, such as *labor market and organizational drivers* for capitalizing on skills, exploiting vulnerabilities, and managing multicultural teams and ethnic minority difference. Added to this are the *national and supranational drivers* for regulating the policy settings to manage the number and quality of flows or mobilities of workers (migrants or refugees), while forging either social/organizational exclusion or social/organizational inclusion (Lee, Szkudlarek, Nguyen, & Nardon, 2020; Mor Barak, 2018; Triandafyllidou, 2022; van den Broek & Groutsis, 2020). There may also be the traumatic context of colonial history and neocolonial ties that complicate the meaning and value of migrants and refugees in new labor markers (Yalkin & Özbilgin, 2022).

As noted, business and management scholars have only recently come to examine these dimensions of migration and inclusion from organizational and management perspectives (e.g., Al Ariss et al., 2013; Andrijasevic, Rhodes, & Yu, 2019; Legrand, Ariss, & Bozinelos, 2018; Zikic, 2015). However, the management of opportunities and barriers experienced by migrants and refugees remains poorly analyzed, particularly the boundaries placed around agency, representation, and the voice of migrants at work, the psychological effects of being framed as a "migrant" and the emotional load this carries, career migrants and the boundary spanning and bounded nature of their experience, the role of organizations and various institutional stakeholders in the process of migration management, the determination of who is allowed in and who is kept out, and the role of stakeholders in the process of workplace inclusion (Mor Barak, 2018, 2022; Pio & Essers, 2013; Saba, Vassilopoulou, Ng, & Ozbilgin, 2022; Underhill, Groutsis, van den Broek, & Rimmer, 2020; Vassilopoulou, Brabet, & Showunmi, 2019; Vassilopoulou, Merx, & Bruchhagen, 2019; Vassilopoulou, Ozbilgin, Groutsis, & Keles, 2022).

While migration was interrupted due to COVID-19 restrictions, which landlocked many, both before and after this moment in history, the numbers

of migrants and refugees have continued to rise (McAuliffe & Triandafyllidou, 2021). Indeed, there is tension here. Certainly, the crises that have gripped the world since 2015, with the eruption of the Syrian conflict and, more recently, the conflict in Rwanda and Ukraine, have spotlighted the importance of understanding and "managing" migration in all its forms—be it self-initiated or forced. How this process is managed on the ground and the implications of it are captured in the "dispensable" treatment of migrants and refugees during COVID-19 (Groutsis et al., 2023; Wright et al., 2022) and the unprecedented expansion of the AI-led gig economy. The latter has had a polarizing impact on migrant and refugee workers, who have suffered from different forms of discrimination and exclusion when compared to local minority ethnic populations (Kamasak, Ozbilgin, Yavuz, & Akalin, 2019; Ozbilgin, 2023; Özbilgin, Erbil, & Dipalma, 2023a; Özbilgin, Gundogdu, & Akalin, 2023b).

Considering migration management from a broader lens disrupts the perceived rationality of migration decisions and the purported ordered and controlled process of the governance systems and regulations surrounding the spectrum of migration. Furthermore, as we see it, the process of, and approach to, migration management also involves an investigation of the opportunities and challenges surrounding inclusion: paying attention to individual/experiential aspects of migration; organizational/management issues associated with the migration process, migrant absorption/integration, socialization, and adjustment; and policy-level issues associated with the management of migration, including labor market issues and questions relating to business policy and strategy.

Accordingly, this collection of papers acknowledges, critiques, and investigates the global challenges and opportunities surrounding (international and national) migration "management" and the implications of this process and the systems surrounding it when it comes to inclusion. Within these multiple and intersecting levels of analysis lie the cross-cutting themes of inclusionary and exclusionary tactics and approaches to migration management (Mor Barak, 2018), which are teased out by the papers. Various questions are addressed, including, for example, the following: Whose interests do management interventions serve? How is migrant voice, perceptions of migrant contributions, and agency considered and amplified? (see Li & Kung, 2023). What are the implications of cultural differences, ethnic-minority status, identity and belonging, and how are policies being framed to facilitate this? (see Bolzani, 2023; Knappert, Ortlieb, Kornau, Maletzky, & van Dijk, 2023). Are skills and qualifications capitalized on, valued, and recognized, and if not, why is

this capital (mis)"managed"? What are the implications for inclusion? (see Sédes, Miedtank, & Oliver, 2023; Voloshyna & Zikic, 2023; Woodhams, Fernando, Huo, & Dente, 2023). Are migrants managing their pathway into entrepreneurship as a result of need or in response to opportunity? And, what are the implications of entrepreneurship for migrants and refugees? (Bolzani, 2023; Chavan et al., 2023; Soliman et al., 2023; Williams et al., 2023).

In the foreground are the formal and informal and visible and opaque ties and relationships that forge inclusion (or not). Partly due to the obvious and urgent crises and contradictions of globalization, inequalities have resurfaced as key concerns of organizational inquiries over the past few years (Fujimoto, Ferdous, & Wali, 2022; Fujimoto & Uddin, 2022). Moreover, the question of how the interplay between differences and inequalities is structured by political agency and discourses has been placed on the agenda. Specifically, studies on migration regimes have examined the impact migrants have on the multicultural and multiracial dimensions of the receiving country's labor market (Groutsis et al., 2015; van den Broek, Groutsis, & Harvey, 2016; Vassilopoulou et al., 2012). Politics plays a crucial dual role here, where, on the one hand, countries voice the humanitarian and cosmopolitan policies of migrant inclusion, demonstrated by a plethora of integration and social inclusion programs, and on the other hand, these same societies and workplaces practice exclusion on a wider societal—but also organizational—scale.

Such examples are found in the increased attention on right populist political approaches to ethnicity, race, migration, and refugee "management" in the European Union (Vassilopoulou et al., 2022) and the anti-woke movement in industrialized countries leading to, for instance, the banning of critical race theory in many U.S. schools. Anti-wokeism has also entered the business world in many countries, with growing opposition to diversity and inclusion programs being one of its symptoms (Thomason, Opie, Livingston, & Sitzmann, 2023). Another challenge is the rise of dehumanizing language to describe migrants and refugees, a position explicitly employed by governments for political gain (Groutsis et al., 2023). One such recent example can be found in the U.K. government's handling of the so-called "migrant boat crisis," which led to a societal backlash. The comments were initiated by former footballer and BBC sports presenter Gary Lineker in response to a Twitter video released by Home Secretary Suella Braverman. In it, she unveiled government plans to stop migrant boats crossing the English Channel. Lineker's Twitter response read: "There is no huge influx. We take far fewer refugees than other major European countries. This is just an immeasurably cruel policy directed at

the most vulnerable people in language that is not dissimilar to that used by Germany in the 30s." The comments led to a wide discussion criticizing the use of derogatory language surrounding migration issues in the United Kingdom. Acknowledging such political and societal undercurrents spotlights where the debate surrounding migrants is located. More specifically, it captures how the rhetoric surrounding the management of migration overflows into the organizational context, impacting the inclusion of migrants and the management of diversity overall. Within such a context, managing migration in its broadest sense potentially incorporates activities that reinforce and maintain the current social and economic order, with profound implications at the workplace level.

Contributors to the Special Issue

The papers in this special issue explore migrants (international and internal), refugees, self-initiated expatriates, and returnee migrants who are high-skilled and low-skilled workers and entrepreneurs. The papers cover a broad spatial range including Australia, Austria, Canada, China, Egypt, Germany, Italy, Latin America, the African continent, the Netherlands, the United Kingdom, and the United States. The span and scope of the research presented identifies various dimensions of the defining contours of the migrant as a worker while also exploring what constitutes the "management" of the broad spectrum of migration. Evidence is built on and presents various methodological approaches. The papers in this collection provide a source of empirical and theoretical exploration. The authors take a multilevel approach to their inquiry, examining a breadth of contexts and experiences while mounting a critical (re)view of the (de)coupling of migration and management. The following provides a brief summation of each of the nine papers featured in the special issue. The first six papers will appear in the June edition of *AMD*, while the last three listed papers will appear in the September edition of *AMD*.

Li and Kung's paper, titled "Perceived Immigrant Contribution Scale Development and Organizational Implications," is set within the context of the United States, which attracts the largest migrant population. The paper uniquely turns to the micro level, focusing on immigrant-directed attitudes and behaviors with an exploration of the perceived immigrant contribution while also developing a tool to measure perceptions of material and symbolic contributions. The central premise of the paper is supported by evidence from five studies using a quantitative approach, developing insights into social and workplace contributions. Significantly, the research rejects a deficit model approach where immigrants are othered and pitched as a threat rather than as a viable contributor. The research sets up a pro-immigrant framing and as such presents new and fresh insights into the societal and organizational contribution of immigrants. This paper contributes to expanding theory, and in explaining and understanding how immigrant perceptions can be measured, the authors present new insights into pro-immigrant outcomes and encourage future directions on this important topic for organizations and organizational stakeholders. The key contribution is found in the novel construct for measuring perceived immigrant contribution. The paper concludes by emphasizing the value of understanding immigrant-directed behaviors and attitudes in both societal and workplace contexts.

In their paper, "Untangling Space and Career Action: Migrant Career Recontextualization in the Host City," Zikic and Voloshyna (2023) draw insights from interviews with 38 skilled migrants in Toronto, Canada, to explore the interplay between these migrants' career capital. The paper goes beyond the immediate and external role of the context informing immigrants' everyday work experiences. In doing so, the authors uniquely explore how space and career action intersect. Moreover, by departing from the "unfamiliar spatial and social context" within which migrants find themselves, they examine the host city structures that may enable and support migrant careers and the barriers to the integration of migrants. The latter point, they note, is dealt with poorly in the extant literature. The authors contribute to boundary object theory by investigating the interplay between the host city and migrants' career choices and chances while also noting migrants' deep desire for self-continuity and belonging. Significantly, they contribute to providing an explanation and understanding of two different forms of integration that migrants pursue in host cities.

Jonczyk Sédès, Miedtank, and Oliver's (2023) qualitative study, titled "Suddenly I Felt Like a Migrant: Identity and Mobility Threats Facing European Self-Initiated Expatriates in the UK Under Brexit," focuses on 41 self-initiated expatriates (SIEs) from 18 European countries who had voluntarily relocated to the United Kingdom. The paper provides an important contextualization of SIEs' experiences in the aftermath of the Brexit vote, which created a less than hospitable environment for immigrants. Through their research, the authors found four types of SIEs based on their perceived mobility and identification with the United Kingdom prior to the referendum. Each of these categories was associated with a distinct reaction pattern in response to the outcome of the vote. The study found that SIEs with high levels of host country identification were more acutely

impacted by the Brexit vote than those with low U.K. identification. Additionally, the participants' reaction patterns were closely linked to their perceptions of mobility. These findings suggest that SIEs cannot be viewed as a homogeneous group and host country identification is an important consideration. Specifically, mobility perception is critical for understanding the differences in SIEs' reactions to antiimmigration movements. The authors' research has significant implications for the study of SIEs and for talent managers responsible for their retention.

Chavan, Chirico, Taksa, and Alam (2023) explore the globalization of immigrant family businesses. In their paper, titled "How Do Immigrant Family Businesses Achieve Global Expansion? An Embeddedness Perspective," the authors draw on the lived experience of 25 highly successful immigrant family businesses within an Australian context to reveal a four-phase process of arriving, establishing, expanding, and thriving. Through this phased process of investigation, the authors show how and why immigrant family businesses achieve global expansion. The paper highlights the potential opportunities and limitations of the embeddedness approach in understanding immigrant family businesses that go on to pursue global expansion. That is, the authors tease out the various dimensions of embeddedness—including the family, local, host country, and global facets—through the four phases. In doing so, this paper reveals the support and unique advantages made available by distinctive networks and resources.

Woodhams, Fernando, Huo, and Dente's (2023) paper, titled "Exploring the Interplay Between Pay, Career Barriers, and Management Support: An Intersectional Study of Migrant Doctors," focuses on the United Kingdom's National Health Service (NHS), which is heavily reliant on migrant workers for the delivery of their essential services. Globally, there is evidence that indicates that international medical graduates have less positive career outcomes, impacting negatively on their remuneration. By drawing on an intercategorical approach, the authors analyze survey data from 5,753 NHS doctors in order to scrutinize and compare extant pay gaps between male and female international medical graduates, doctors trained in the European Economic Area, and U.K.-trained doctors. The findings of this paper bring to light intersectional variations in career barriers and pay gaps for migrant doctors, particularly for female migrant doctors. The paper makes two contributions to the existing literature. First, by theorizing pay differences as multifaceted and multilayered, and considering workplace practices together with interconnecting demographic identities, the paper extends the theoretical accounts surrounding pay gaps. Second, the paper contributes to the theory of

skilled migration by emphasizing the counterintuitive nature of management support on migrants' careers. As such, the paper extends extant understandings of constraint and enablement in migrant careers.

Drawing on a unique data set and interviews with 93 non-elite African and Latin American migrants who received assistance from Italy to return to their home countries, Bolzani's (2023) paper, titled "Assisted to Leave and Become Entrepreneurs: Entrepreneurial Investment by Assisted Returnee Migrants," explores how this group of returnee migrants shape their entrepreneurial investment decisions. The author finds that these decisions are based primarily on the availability of meeting (or not) basic living standards in the country of origin and their aspirations to set up small businesses. In doing so, the author teases out what underscores much of the literature on migrant entrepreneurship: the tension between opportunity and need, with critical implications for and drivers surrounding each option while also adding a place-based layer. Critically, the paper also addresses the dark side of this migration management process which is founded on security-oriented instruments of migration control. Most notable is the fact that this approach targets "irregular" migrants who are "sold" the opportunity for a "palatable" voluntary program as a pathway to a better life upon returning to their home country.

In the September issue of *AMD* that will come out later this year, Knappert, Ortlieb, Kornau van Dijk, and Maletzky's (2023) paper, titled "The Ecosystem of Managing Refugee Employment: Complementarity and its Microfoundations," presents a qualitative study in three Western European countries: Austria, Germany, and the Netherlands. The authors interviewed 80 individuals, including refugees, employers, government officials, employer associations, refugee support organizations, and public employment services. Their research reveals the complementary nature of the refugee employment ecosystem framework in which key actors not only fulfill their designated roles but also step in to fill gaps and support others. This is facilitated by the motives, responsiveness, and perseverance of individuals. The authors' findings significantly contribute to the development of theory in the field of refugee employment and offer practical guidance on how to increase refugee resilience through refugee employment ecosystems. By highlighting how individuals go above and beyond their assigned roles, the authors humanize theorizing about ecosystems, making this research highly relevant and valuable for policymakers and practitioners alike.

Also coming out in September, Soliman, Keles, and Fottouh's paper, titled "Refugee Entrepreneurship and Institutional Voids: The Case of Syrian Refugee Entrepreneurs in Egypt," investigates refugee entrepreneurship with a focus on the experiences of

refugees from the Syrian conflict in Egypt. Entrepreneurship is for many refugees around the world one of the only options to ensure their ability to live and work in their country of settlement (be it permanent or temporary). In short, this option allows them to be self-reliant financially while also fostering integration into the host country. Yet, little is known about the role of host countries' institutions in supporting refugee entrepreneurship. This paper closes this gap by making two contributions to the existing literature. First, the paper extends the institutional voids perspective by examining refugee-economy voids. The second contribution is found in the three strategies that refugee entrepreneurs draw on to fill refugee-economy voids, including: (a) masking strategies, (b) jockeying strategies, and (c) informal crowdfunding strategies, relating to the regulatory environment, labor, and capital markets, respectively. The authors provide insights that may improve support for refugee entrepreneurship, informing the development of targeted policy interventions to address refugee-economy voids which can be scaled across different host countries.

Finally, Williams, Ghorbani, and Kalnins's (2023) paper, titled "Moving to the Big City: Temporal, Demographic, and Geographic Influences on the Perceptions of Gender-Related Business Acumen Among Male and Female Migrant Entrepreneurs in China," examines the phenomenon of the rise of female migrant entrepreneurship within China. Many women in China migrate to prosperous cities not to seek jobs but rather to create them. This is a unique phenomenon that sits at the intersection of two significant economic trends: (a) the rise of entrepreneurship and self-employment, and (b) the exodus of migrants from rural to urban areas. The question that drives the study is: Do migrant entrepreneurs from rural areas hold more traditional or egalitarian gender-role perceptions when immersed in urban areas? The study aims to close the knowledge gap regarding gender equity and gender perceptions in China with respect to rural–urban migration and entrepreneurship. Using a nationally and geographically representative sample of 4,660 entrepreneurs in China in the Global Entrepreneurship Monitor data set (Study 1), the authors first analyze business acumen indicators. Then they analyze differences in the gender perceptions of 293 migrant entrepreneurs based in Beijing regarding female business acumen (Study 2). The findings indicate that perceptions among all entrepreneurs in rural areas (Study 1) and of male migrant entrepreneurs who were originally from rural areas (Study 2) were most consistent with traditional gender role stereotypes. However, male migrant entrepreneurs' length of exposure to and interactions with higher proportions of female entrepreneurs were associated with more egalitarian perceptions.

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