

# Loving Foreign Workers in an Era of Growing Nationalism

JOHN LANGENDERFER  
Anderson University

**ABSTRACT:** This article explores how Christians in management can reflect God's love for immigrants during an era of rising nationalism. With increasing globalization, it is likely that Christian managers are overseeing foreign employees. At the same time, there has been a recent political pushback against immigration, international trade, and globalism. While Christians disagree over the politics of nationalism, the Bible is clear that followers of Christ are called to serve and love individuals from other cultures. As a result, this article discusses various obstacles that foreign workers and their families currently face in transitioning to a workplace in a new country. Thereafter, the article proposes specific ways that Christian managers may aid foreign employees in overcoming those challenges in accordance with biblical examples and values.

**KEYWORDS:** Culture, foreign workers, global business, globalization, love, nationalism, immigrants, management, politics

## INTRODUCTION

The current political atmosphere of rising nationalism in an ever-growing global economy has created a unique opportunity for Christians in management to shine brightly the love of Jesus Christ. Managers are more likely than ever before to oversee a diverse and international workforce thanks to increasing trade, immigration, new technology, and globalization. "The world of work has changed dramatically over the past decade. Companies are more global and employee groups more diverse than ever before" (Molinsky, Davenport, Lyer, & Davidson, 2012, p. 139). At the same time, with the election of President Donald Trump, Brexit, and the rise of other political leaders and parties, there is a current political pushback against the tides of globalism. "Many Americans and Western Europeans relate immigration to the rise in economic inequality, loss of jobs, and spread of international terrorism" (Galbreath, 2017, p. 7). In a world where nationalism and globalism are at increasing odds, Christian managers are in a prime position to reflect God's love for immigrants by ensuring that foreign workers are supported, respected, and welcomed in the organization.

The purpose of this article is to explore the many practical ways that Christians in management positions can display God's love for immigrants while overseeing foreign workers. Christian managers find themselves in

a unique period where rising globalism is increasing the likelihood that they are working with foreign employees while simultaneously having to deal with the consequences of growing nationalism. While Christians disagree over the politics of nationalism and the laws governing immigration, God has made it clear that he loves immigrants and sojourners. Thus, this article starts with a brief discussion of the current political climate of rising nationalist views and policies and its potential emotional impact on foreign workers and their families. Thereafter, the literature on various current obstacles faced by immigrants and their families is examined. Next, the general biblical theme of God's love for immigrants is observed. Finally, various specific ways for Christian managers to serve foreign workers in traveling, integrating into the office, and adapting to a new culture are suggested in accordance with the literature on current obstacles and guided by biblical examples and values. Ultimately, this article seeks to provide some meaningful ways for Christian managers to reveal to foreign workers that they are still part of God's love story while the politics of immigration are debated.

## The Growing Conflict Between Globalism and Nationalism

In the modern global economy, it is inevitable that Christian managers are currently working with foreign employees or will be soon. Within the United States alone, there are over 42 million immigrants (Bedard,

2016). Many of these immigrants are in low-paying, low-skilled jobs. More than 23% of people working in restaurants are foreign-born according to the National Restaurant Association (Telesca, 2017). Similarly, roughly 50% to 70% of the farm labor workforce is presumed to be undocumented immigrants pursuant to a 2014 American Farm Bureau study (Telesca, 2017).

However, foreign-born workers are also growing in numbers in high-paying, skilled jobs in the United States. Twenty-nine percent of restaurants and hotels are now run by foreign-based employees (Telesca, 2017). In fact, by 2011, the number of immigrants with college degrees surpassed the number of immigrants with only a high school education (Gheorghiu & Stephens, 2016). Three percent of the United States workforce consists of high-skilled foreign-born workers (Gheorghiu et al., 2016). Likewise, 13% of the high-skilled workforce now consists of immigrants (Gheorghiu et al., 2016).

The significant increase in foreign-born workers is not just limited to the United States. A demand for foreign employees is growing throughout the world (Ju, 2013). Businesses are seeking to hire and retain workers from other countries because of a struggling global economy (Ju, 2013). These foreign-born employees are being sought for their innovation and technological skills (Ju, 2013). According to a 2011 survey of 25,000 companies in 39 countries, 25% were recruiting foreign talent to meet their employment needs (Ju, 2013). For many of these companies, relying on one nation's talent is no longer sufficient to compete in a global economy (Ju, 2013). As a result, due to a growing global economy, Christian managers are overseeing and dealing with employees from other parts of the world.

Christian managers are also inevitably being placed in the middle of the political ramifications of growing nationalism. The success of Trump and Brexit along with the upsurge of politicians like Le Pen in France was largely driven by nationalist and populist sentiments (Galbreath, 2017; Lowe, 2017). The platform of all three campaigns involved numerous plans intended to protect jobs from being taken by foreigners and reduce concerns of immigration (Galbreath, 2017; Lowe, 2017). These plans included various immigration policies, numerous trade deals that were revised or concluded, and increased security on borders (Galbreath, 2017; Lowe, 2017). Economic and physical safety from foreigners has been at the center of political debates over the last few years (Galbreath, 2017; Lowe, 2017).

With the election of Trump, various immigration policies are now being considered and enacted in the

United States. The most notable of Trump's policies is his executive order suspending visitors from countries that have been identified as supporting terrorism (Adkins, Sandy, & Derpic, 2017). In addition, Trump has issued other orders and memos dealing with the apprehension and deportation of undocumented immigrants (Adkins et al., 2017). In order to carry out these policies, Trump also called for a significant increase in the number of immigration enforcement officers at the Customs and Border Protection and Immigration and Customs Enforcement agencies (Katz, 2017). Trump additionally continues to advocate various trade and manufacture policies consistent with his "America First" platform that are designed to protect American workers and U.S. manufacturing (Chaykowski, 2016; Elstrom & Rai, 2017).

Businesses that rely on the retention of foreign workers are also dealing with the various consequences from the rise of nationalism. For example, companies are facing an increase in lawsuits and complaints filed with the U.S. Equal Employment Opportunity Commission based on national origin discrimination lawsuits alleging the replacement of jobs by foreigners (Thibodeau, 2016). Upon being elected, Trump was even asked by IEEE-USA to request the Department of Justice to investigate national origin discrimination complaints (Thibodeau, 2016). Further, numerous companies remain concerned with their ability to recruit and keep talented foreign employees on visas that are allegedly used to displace American workers (Chaykowski, 2016; Drange, 2017; Elstrom et al., 2017).

Finally, the rise of nationalism is surely having some impact on foreign employees. Arguably, the election of Trump and the numerous immigration policies being advocated are increasing fear among foreign workers and immigrants (Adkins et al., 2017). Some foreign workers are feeling unwelcomed and are isolating themselves from community in response to anti-immigrant views (Adkins et al., 2017). In short, Christian managers find themselves in an environment where they are likely simultaneously overseeing foreign workers while dealing with the impacts of a nationalist movement motivated by concerns of immigration and foreign workers.

## OBSTACLES FACED BY IMMIGRANTS

Literature on current obstacles faced by immigrants indicates several areas of concern where Christian managers can actively engage in loving foreign workers. Even

without the consequences of rising nationalism, foreign workers have a difficult time transitioning to a new country and adopting to an unfamiliar culture (Bahn, 2015; Dietz, Chetan, Victoria, Hamilton, & Gabarrot, 2015; Mahmud, Alam, & Hartel, 2014; Ravasi, Salamin, & Davoine, 2015). An initial barrier for foreign workers is understanding the various institutional requirements of the host country, including compliance with laws and regulations (Bahn, 2015; Ravasi et al., 2015). Further, foreign workers face a variety of impediments at their new workplaces that prevent them from becoming successful and contributing employees (Bahn 2015; Mahmud et al., 2015, Ravasi et al., 2015). Finally, foreign workers and any family members deal with many challenges in simply integrating into the host country's culture and society (Bahn, 2015; Ravasi et al., 2015). All three areas continue to create setbacks for foreign workers as they seek to assimilate into another nation.

As mentioned, the first roadblock for immigrants is learning and complying with the various legal requirements in a host country (Bahn, 2015; Ravasi et al., 2015). According to Bahn (2015), many foreign workers have not even completed basic research or preparations to understand the legal environment before they travel to their new jobs. Thus, the foreign workers often struggle with obtaining visas and other necessary administrative documents or immigration requirements that permit them to even travel (Bahn, 2015; Ravasi et al., 2015). Further, foreign workers sometimes do not understand the timeliness or complexities of getting their visas and other documents renewed (Bahn, 2015; Ravasi et al., 2015). Finally, foreign workers are also limited in their abilities to set up proper bank accounts, complete taxes, and establish other necessary services (Bahn, 2015). Consequently, foreign workers are regularly reliant on their new employers to aid them in meeting the necessary requirements for working and living in the host country (Bahn, 2015; Ravasi et al., 2015).

Another obstacle for foreign workers is successfully participating in a work environment of a different culture. Foreign workers experience various anti-immigrant biases (Dietz et al., 2015, Mahmud et al., 2015). For example, according to a study by Dietz et al. (2015), immigrants suffer from a skills paradox if they are highly skilled because they are more likely to be discriminated against as a threat to the careers of locals. In particular, the study of Dietz et al. (2015) found that individuals unintentionally gave preferences to hiring local job candidates over foreign candidates with the exact same skill set and experience.

Further, immigrants must deal with fears and prejudices of their employers and co-workers, including doubts over their ability to even adapt to a foreign culture (Mahmud et al., 2015).

Moreover, even without being subject to anti-immigration bias, foreign workers still must overcome many challenges in a foreign work environment (Bahn, 2015; Mahmud et al., 2015; Ravasi et al., 2015). A primary obstacle often is a lack of proficiency in English or other local languages, which impedes communications with co-workers (Bahn, 2015; Mahmud et al., 2015; Ravasi et al., 2015). However, the struggle to effectively communicate also includes a lack of understanding culture norms, cues, and customs (Mahmud et al., 2015; Ravasi et al., 2015). In fact, it is not uncommon for foreign workers to be isolated or left out of work discussions due to a lack of their ability to communicate and socially interact (Mahmud et al., 2015; Ravasi et al., 2015). Additional conflicts arise because of diverse cultural practices, including religious traditions and even dietary preferences and restrictions during office functions (Mahmud et al., 2015; Ravasi et al., 2015). Overall, foreign workers also feel a greater sense of job dissatisfaction than their co-workers (Chowhan, Zeytinoglu, & Cooke, 2016).

Lastly, foreign workers also must address many obstacles outside work when moving to a different culture (Bahn, 2015; Ravasi et al., 2015). Many workers leave behind family and friends, and therefore, they consistently experience loneliness and social seclusion (Bahn, 2015). Again, the inability to speak the local language inhibits their ability to socially interact even outside of the office (Bahn, 2015). Alternatively, foreign workers bring their spouses and children, which results in additional challenges. The spouse may have to quit a career back home and may experience an inability to locate work, much less a job of equal skill level, in the new country (Bahn, 2015; Ravasi et al., 2015). In such situations, the spouses often have a difficult time emotionally adjusting since their own careers have ended and the focus is on their partner's career (Bahn, 2015; Ravasi et al., 2015). Further, the foreign worker and family may not know where to live, how to find schools for any children, or even locate local churches and other social institutions (Bahn, 2015; Ravasi et al., 2015). Of course, the spouses and children will also have trouble assimilating to a different culture and face language barriers (Bahn, 2015; Ravasi et al., 2015). An inability of family to adapt to a different culture is a frequent reason for foreign workers leaving their employment shortly after having started (Ravasi et al., 2015).

In summary, foreign workers and their families experience many challenges and trials in traveling to a new country. Foreign workers must comply with unfamiliar legal restrictions, overcome prejudice and cultural adjustments at work, and assimilate into a foreign culture. With the rise of nationalism and various immigrant policies, the obstacles facing foreign workers are only increasing.

### GOD'S LOVE FOR IMMIGRANTS

Christian managers cannot miss out on the unique opportunity to live out the gospel during an escalating conflict between globalism and nationalism. The growth in international employment is not merely coincidence.

The Sovereign Lord orchestrates the movement of peoples across the globe in order to advance his kingdom for his glory. Whether through believers transferring jobs and finding themselves in new locations or unbelievers moving to cities of refuge where they may first come face-to-face with the message of Jesus, the migrations of peoples do not happen as an afterthought in the heart of God. The church may be oblivious to such workings of the Spirit, but the seasons and times of life are part of the King working out his plan to redeem the peoples of this world from the bondage of the wicked one. (Payne, 2012, p. 22)

While dealing with and interacting with employees on a daily basis, God has gifted Christian managers with a special part in his plan of redemption and God's plan includes foreign workers.

God clearly has a heart for the disenfranchised and powerless and the Bible is filled with stories of refugees and immigrants. The immigrant is repeatedly referenced with other two other powerless and vulnerable groups of people: orphans and widows (Deuteronomy 24:21; Ezekiel 22:7; Jeremiah 7:6; Malachi 3:5). In fact, both the Old and New testaments consist of many accounts of individuals traveling from nation to nation, facing trials in different cultures and experiencing persecution from different races and ethnicities (Carroll, 2008). According to Carroll (2008), migration is a central theme of the Bible indicating that majority cultures must be aware of the conditions of strangers. Similarly, in reflection of God's concern for the marginalized, a majority culture must show compassion to immigrants (Carroll, 2008).

Moreover, the Bible has numerous verses concerning the treatment of immigrants and foreigners. In Exodus

22:21, Leviticus 19:33-34, and Malachi 3:5, God forbids the oppression of aliens. Likewise, in Deuteronomy 27:29, the Lord condemns the denying of justice to immigrants. God ordains the serving and the sharing of goods and resources with strangers in Leviticus 23:22, Matthew 25:35, and Romans 12:13. Finally, Deuteronomy 1:16 instructs that a hearing between a citizen and an alien be judged fairly. While there may be disagreement on how to carry out these and many more verses, at a minimum, Christians are plainly called to be aware of and concerned for the well being of individuals that come from different cultures.

Although Christians differ on the politics of nationalism, with its rise, the importance of Christian managers loving foreign employees is only heightened.

For many reasons, immigrants can feel inferior and of less worth. They may have less schooling, come from a more deprived economic background, and have a hard time learning English or speak what they do know with an accent. They may not know the laws or handle cultural cues well; many live in perpetual fear of authorities. (Carroll, 2008, p. 69)

The upsurge in concerns over immigrants, including the economic fears of foreign workers displacing domestic workers, can only increase the worries of some foreign workers that they are unwelcomed and even hated by co-workers. Christian managers cannot simply sit back and allow the fears of foreign workers to remain unaddressed in an era of nationalism. "The creation of all persons in the image of God must be the most basic conviction for Christians as they approach the challenges of immigration today" (Carroll, 2008, p. 67). In Luke 13: 29, Jesus taught that people from all areas of the earth will come to "recline at table in the kingdom of God." Thus, while the debate of nationalism ensues, Christian managers should go out of their way to demonstrate God's open invitation to all people groups in how they oversee foreign employees.

### A ROADMAP FOR LOVING FOREIGN WORKERS

The numerous obstacles that foreign workers face in traveling to a new country provide opportunities for Christian managers to serve immigrants during a period of rising nationalism. Christian managers can carry out such service while guided by biblical values, including hospitality, justice, mercy, obedience to earthly authorities, and provision of resources. In addition, Jesus, his

disciples, and other individuals in both Testaments have provided examples of how Christian managers can love and serve foreign workers. Specifically, managers first need to work with their foreign employees to ensure that they are obeying all laws and regulations for working in the host country. Second, managers should implement various policies and procedures to assist foreign workers in succeeding in the office. Finally, managers can support foreign workers and their families in adjusting to a different culture. With concerns of immigration being at the center of the current conflict between nationalism and globalism, demonstrating God's love to foreign workers is imperative for Christian managers.

### **Ensuring a Peaceful Compliance with Laws**

Perhaps the most basic way that Christian managers can help foreign workers is to make sure that they are legally permitted to travel to and work in the host country. In fact, Christian managers arguably have a responsibility to ensure that foreign workers are complying with laws governing their employment. Romans 13 and Titus 3:1 notably call for Christians to obey government laws and leaders. However, there are many other Bible verses that discuss immigrants conforming to the laws and customs of a host country. "[Old Testament law] assumes that there is movement on the part of the sojourner toward the host culture (Israel): learning its ways and its language, and respecting its laws and taboos" (Carroll, 2008, p. 111). Throughout Leviticus, immigrants were subject to criminal laws, restrictions, and regulations. Specifically, in Leviticus 18:26, God reminded the Israelites that natives and sojourners were both subject to his statutes and rules. Likewise, in Exodus 12:49 and Numbers 15:15-16, God declared that natives and sojourners were under the same law. Finally, in Daniel 2, God instructed the Israelites to respect the territorial boundaries of other people groups.

Nevertheless, while Christians may disagree over the various immigration laws and even whether to obey some of the laws, Christian managers can nonetheless actively help foreign workers comply with the laws in order to avoid unnecessary hassles and complications. After all, God commands his followers in 1 Peter 2:13-15 to be subject to authorities for his sake. Thus, managers should be prepared by staying informed with any changes in laws that are occurring in the current political environment (Brooksbank, 2016; Eisenberg, 2017). Eisenberg (2017) contends that this preparation entails having compliance departments, legal departments, and human resource departments working together to review their policies

designed to conform with relevant laws. With the rise in nationalism, Christian managers must expect the laws and regulations governing immigration and retention of foreign workers to constantly change.

Moreover, Christian managers can work with foreign employees in obtaining the necessary government documents for working in the host country. In fact, Moses twice petitioned kings for permission to travel through territories (Numbers 20:14-21; Numbers 21:21-31). More importantly, in Psalm 105:12-14, it is declared that God looks out for immigrants as they travel from nation to nation. For Christian managers, this process of looking out for immigrants may take a variety of forms depending on the resources of the company, the needs of the foreign workers, and the laws of the host country. Confirming that foreign employees have the proper documents to prove legal residency is a minimum step (Adkins et al., 2017; Edwards, 2016; Kuhlmann & Heiz, 2017). Ensuring that foreign employees actually understand the legal requirements for working in the host country is even more helpful (Adkins et al., 2017). Additional services include creating checklists of steps for obtaining necessary documentation, aiding in the completion of necessary paperwork and other administrative processes, and even providing reminders of any deadlines to have documents renewed (Appleton & Abdinor, 2014; Edwards, 2016; Kuhlmann et al., 2017; Ravasi et al., 2015). In fact, managers should consider offering an assistant to accompany foreign workers to any government agency or at least be a contact for addressing any issues (Kuhlmann et al., 2017). Notably, in the biblical story of the Good Samaritan in Luke 10:29-42, the Samaritan cared for the beaten traveler by financially arranging for the innkeeper to look out for the traveler.

There are various other ways for Christian managers to serve foreign workers in dealing with immigration laws and restrictions. In Psalm 147:16, God again declares that He watches over sojourners. Managers can watch over foreign workers by discussing any travel plans with their foreign workers to make sure that they are aware of any travel restrictions, understand how to interact with customs officials, and carry the required traveling documents (Goldblum & Dennis, 2017). Further, providing foreign workers with contact information of a business representative for a customs officer to contact with any questions could avoid potential issues at customs (Goldblum et al., 2017). Likewise, having a foreign worker travel with documentation confirming the details of employment may prevent some legal hang-ups (Goldblum et al., 2017). In

Ezekiel 47:21-22, God's orders that aliens be treated as citizens. Christian managers can reflect this Old Testament calling by keeping foreign employees who may be impacted by changes in laws or regulations up to date on the changes and offering guidance for handling the changes. In short, in an era of nationalist politics, Christian managers can disagree over the various immigration laws while still loving foreign workers by aiding them in complying with the laws and avoiding legal headaches.

### **Ensuring a Successful Integration into the Workplace**

An extensive area for Christian managers to love foreign employees is ensuring that they successfully integrate into a foreign work culture. "Because immigrants are made in the divine image, they have essential value and possess the potential to contribute to society through their presence, work and ideas" (Carroll, 2008, p. 67). Notably, in 1 Chronicles 22:2, David commanded that aliens be included in the building of the Lord's temple. Further, in 2 Chronicles 2:17-18, Solomon took a census of all aliens and subsequently assigned them work. Christian managers can similarly help foreign workers assimilate into their new positions and be an important part of the company through biblical values like hospitality, justice, mercy, and service. Foremost, managers can develop a working environment that welcomes diversity. Supervisors and lower-level managers must also be trained to be aware of and handle cultural differences. Additionally, various policies and procedures may be implemented that aid foreign workers in effectively contributing in the office. Efforts to celebrate unique cultural traditions and preferences can likewise be adopted. Finally, various creative techniques may be used to resolve conflicts that arise due to cultural misunderstandings. While the concerns of foreign workers are debated in politics, Christian managers can help foreign workers feel valued in the workplace.

Properly integrating foreign workers into the workplace starts with building an inclusive environment. In Leviticus 19:33-34, God commanded the Israelites to love aliens as themselves with a reminder that they were once also aliens. In Matthew 15:32, Jesus declares that He will gather people from all nations. These Bible verses display God's love for all people groups, and that truth should encourage Christian managers to create an environment that welcomes all people groups. In fact, Ju (2013) contends an inclusive working environment should be developed prior to any foreign workers even being recruited. Such an inclusive environment is built through a core philosophy that appreciates and seeks contribu-

tions from a diversity of ethnic backgrounds (Gauthier, 2016; Kuhlmann et al., 2017). Moreover, in such a working atmosphere, different ways of accomplishing tasks and handling conflicts are encouraged and celebrated (Gauthier, 2016; Kuhlmann et al., 2017). Creating an inclusive workplace goes beyond just implementing various cultural training techniques and involves a company-wide culture that brings different people together (Dietz et al., 2015; Gauthier, 2016; Kuhlmann et al., 2017). When a company recognizes the benefit of differences, the integration of foreign workers is more likely to be successful (Dietz et al., 2015; Gauthier, 2016; Kuhlmann et al., 2017).

Building a welcoming environment for foreign workers additionally requires retaining and developing supervisors and other managers that essentially have a global mindset (Kuhlmann et al., 2017). Leaders in an organization provide a primary role in implementing an atmosphere that celebrates diversity (Kuhlmann et al., 2017). Supervisors can serve as role models who demonstrate a company's appreciation of cultural differences through various policies and procedures. Further, when leaders publicly show support of foreign workers, other co-workers adopt the same attitudes and behaviors (Kuhlmann et al., 2017). The presence of managers and supervisors who have a global mindset and can interact with different cultures is the driving force for building a workplace that embraces diversity (Kuhlmann et al., 2017). In fact, due to an increasingly global economy, 76% of executives in one survey believed that developing leaders with global capabilities was essential (Ghemawhat, 2012).

Managers with a global mindset also have a variety of skills and traits that enable them to both oversee and serve foreign workers. More generally, such managers view change as normal and a positive opportunity (Brimm, 2016). These managers appreciate creative thinking and new ways of addressing situations. They also are willing to experiment and reinvent themselves when necessary (Brimm, 2016). More specifically, managers with a global mindset have experience interacting in a variety of unfamiliar cultures (Adler & Bartholomew, 1992; Brimm, 2016; Ghemawhat, 2012). In fact, globally minded managers have more than just an appreciation of other cultures (Adler et al., 1992; Brimm, 2016; Ghemawhat, 2012). These managers possess a knowledgeable understanding of diverse cultures, including their customs, cues, and norms. Further, managers with global capabilities respect and utilize the customs and norms when interacting with workers from different cultures (Adler et al.,

1992; Ghemawat, 2012). Accordingly, in recognition that Jesus will one day gather people from all nations, Christian managers can reflect that promise by developing supervisors and other managers with an appreciation for foreign workers.

In addition, there are a variety of procedures for Christian managers to demonstrate hospitality as commanded in Hebrews 13:2 by helping foreign workers assimilate into their workplaces. The procedures should generally be aimed at aiding the employees in overcoming the anxiety of being in a new culture and squelching fears of feeling unwelcomed (Kuhlmann et al., 2017; Ju, 2013). Managers can initially ensure that foreign workers understand the company and working environment that they have joined (Kuhlmann et al., 2017). A detailed and clear list of the employee's job duties and expectations would help the employee picture his or her role (Kuhlmann et al., 2017). Furthermore, even descriptions of the company's culture, social norms, and community may benefit the employee in understanding the work setting (Kuhlmann et al., 2017). Finally, an assigned mentor within the company could answer any questions, provide needed guidance, and ensure that the employee is overall adjusting to the company (Kuhlmann et al., 2017). According to Kuhlmann et al. (2017), foreign employees were more productive in their first few weeks on the job when an employer utilized such measures to integrate the employee.

Christian managers can also enact various procedures to aid the foreign employees in communicating effectively. In Revelation 7:9, it is revealed that all languages will be united in worshipping Jesus in heaven. That heavenly promise should motivate Christian managers to try to remove any language and cultural barriers that impede the contributions of foreign workers. One of the most impactful ways to serve a foreign employee is working with him or her to learn the local language and other communication norms (Kuhlmann et al., 2017; Molinsky, 2014). Alternatively, the company could pay to send the employee to a language course (Kuhlmann et al., 2017). Notably, while not an issue of immigration, in Daniel 1, King Nebuchadnezzar, under God's favor, brought Daniel and others to his palace after conquering Jerusalem to learn the Chaldean language.

Even with a language barrier, however, a manager can help a foreign employee be a contributing member of the team (Molinsky, 2014; Neeley & Kaplan, 2006). A manager may go out of his or her way to invite the foreign employee's opinion in a meeting or ask open-ended questions that encourage the employee to participate

(Molinsky, 2014; Neeley & Kaplan, 2006; Sadakova, 2015). If the foreign employee comes from a culture where it is considered inappropriate to express a public opinion or challenge authority, the manager may provide expectations of participation to the employee or explain how the company benefits from him or her sharing (Molinsky, 2014; Neeley et al., 2006). Further, the foreign employee should be complemented when he or she provides input in a team meeting (Sadakova, 2015). Local employees might even need to be instructed to talk less in order for foreign employees to have an opportunity to share their views (Neeley et al., 2006). The overall goal of such measures is to encourage foreign employees to participate and recognize that they are an important part of the team (Kuhlmann et al., 2017; Neeley et al., 2006). In summary, these types of measures can be modern ways for Christian managers to help integrate foreign workers similar to the efforts of David and Solomon.

Christian managers can further look after immigrants in accordance with Psalm 146:9 by using techniques to socially integrate foreign workers into the office. In fact, in 1 Peter 2:11 and Hebrews 11:13, Christians are reminded that they are foreigners and strangers on earth. A recognition that Christians are themselves foreigners in this world should generate sympathy for foreign workers as they try to integrate into a new workplace. In many cases, it is a greater obstacle for a foreign employee to socially interact with co-workers than to professionally interact with them (Kuhlmann et al., 2017; Sadakova, 2015).

The most significant rule for managers to remember in integrating foreign workers may be that it might take longer than expected to establish a relationship (Molinsky, 2014). Foreign workers frequently come from cultures where small talk is unusual (Molinsky, 2014; Sadakova, 2015). Often small gestures such as bringing the employee a snack or spending time with the employee during a break can start the process of building a long-term relationship (Molinsky, 2014). Remarkably, in John 4, Jesus formed relationships with many Samaritans by initiating small talk. Likewise, managers could simply check in on their foreign employees on a regular basis, ask them about their personal lives, and express interest in learning their cultural background and traditions (Sadakova, 2015). Another small way to integrate the foreign employee is to invite him or her to social situations, team meals, and office outings (Brimm, 2016; Kuhlmann et al., 2017; Sadakova, 2015). Importantly, managers should show sensitivity towards the foreign employee's culture by ensuring that appropriate cuisines are at office

functions and the employees are permitted times as needed to practice their religious traditions (Mahmud et al., 2015, Sadakova, 2015). In fact, in Daniel 1, God showed compassion by having the chief of the Eunuchs accommodate Daniel's dietary restrictions.

Lastly, in response to the calls such as in Deuteronomy 27:29 and Deuteronomy 1:16 to show justice to foreigners, Christian managers should implement procedures for avoiding and resolving conflicts that may arise out of cultural clashes. Due to differences in cultures and language barriers, conflicts can simply occur due to miscommunications or misunderstanding (Kuhlmann et al., 2017). Managers and local co-workers may prevent such conflicts by simply avoiding complex sentences or confusing expressions (Kuhlmann et al., 2017). Other conflicts can result from ethic and religious disagreements, feelings of discrimination or oppression, and perceived competition (Kuhlmann et al., 2017). In such situations, Gheorghiu et al. (2016) found that immigrants who were able to embrace their host culture values without having to reject their own cultural values were less likely to experience conflict.

Similarly, Christian managers can also show mercy in accordance with Micah 6:8 by appreciating that different cultures have distinctive ways of handling conflicts. Employees may have contrasting perspectives on how to address a conflict depending on whether they come from an individualistic or collectivistic society (Choi, 2017). Individuals from an individualistic culture usually express needs and wants through direct communications while individuals from a collectivistic culture rarely express personal opinion (Choi, 2017). Thus, in response to conflict, the former employee will likely use confrontation and the latter employee may be more accommodating. Further, an employee can come from a high-context culture that is relationship-oriented or a low-context culture where relationships are not emphasized (Choi, 2017). Finally, some employees may come from a cultural where saving the other person's face is a priority (Choi, 2017). Managers can primarily address conflicts that arise between individuals from these different cultural contexts by offering various private methods for employees to provide their opinions (Choi, 2017). Moreover, some conflicts may be avoided by creating more social events where employees can begin to appreciate their differences (Choi, 2017).

As a result, Christian managers can adopt numerous measures to successfully integrate foreign workers into the workplace. By building an inclusive environment, developing globally minded leaders, implementing

policies that encourage diverse contributions, recognizing cultural differences, and establishing policies to resolve cultural conflicts, managers can ensure that foreign workers become part of the team. More importantly, Christian managers can utilize such measures in accordance with the biblical values of hospitality, justice, mercy, and service to reveal to foreign employees that they are inherently valued and loved.

### **Ensuring a Positive Adjustment to a Different Culture**

The final way that Christian managers may support foreign employees is by assisting them in adjusting to a foreign culture. According to Ravasi et al. (2015), the most difficult aspect for immigrants in moving to another country is interacting with a different culture and the local people. Thus, Christian managers should ensure that foreign workers and their families are welcomed in their new home. Again, Hebrews 13:2 commands followers of Christ to show hospitality towards strangers. "The theme of hospitality is relevant to the immigration debate. The biblical text can gently prod believers of the majority culture to a greater mind-set of hospitality and to actions of hospitality toward. . . immigrants" (Carroll, 2008, p. 94). In Acts 6, the disciples demonstrated this kind of hospitality by appointing men to look out for Hellenist widows after complaints were lodged against the Hebrews. Importantly, Jesus also became an immigrant by taking on human likeness as mentioned in Philippians 2:5-8, and he subsequently traveled as a young child to Egypt and back to Nazareth as described in Luke 2. The fact alone that Jesus's rescue mission for sinners starts with him becoming an immigrant should be enough motivation to assist foreign workers and their families in making a new home.

Christian managers can start the process of helping foreign workers adjust to a foreign country by providing a variety of short-term services to make the relocation a smooth transition. Thereafter, managers should offer various services that allow foreign employees to make a long-term commitment to remaining in the country. Through a combination of short-term and long-term efforts designed to help foreign employees and their families adjust to a foreign culture, a Christian manager can show the kind of hospitality that reflects God's love for immigrants.

Successfully adjusting to a foreign culture begins with preparing the employee and any family members for moving to a new nation. Once again, as God cares for immigrants as they travel in Psalm 105:12-14, Christian man-

agers can serve their foreign employees as they move. Even before a foreign employee travels, the manager should provide the employee with some information and training concerning the culture of the host country (Ravasi et al., 2015). In fact, if the company has the resources, a manager can fund a trip for the employee to travel to the host country and experience the culture (Ravasi et al., 2015). At a minimum, when the foreign employee arrives, a packet of information concerning the area should be offered to the employee (Bahn, 2015). Other basic services include meeting the employee at the airport, setting up temporary accommodations, and giving the employee time to recover from the travel and familiarize himself or herself with the local area (Bahn, 2015). Similar accommodations are demonstrated in Job 31:32 where he assures that his door was open to any stranger.

Services that enable foreign workers and their families to settle long-term to the new country may be more substantial. In Deuteronomy 10:18, God commands that sojourners be loved by providing them with food and clothing. Jesus discusses the same values in Matthew 25:35. Jesus also specifically demonstrated his love for children of different cultures in Mark 7:24-30 when he removed the demon from the child of the Syrophenician woman and when he healed the son of the Capernaum official in John 4:46-54. Christian managers can show foreign workers the same kind of love through various actions. Foremost, a manager could provide the employee with local housing information and perhaps even a realtor who may help the employee find the right home (Bahn, 2015; Kuhlmann et al., 2017; Ravasi et al., 2015). Similarly, the manager can arrange for a moving company to move the worker's belongings (Kuhlmann et al., 2017; Ravasi et al., 2015). A list of details about schools and other childcare services in the area may also make the employee and spouse feel more comfortable about raising a family in a different country (Bahn, 2015; Kuhlmann et al., 2017; Ravasi et al., 2015).

Christian managers should also be proactive in helping foreign employees and their families join the local community. There are many services that a Christian manager may consider in conformance with the command in Ezekiel 47:21-22 to treat aliens as citizens. Introducing the foreign employees and their families to various social attractions and settings as well as churches and other organizations may help them develop relationships and feel more connected to the community (Bahn, 2015; Gauthier, 2016; Kuhlmann et al., 2017; Ravasi et al., 2015; Van Hoom & Eijssenring, 2014). In addition, a manager could consider paying for courses for the for-

ign employees and family members to learn the native language and customs so that they can interact with local people (Bahn, 2015; Gauthier, 2016). Again, in Daniel 1, God gave the youths that were brought back to King Nebuchadnezzar's palace an understanding of the new language. Finally, if possible, a manager should be mindful of the needs of the foreign employee's spouse by locating potential job opportunities that are similar in skill and pay to any job left behind (Bahn, 2015; Kuhlmann et al., 2017; Ravasi et al., 2015). The spouse may also benefit from being invited to a variety of support groups designed to connect to individuals in similar situations (Bahn, 2015; Kuhlmann et al., 2017; Ravasi et al., 2015).

In short, a Christian manager can utilize a variety of efforts to show hospitality and ensure a successful adjustment for foreign workers and their families to a new country. However, these services do not simply provide for a more peaceful transition. Rather, in a period of rising nationalism, a Christian manager can use these services to reflect that foreign employees and their families are treasured.

## CONCLUSION

The growing conflict between globalism and nationalism has created a heightened opportunity for Christians in management positions to serve foreigner employees. As the politics of nationalism are debated, Christians should undoubtedly be intentional in showing immigrants that they are part of God's plan for redemption. "Christians have the obligation to be a voice for God's heart in the country at large" (Carroll, 2008, p. 109). For Christian managers, they can proclaim God's heart for immigrants through various managerial acts guided by biblical values, such as hospitality, justice, mercy, and by the examples of Jesus and other individuals in the Bible.

The purpose of this article was to offer practical ways for Christians in management positions to display God's love for immigrants while overseeing foreign workers. In an era where globalism and nationalism are at increasing odds, Christian managers are in a unique position to serve immigrants and their families. As discussed, Christian managers should assist foreign employees in obeying the laws and regulations for traveling to and working in the host country. Further, Christian managers should introduce policies and procedures to help foreign workers have a successful transition into the office. Finally, Christian managers should serve foreign workers and their

families in adjusting to a new culture. In Acts 17:26-17, Paul declared to the men of Athens that God made every nation of mankind having determined their periods and boundaries of their dwelling place so that they should seek God and find Him. In a period where nationalist politics and a global economy are having conflicting influences on the location of dwelling places for many workers and their families, Christian managers have been gifted with an opportunity to help immigrants see God.

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## ABOUT THE AUTHOR



**John Langenderfer** is a practicing attorney in Dayton, Ohio, where he has represented businesses for 12 years in various lawsuits, contract negotiations, and in the development of policies and procedures. He is currently earning his Doctorate of Business Administration with a focus in management at Anderson University, and he expects to obtain his ABD status in 2018.