



Article

Inclusive HRM for migrant employees: A narrative perspective

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CITATION

Selvaraj L.K., Vairamuthu, R.E., Sugandhamani, N. (2026). Inclusive HRM for migrant employees: A narrative perspective. *Human Resources Management and Services*. 8(4): 6336.
<https://doi.org/10.18282/hrms6336>

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Abstract: Workforce migration is a growing phenomenon in the world and can create a number of challenges and opportunities for human resource management (HRM). Challenges here include the inclusion and well-being of migrant workers in the HRM system, while opportunities involve addressing the new role of HRM in managing migrants. There are challenges and opportunities that involve human resource management (HRM) and migrant employees in the HRM system, including the rise of migrants, and opportunities that involve the role of HRM in managing migrant employees. Although diverse literature has focused on diversity management and psychological capital, fewer studies have focused on using narrative insights from migration literature to help HRM practice. This conceptual paper aims to bridge this gap by developing an inclusive HRM framework for migrant employees where the theoretical support is drawn from Social Exchange Theory, Organizational Support Theory, Job Demands–Resources (JD-R) Model, Psychological Safety Theory and Psychological Capital (PsyCap) theory. It is a conceptual interdisciplinary study in which a qualitative thematic and narrative analysis of Isabel Allende’s *In the Midst of Winter* is used as a tool for literary interpretation, in order to create understanding about HRM. This paper combines literature-based analysis and evidence-based HR practices to create four pillars: (1) inclusive recruitment and onboarding, (2) trauma-informed support systems, (3) psychological capital development, and (4) inclusive leadership and organizational culture. Four propositions are put forward that can be tested in future empirical studies. This framework provides concrete steps for HR professionals to take to help create inclusive and sustainable workplaces where migrants and their employers can both thrive.

Keywords: Migration; Workplace Inclusion; Employee Well-being; Inclusive HRM ; Psychological Capital; Trauma-Informed Practice; Isabel Allende

1. Introduction

Today, migration is a growing aspect of the labour market which has a major impact on human resource management (HRM), employee well-being, employee inclusion in the workplace and working relationships. Discrimination, social exclusion, othering, and power relations play a significant role in the experiences of marginalized groups, and these are highlighted in their analysis of social injustice, marginalized identities, and power relations within *Violetta and The House of the Spirits* by Isabel Allende (Selvaraj et al. 2026). These are also conceptual resonances with migrant workers who can also be subject to exclusion, discrimination, and problems with recognition and belonging at work. Cultural adjustment, language barriers, employment insecurity, discrimination, social isolation, and uncertainty can cause problems for migrant employees. The experiences could affect their psychological health, work adjustment, organizational identification, and organizational involvement. For example, recent

work on migrant workers has found that psychological well-being, organizational identification, and work-related outcomes are all correlated with workplace inclusion (Agyeiwaah et al., 2026).

Inclusive HRM is thus not just about equal opportunity recruitment and appointments. It includes organizational practices that acknowledge differences between employees, ensure equitable access to organizational resources and opportunities, facilitate participation, and foster an environment that allows employees to develop a sense of belonging. Recent research on the migrant labour context also highlights the importance of fairness and belonging at the interpersonal level, as well as organizational practices such as providing migrants access to resources, opportunities, recognition, and participation.

For migrant workers, inclusive practices may be relevant as they might be affected by migration stressors, which can compound with the demands of the workplace and impact on the migrant worker's psychological and social adjustment. Research on migrant-workers suggests that there is a link between perceived organizational support and other migrant-worker outcomes, including sociocultural adjustment (Kim et al., 2016). The link between organizational support, resilience, and migrant workers' work well-being has also been studied (Pham et al., 2024).

Previous studies have focused on topics of discrimination, organizational support, employee well-being, job insecurity, inclusion, adjustment, and turnover among migrant workers. But most of this literature is based on traditional empirical methods like surveys, interviews, and quantitative models. These methods are useful for setting up empirical relations, but may not be able to fully address the emotional, relational, and experiential aspects of migration as represented and understood.

Literary narratives offer another interpretive tool through which experiences of displacement, trauma, resilience, solidarity, identity, and belonging can be considered. Narrative texts have been suggested to be a valuable tool for organization and management research, because they can reveal social relations, experiences, identities, and organizational phenomena that are not easily captured by traditional research designs (Phillips, 1995; Holt & Zundel, 2018). The methodological scholarship has also been developed in more recent research, which explores the application of fictional research in organizational and management studies and highlights the need to explicitly state the selection of fictional material, analytical procedures, and the contribution of theory (Kalkman, 2024).

This study consequently explores Isabel Allende's literary narrative of *In the Midst of Winter* (2017) as a text that is pertinent to migration studies, vulnerability, resilience, human relationships, and belonging. According to the official description of the book, Evelyn Ortega is a young undocumented immigrant from Guatemala, and the novel explores themes of immigration, refugees, human rights, and home (Selvaraj et al., 2026). In 2017, the novel was first published in English.

The novel is not used as a documentary record of the migrant workers' experiences. Rather, it is employed as a frame through which themes that are relevant to migrant employee inclusion can be linked to existing theories in HRM. This distinction is important methodologically, as it is impossible to treat fictional characters as empirical participants. The novel is not used as a documentary record of the migrant workers' experiences. Rather, it is employed as a frame through which themes that are relevant to migrant employee inclusion can be linked to existing theories in HRM. This distinction is important methodologically, as it is impossible to treat fictional characters as empirical participants.

The study draws on five complementary theories, including Social Exchange Theory (SET), Organizational Support Theory (OST), the Job Demands–Resources (JD-R) Model, Psychological Capital (PsyCap) Theory and the Psychological Safety Theory. SET describes how the employee-organization relationship is characterized by reciprocal exchange (Cropanzano & Mitchell, 2005) whereas OST is more specific and has to do with the perception of the employee that the organization values their contribution and cares for them (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). The JD-R Model outlines the way that job demands could be a source of strain, while job resources could be a source of well-being and functioning of employees (Bakker & Demerouti, 2007). Theory is based on positive psychological resources including self-efficacy, hope, optimism, and resilience (Luthans, Avolio, et al., 2007). According to Psychological Safety Theory, employees can express concerns, ask for help, and engage in organizational life without fear of adverse interpersonal outcomes (Edmondson, 1999).

Building on these views and the narrative analysis, the study builds an inclusive HRM framework that has four interrelated layers –inclusive recruitment and integration, trauma-informed support, psychological capital development, and inclusive leadership and organizational culture. These areas are conceptualized as complementary dimensions of an inclusive HRM approach and not as empirically suggested dimensions. The framework is designed to develop theoretically grounded propositions which can then be explored through empirical study.

1.1. Research Gap

While the concepts of inclusive HRM, migrant employee experiences, organizational support, psychological well-being, and resilience have gained more and more traction in academia in recent years, the research on these concepts has tended to view them from various theoretical and empirical angles. Recent studies, for instance, show that psychological well-being and organizational identification among migrant workers can be linked to workplace inclusion, and organizational support has been linked to migrant workers' adjustment and well-being.

There is still room for an interdisciplinary model that integrates migration-related stress, organizational resources, psychological resources, psychological safety, and employee outcomes in the same model. The connection between organizational resources and psychological resources, in particular, needs to be conceptualized in an integrated fashion in the context of inclusion of migrant employees.

Another gap is in methodology. While the traditional empirical approach is crucial for determining relationships between variables, fiction-based approach is another way to look into how complex human experiences are conveyed through narratives. Scholarship in organization and management studies has highlighted the potential of fiction for theoretical exploration and has cautioned against the naturalization of fictionality and the masking of methodological issues by the fictional. In parallel, scholarship has acknowledged the potential of fiction for theoretical exploration, and, while acknowledging the need for methodological transparency, it has also made a point of establishing clear boundaries between fictional representation and empirical evidence (Phillips, 1995; Holt & Zundel, 2018; Kalkman, 2024).

To fill this void, this study aims to link narrative themes from *In the Midst of Winter* with existing theories on HRM and to create a combined conceptual framework for inclusive HRM with migrant employees. The study is thus not a prescriptive one focused on whether the novel could offer empirical evidence on migrant workers, but rather it is to be used as an interpretative and theory-generating tool to develop theoretically informed HRM propositions.

1.2. Objectives

The study has four objectives:

1. To explore the themes of migration, trauma, resilience, belonging, and social support in the context of In the Midst of Winter.
2. To understand these narrative themes in the context of existing theories associated with HRM, such as the following: SET, OST, JD-R model, PsyCap theory and Psychological safety theory.
3. To build up an integrated conceptual framework of inclusive HRM practices applicable to migrant employees.
4. To develop theoretically informed hypotheses that will inform future empirical research.

1.3. Research Questions

The study addresses the following questions:

- What are the themes that are identified in the literary narrative about migration, trauma, resilience, belonging and social support that the author selected?
- What are the ways that these themes of the narratives can be understood in terms of existing theories of HRM?
- What are the organizational and psychological issues migrant employee experiences and how can inclusive HRM practices be used to overcome these issues?
- What theoretical connections can be suggested for further empirical study?

1.4. Contribution of the Study

First, it offers an interdisciplinary approach, bringing together the analysis of literary narratives and the theorizing of HRM. The literary text is considered not as empirical organizational data, but as a tool for interpretation of the experience and relationship that can support the development of theory. This is in keeping with scholarship that looks at the possibility of fiction contributing to research in organization and management (Phillips, 1995; Holt & Zundel, 2018; Kalkman, 2024).

Secondly, the study brings together the organizational, psychological and contextual resources in one framework. Conceptualizing inclusive HR practices as organizational resources, conceptualizing psychological capital as an individual psychological resource and conceptualizing psychological safety as a contextual condition which might moderate the negative relationship between employee well-being and migration-related stress. The multi-level distinction enables the framework to converge organizational support, employee psychological resources and workplace context, and not just treat them as interchangeable.

Third, the study proposes a system of theoretically grounded and testable propositions that examine the relationships between inclusive HR practices, Psychological Capital, migration-related stress, psychological safety, employee well-being, and trauma-informed HR practices, perceived organizational support, and turnover intentions. It is important to note that the framework should not be read as being directly supported by the findings of the present study. No survey, interview, experiment or other primary empirical data set was utilized. Rather, the framework offers a conceptual foundation for the future quantitative, qualitative, and mixed-methods research on migrant workers and organizational contexts.

2. Theoretical Foundations

2.1. Social Exchange Theory and Organizational Support

The Social Exchange Theory (SET) is useful to understand the reciprocal relationships between employees and organizations. Social exchange is when exchanges create obligations and positive exchanges might create counter-negative

exchanges in return (Cropanzano & Mitchell, 2005). In HRM, there are many organizational practices that can impact the perception of the employees' relationship with the organization, including fairness, recognition, support and favorable working conditions. These practices could be especially critical for migrant workers, as cultural adjustment, uncertainty, discrimination or social isolation may make them more attuned to the signals from the organization about their fairness and respect.

Organizational Support Theory (OST) offers a more concrete answer to the question of why employees form beliefs about the value of their contributions and the concern of their well-being within their organization (Eisenberger et al., 1986). Further studies have revealed that other factors such as fairness, supervisor support, organizational rewards and favourable working conditions are important predictors of perceived organizational support (Rhoades & Eisenberger, 2002). Therefore there is a difference between SET and OST tasks in the current framework, but they are related. SET captures the more general reciprocal nature of the relationship between employees and organizations while OST focuses on the employees' perceptions of organizational care and support.

2.2. Job Demands–Resources (JD-R) Model

The Job Demands–Resources (JD-R) Model has investigated the relationship between job demands and job resources and offers a framework for understanding the relationship between job demands and employee well-being (Bakker & Demerouti, 2007). Job demands are those aspects of the job that involve a sustained expenditure of physical or psychological energy while job resources are those that enable employees to accomplish their work tasks, lower the impact of job demands, or enhance personal growth.

Uncertainty about migration, language barriers, adapting to culture, discrimination, social isolation, and not knowing how things work can be added responsibilities for migrant workers. Organizations can provide support by offering mentoring, supportive supervision, language assistance, workplace relationships, employee assistance programmes, and professional development, which can support an employee in coping with these demands. The JD-R perspective thus offers a theoretical framework for studying how migration-related stress is related to employee well-being and how organizational resources may protect against this stress.

2.3. Psychological Capital (PsyCap)

Psychological Capital (PsyCap) is defined as a positive psychological state of a person, consisting of self-efficacy, hope, optimism, and resilience (Luthans, Avolio, et al., 2007). Both individual psychological resources and a higher-order construct of the four have been studied as the determinants of positive work outcomes. These psychological resources may apply to the adaptation of migrant workers into the unfamiliar cultural, social and organizational settings. All of these could contribute to confidence in performing tasks at work, hope to assist in goal-directed acts, optimism to promote positive expectations, and resilience to aid in recovery from adversity.

Importantly, PsyCap is not just a fixed personal trait, it can be developed. In this context, developmental practices like mentoring, constructive feedback, mastery experiences, and supportive leadership can be seen as relevant to the development of psychological resources among employees.

Based on this, this study is based on the idea of Psychological Capital as a possible mediator between inclusive HR practices and employee well-being.

2.4. Psychological Safety Theory

Psychological safety is related to the employees' belief that their workplace

is safe for interpersonal risk taking. Edmondson's original study revealed the impact of psychological safety on the learning behaviour of a work team. Psychological safety for migrant workers could be especially significant as language barriers, unfamiliarity with culture, fear of discrimination and doubt about interactions with colleagues may make it less likely that employees will speak up to raise concerns or ask for help.

A psychologically safe workplace could make it possible for workers to ask questions, share problems, seek assistance, and voice their concerns without fear of humiliation or repercussions. Within this framework, then, Psychological Safety is seen as a moderating contextual factor. In particular, it is suggested to reduce the negative association between migration stress and the well-being of employees.

2.5. Integrating Theoretical Perspectives

The five theoretical perspectives are used to complement each other in the proposed framework. The complementary functions of these theoretical perspectives are summarized in **Table 1**.

Table 1. The Complementary Functions of Theoretical Perspectives in the Present Conceptual Framework

Theory	Function in the Present Framework
Social Exchange Theory	Explains reciprocal relationships between employees and the organization.
Organizational Support Theory	Explains employees' perceptions of organizational care, value, and support.
JD-R Model	Explains the relationship between migration- and work-related demands and organizational resources.
Psychological Capital Theory	Explains employees' positive psychological resources, including self-efficacy, hope, optimism, and resilience.
Psychological Safety Theory	Explains the contextual conditions necessary for safe communication, help-seeking, and interpersonal risk-taking.

3. Narrative Methodology

3.1. Research Design

The approach used in this research is conceptual and interpretative research design with qualitative narrative analysis of a literary text, which aims to gain insights that can be used in inclusive human resource management (HRM). The selected novel is not considered as empirical evidence of migrant employees' experiences. Rather, the literary narrative is presented as a lens for interpretation which can be employed to explore notions of migration, displacement, trauma, precarity, solidarity, belonging and resilience in the context of established HRM theories.

Narrative analysis offers a systematic way of understanding stories and investigating the ways in which experiences and meanings are created in a narrative account (Riessman, 2008). Thematic analysis is one of the methods for conducting narrative analysis that Riessman specifies, which enables the researcher to explore themes that are repeated in the narrative materials.

In addition, the use of fiction in organization and management research is gaining acceptance as a valid unconventional methodological strategy. However, the present study is different from the empirical case studies of migrant employees in HRM research, because the literary narrative is used as an interpretive case to gain HRM insights rather than as a factual case of HRM (Phillips, 1995; Holt & Zundel, 2018). No primary data were gathered in the form of surveys, interviews, experiments, etc. (Kalkman, 2024).

3.2. Selection of the Literary Text

A decision was made to use *In the Midst of Winter, 2017*, by Isabel Allende as the main literary text, as migration, displacement, vulnerability, trauma, resilience, human relationships, and belonging are key elements in the narrative. The novel weaves three central characters together—Richard Bowmaster, Evelyn Ortega, and Lucía Maraz—whose lives link migration, displacement, human rights, suffering, and self-preservation. According to the author's official description, Evelyn is a young undocumented immigrant from Guatemala, Richard is a human-rights scholar, and Lucía is a Chilean lecturer.

The choice of the novel is therefore theoretically relevant for the present study since it offers a narrative context in which experiences related to migration, vulnerability, social relationships and adaptation can be interpreted. It was published in English in 2017 by Atria Books. The selection is also based on the methodological principle of the fictional sources used in the research of organizational phenomena have a clear relationship with the phenomenon being studied. In recent methodological studies on fiction-based organization and management, the importance of an explicit description of the reasons for choosing a specific fictional source and its contribution to the research question has been highlighted (Kalkman, 2024).

Because the novel does not include every migrant worker, it is not chosen as representative of all migrant employees. Instead, it is chosen because its story offers a focused literary depiction of what is experienced that can be read in relation to migrant inclusion, migrants' psychological health and well-being, support, resilience and migrant belonging.

3.3. Unit of Analysis

In this study, the unit of analysis becomes the representation of migration-related experiences, interpersonal relationships and adaptive responses in the selected narrative. The analysis addresses narrative episodes, character experiences, interactions, and recurring situations related to migration, displacement, trauma, social support, belonging, resilience, and adaptation. The unit of analysis and the principal adaptive responses examined in the narrative are illustrated in **Figure 1**.

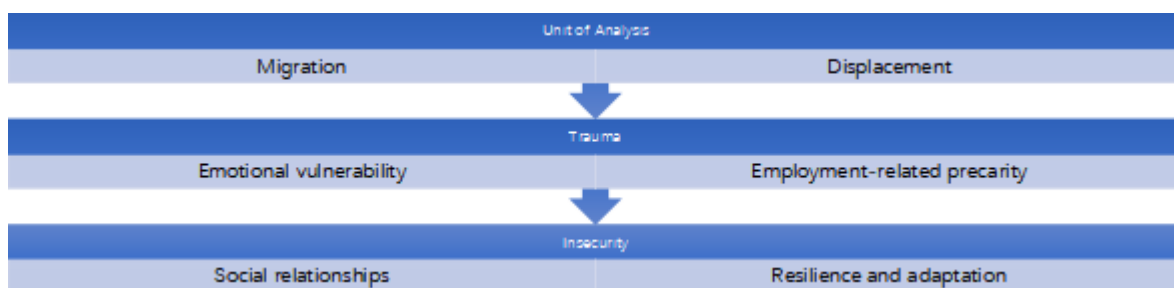


Figure 1. Unit of Analysis: Migration-Related Experiences and Adaptive Responses in the Narrative

The analysis does not presume that each of the experiences that is depicted in the novel is a direct reflection of an organizational or workplace experience. Rather, situations of the narrative are discussed in terms of their conceptual relevance for HRM. This distinction is significant because fictional stories are literally created, as opposed to empirical, that is, naturally occurring stories. Fiction-based research can, however, make a contribution to organizational theorizing as long as the researcher can make a clear interpretation of the relationship between the fictional material and the organizational phenomenon to be studied (Phillips, 1995; Holt & Zundel, 2018).

3.4. Narrative Thematic Analysis

Thematic analysis to narrative analysis was used to analyse the narrative.

Thematic analysis, as identified by Riessman (2008) is one of the types of analysis that researchers may use to analyse what is communicated within narratives and to identify patterns of meaning within the narrative material. It is also a flexible approach to the identification and interpretation of common themes across qualitative data (Braun & Clarke, 2006). Thematic analysis is a method that identifies, analyzes and reports patterns or themes in qualitative data, and it is described by Braun and Clarke as a method that is theoretically flexible.

The analysis of the present study was experienced in four stages of interpretation, namely:

Stage 1: Familiarization with the Narrative.

The novel was read carefully looking for narrative moments of migration, displacement, difficulty, sociality, fragility, strength, and belonging.

Stage 2: Recurring Concepts Identified

Common events and ideas were found throughout the story. Specific focus was placed on issues of migration-related stress, displacement, insecurity, trauma, precarity, social isolation, solidarity, support, belonging, resilience and adaptation.

Stage 3: Thematic Categories Developed

Concepts that were related were grouped together into larger interpretive themes. These themes were about migration-related stress and trauma, solidarity and social support, belonging, resilience and adaptation, and voice and safety.

Stage 4: Theoretical Interpretation

The identified themes were then interpreted using Social Exchange Theory, Organizational Support Theory, Job Demands-Resources Model, Psychological Capital Theory, and Psychological Safety Theory. The themes were then translated into relevant constructs in HRM and implications for the organization. The mapping of the narrative themes to the corresponding HRM constructs and theoretical perspectives is presented in **Table 2**.

Table 2. Mapping of Narrative Themes to HRM Constructs, Theoretical Perspectives, and Potential HRM Implications

Narrative theme	Narrative focus	HRM construct	Supporting theory	Potential HRM implications
Migration-related stress	Displacement, uncertainty, adjustment, and insecurity	Job demands / employee well-being	JD-R Model	Organizational resources and supportive working conditions
Trauma and vulnerability	Adversity, emotional distress, and vulnerability	Psychological well-being / trauma-informed HRM	Trauma-informed HRM / OST	EAPs, supportive supervision, and accessible support
Solidarity and social support	Supportive interpersonal relationships	Perceived organizational/social support	SET / OST / JD-R	Mentoring, peer support, and employee resource groups
Resilience and adaptation	Coping, recovery, and adjustment	Psychological Capital	PsyCap Theory	Resilience development, mentoring, and professional support
Voice and safety	Ability to communicate concerns and seek help	Psychological safety	Psychological Safety Theory	Safe reporting, supportive communication, and employee voice

3.5. Mapping Narrative Themes to HRM Constructs

Themes were then applied to HRM constructs and theory. This mapping helps to connect the literary analysis to the proposed inclusive HRM framework. The mapping is not causal; it's interpretive. For instance, a narrative of trauma does not imply an organizational outcome of trauma-informed HR practices. Rather, the theme of the story is a possible phenomenon that can be explored using existing theories of HRM and then subjected to empirical research.

This is especially relevant when dealing with fiction-based organizational

research. This methodological research suggests that fictional narratives may be useful for theory building, and that it is important to differentiate between fiction as representation and organizational evidence in the empirical domain (Kalkman, 2024).

3.6. Linking Narrative Themes to the Four HRM Pillars

The four thematic areas of inclusive HRM practice were informed by the thematic analysis. First, experiences of insecurity, marginalization, and challenges of adjustment related to migration highlight the significance of inclusive recruitment and integration. Second, depictions of trauma, vulnerability, and emotional distress reinforce the importance of trauma-informed HR practices. Third, coping, resilience, confidence and adaptation are portrayed conceptually as a basis for the development of Psychological Capital.

Fourth, the significance of inclusive leadership and organizational culture is represented by notions of solidarity, recognition, interpersonal relations and belonging. It is important to note that the four pillars are a theoretical synthesis that is not an empirical dimension that emerges from the novel but rather a result of the interaction between the themes of the story and the HRM literature.

3.7. Methodological Rigor and Limitations

The study acknowledges that there are methodological limits to fiction-based research. Fictional narratives are representations that are constructed and do not necessarily represent the actual experiences of migrant employees. Allende's narrative choices, characterization, historical contexts and literary purposes influence the experiences of the characters in *In the Midst of Winter*.

It is not the aim of the study to suggest that the experiences of these three are typical of that of migrant employees as a whole. It is not the case either that the narrative analysis offers empirical evidence of the proposed HRM framework. Rather, the study is interpretive and theory-generating using the novel as a source. This method mirrors the scholarship literature which suggests that fictional representations can yield valuable insights into organizational and social phenomena if the relationship between the fictional representation and theoretical interpretation is made explicit (Phillips, 1995; Holt & Zundel, 2018).

The findings of the study should, therefore, be considered as propositions for the conceptual but not yet tested in practice. The proposed relationships could be validated with interviews, surveys, longitudinal designs, or a combination of these methods with migrant workers and migrant organizations.

4. An Inclusive HRM Framework for Migrant Employees

Building on the theoretical foundations and literary insights, this section proposes a four-pillar inclusive HRM framework for supporting migrant employee well-being and performance (Guo & Al Ariss, 2015).

4.1. Pillar 1: Inclusive Recruitment and Onboarding

On the basis of the theoretical implications and knowledge gained from the literary narrative, this section outlines an inclusive HRM framework of four pillars that can enhance the health, inclusion and performance of migrant workers in modern workplaces. In the recruiting phase, migrant workers often face barriers to recruitment and/or entry to the organization, such as differential recruitment practices, language barriers, unfamiliar recruitment processes, and inadequate cultural orientation. An inclusive recruitment and onboarding process should therefore focus on fair recruitment practices, clear selection procedures, comprehensive orientation programmes, language support and cultural integration programmes, so that migrant workers can successfully start their working journey in an organization and can take it on confidently. The five components of inclusive recruitment and onboarding are summarized in **Figure 2**.

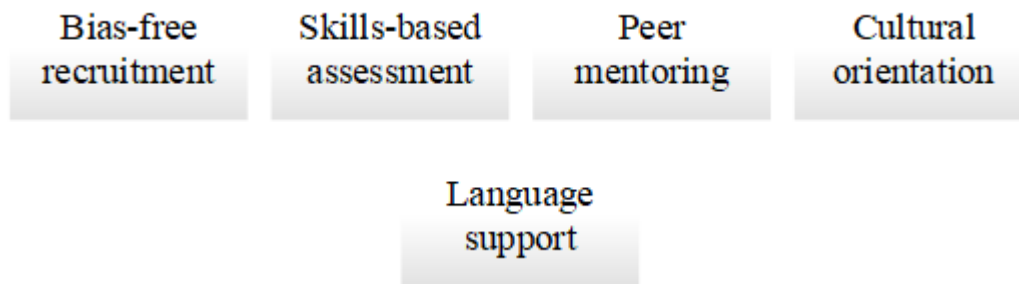


Figure 2. Components of Inclusive Recruitment and Onboarding for Migrant Employees

4.1.1. Bias-Free Recruitment

Blind resume screening, Diverse interview panels, and Structured interviews are just a few of the methods used in a recruitment process to reduce the risk of discrimination. Lucia's lack of papers means that she has very few opportunities for formal jobs in *In the Midst of Winter*. So she has to take up informal jobs, in which she doesn't always have access to the legal protections, job security and fair wages. Practices of recruitment that minimize bias and include people who are qualified, irrespective of their cultural background, nationality or migration status are of great importance in this context.

4.1.2. Skills-Based Assessment

The skills-based assessment method emphasizes the qualifications, practical experience and skills of candidates, rather than just their education. It also includes the acceptance of foreign qualifications and work experience. In the novel, the migrant characters frequently have useful skills and knowledge which are not effectively put into use because they are not recognised in their host country. Skills-based assessment can help organizations to better utilise migrant talent, diversify workforces and address underemployment.

4.1.3. Language Support

Multilingual recruitment materials, workplace language training, translating and interpreting assistance are available to support language. Lucia has a huge challenge to communicate in English and thus cannot get a job, are confident in others like talking with them, or can fully participate in workplace activities. Multilingual support enables migrant employees to manage communication challenges, to do their jobs better and to be more successful in their transition into the organization.

4.1.4. Cultural Orientation

Cultural orientation is organized programs that familiarize employees with the norms, expectations, customs, and available support services of the workplace. In the novel, Richard's life experiences highlight the emotional issues that come with being in a new cultural environment, such as perceiving isolation and not fitting into new social and professional environments. A properly designed cultural orientation program can help make the transition smooth, encourage cultural understanding, and help to build a sense of community and belonging, both within the organization and in the broader community.

4.1.5. Peer Mentoring

Peer mentoring is matching new hires with seasoned members of the organization to offer realistic information, emotional support and encouragement, and assistance with organizational culture. The novel offers several examples of how the relationships between the key characters grow in trust and solidarity, highlighting the value of supportive relationships in uncertain and changing times. Formal mentoring programs can help to improve workplace integration, foster knowledge transfer, curb social isolation, and boost the psychological health and

well-being of migrant workers.

4.2. Pillar 2: Trauma-Informed Support Systems

Many migrant workers have suffered violence, displacement, persecution, separation from family members or major loss or tragedy in their lives prior to entering the workforce. HR practices in organizations must therefore be trauma-informed: acknowledging these experiences and offering emotional, psychological and organizational support. These have the potential to foster a safe, respectful, and supportive workplace that allows migrant workers to get well, adjust, and do their best. The proposed trauma-informed support system and its five components are presented in **Figure 3**.

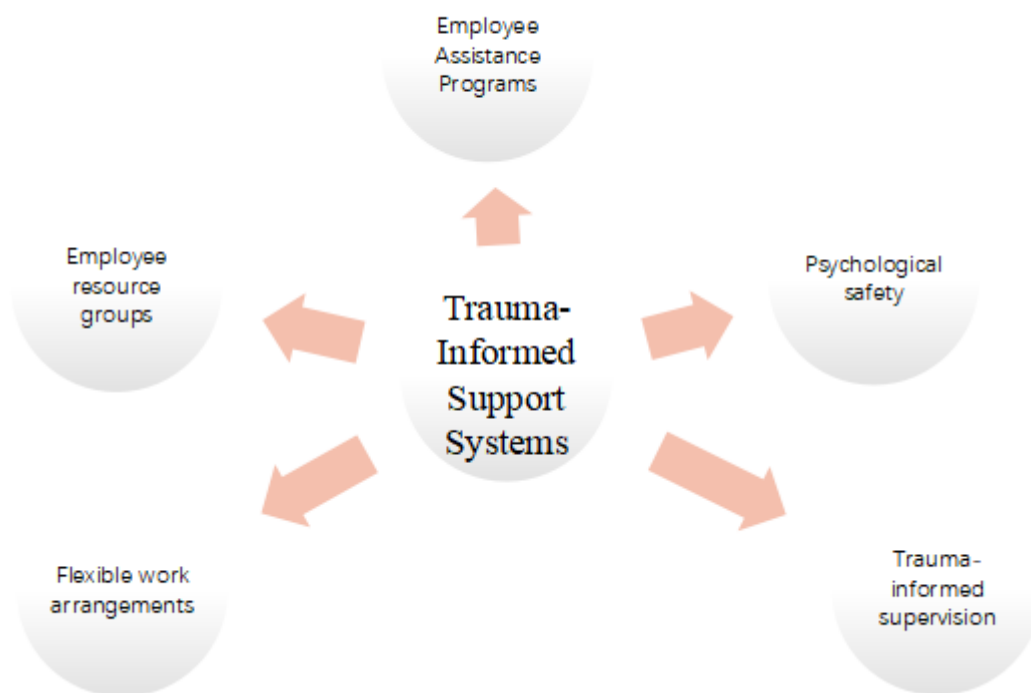


Figure 3. Trauma-Informed Support Systems

4.2.1. Employee Assistance Programs (EAPs)

Employee Assistance Programs (EAPs) are counseling, mental health and crisis intervention services for employees who have personal or work-related issues, that are confidential and available. Lucia's displaced and insecure life is captured in her recurrent fears, anxieties and emotional suffering, which supports the psychological legacy of the trauma of displacement and insecurity. Employees may benefit from confidential counseling and psychological support through EAPs to work through traumatic situations, build resilience, and enhance emotional health and functioning in the workplace.

4.2.2. Flexible Work Arrangements

Examples of flexible work arrangements encompass making appointments for therapy, flexible working hours, remote working options (where applicable), and reasonable workplace accommodations to ensure the well-being of the employee. Richard is unable to function well in his daily life due to experiencing grief/sadness and loss as well as emotional distress. Flexible working practices enable workers suffering from emotional distress to receive professional assistance in the workplace without leaving their jobs, helping both to recover and continue working.

4.2.3. Trauma-Informed Supervision

Trauma-informed supervision is a type of supervision in which managers and supervisors are prepared to recognize the signs of trauma, respond with empathy and develop supportive relationships in the workplace. In the novel Richard starts to have trouble understanding the depth of Lucia's experiences due to his emotional distance. Training in trauma-informed practices helps managers to respond compassionately to their staff members when they are in distress, instills trust, decreases stress in the workplace, and helps with psychological healing.

4.2.4. Psychological Safety

Psychological safety is a workplace culture where employees can speak up when they are concerned, offer ideas, admit failure or ask for help without fear of discrimination, retaliation or negative effects. Lucia's undocumented status forces her to live in constant fear and silence, preventing her from openly discussing her challenges or advocating for her rights. A psychologically safe work environment fosters the ability for migrant workers to speak up, ask for help when necessary, and feel at ease to be part of the organization.

4.2.5. Employee Resource Groups (ERGs)

Employee Resource Groups (ERGs) are employee-led, voluntary groups that offer mentoring, professional networking, emotional support and advocacy for employees with similar backgrounds and experiences, including migrant and minority employees. The theme of solidarity and mutual support among the central characters in *In the Midst of Winter* highlights how cooperative relationships can help overcome isolation and help people adjust to new environments. Within the context of workplaces, ERGs can help to build social networks, improve inclusion and foster cultural awareness while also promoting the health and well-being of migrant workers.

4.3. Pillar 3: Psychological Capital Development

Psychological Capital is a personal resource which can be developed by deliberate HR actions. Organizations need to adopt practices that build employees' self-efficacy, hope, optimism and resilience. Developing these positive psychological resources can assist migrant employees to adjust more effectively to and navigate workplace challenges and to sustain their well-being and increased engagement and performance. The principal strategies for developing employees' psychological capital and resilience are illustrated in **Figure 4**.

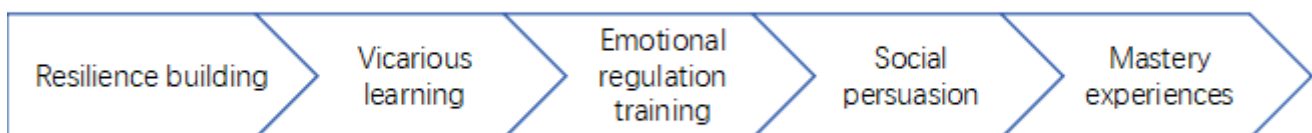


Figure 4. Resilience-Building Strategies

4.3.1. Mastery Experiences

Through mastery experiences, workers have the chance to learn new skills, to do worthwhile work, and to reach realistic goals that boost workers' confidence in their skills. Though Lucia is a domestic worker, she has little opportunity to develop her skills and grow in her career, and her gifts remain untapped in *In the Midst of Winter*. Self-efficacy can be improved by providing challenging but manageable assignments to employees, providing ongoing training opportunities,

and acknowledging individual successes that build self-confidence and career development.

4.3.2. Vicarious Learning

In vicarious learning, people develop confidence by watching others who are similar to them in some way succeed and fail. Connecting migrant employees with successful migrant professionals, role models and mentors shows that careers are possible even when there are obstacles and challenges. Richard's personal and career success demonstrates how to embrace change and persevere. Formal mentoring programs and role models can thus build confidence, promote learning and facilitate the professional growth of migrant workers.

4.3.3. Social Persuasion

Social persuasion is to build the confidence of the employee through positive feedback, encouragement, recognition and reinforcement. Supervisors and coworkers can provide supportive communication that will encourage employees to do difficult tasks with confidence and dedication. Throughout the novel, Richard starts to realize how strong, determined, and self-reliant Lucia is, and how she can endure the tough times and build her self-esteem. Embracing a culture where employees are appreciated, encouraged, respected, and continuously given feedback for growth is a way for organizations to build self-efficacy.

4.3.4. Emotional Regulation Training

Emotional regulation training provides employees with practical skills on how to deal with stress, control emotions and manage work-related demands effectively. The protagonists suffer from grief, fear, uncertainty and emotional discomfort as they traverse migration, displacement, and social isolation throughout *In the Midst of Winter*. Mindfulness, emotional intelligence, stress management, and healthy coping skills training can assist employees better navigate emotional situations, promote psychological health, and prevent negative reactions to stress in the workplace.

4.3.5. Resilience Building

Resilience building programmes aim to enhance staff's ability to withstand adversity, bounce back and keep a positive attitude. Workshops, coaching, reflective learning activities and growth mindset development are ways organizations can support resilience. Throughout the story of *In the Midst of Winter*, the protagonists repeatedly embody resilience in the face of displacement, discrimination, loss and uncertainty as they attempt to rebuild their lives. Team development programs can also help build the optimism, flexibility, perseverance, and long-term psychological health of employees.

4.4. Pillar 4: Inclusive Leadership and Organizational Culture

Achieving inclusive HRM is only possible if inclusion is embedded in the culture and leadership of the organization (Mor Barak et al., 2016). Senior leaders and managers have an important part to play in setting up organizational values, norms of the workplace and behaviour, and modelling inclusive behaviours. Leaders role model, foster and ensure a culture of fairness, empathy, respect and cultural sensitivity, so migrant workers feel valued, supported and empowered to be full partners in the success of the organization. The organizational practices supporting inclusive leadership and workplace culture are summarized in **Figure 5**.



Figure 5. Organizational Practices for Inclusive Workplaces

4.4.1. Inclusive Leadership Training

The key areas of focus for inclusive leadership training are emotional intelligence, cultural competency, empathy and inclusive decision-making skills of the leaders. Effective leaders establish a workplace culture where employees from a variety of backgrounds are respected, valued and supported (Shore & Chung, 2022). Richard's personal journey of empathy and understanding in *In the Midst of Winter* demonstrates how a person can become a more inclusive leader by reflecting on their own actions and behaviors and through developing relationships with others. Strengthening inclusion starts with the skills of leaders to see beyond differences and respond to employee concerns with empathy and to create a culture of belonging.

4.4.2. Cultural Competence

Cultural competence is the ability to have knowledge, awareness and interpersonal skills to function effectively in a diverse culture. It helps staff and supervisors understand various values, communications and life experiences and helps to avoid miscommunication across cultures. The novel is a testament to the ability of characters of different cultural backgrounds to learn from one another, to respect each other, and to connect with one another. Fostering cultural competence awareness fosters good teamwork, combats blind spots, and promotes an inclusive, supportive work environment.

4.4.3. Recognition and Celebration

Recognition and celebration means recognizing employees' contributions and recognizing and respecting cultural identities, traditions and achievements. Recognizing programs that are inclusive builds a feeling of belonging with the employees, as if diversity is valued. As for interpersonal relationships, the recognition of the experiences and cultural background of each character in *In the Midst of Winter* enhances the dignity of every character and provides strength to interpersonal relationships. Celebrating cultural events; acknowledging different achievements; and making sure everyone in the organization feels seen, valued, and appreciated are all ways of promoting inclusion.

4.4.4. Anti-Discrimination Policies

Anti-discrimination policies set out clear expectations about work behaviour, are zero tolerance policies on discrimination and harassment and include easy-to-use procedures around grievance reporting. Lucia's lack of documentation puts her in a special situation, where she is more likely to be vulnerable to exploitation, and less likely to report it. Effective organizational policies help safeguard staff from the threat of discrimination, support equal treatment and provide a safe and fair workplace for people to express themselves freely without the fear of retribution.

4.4.5. Accountability

Accountability is when leaders, managers, and employees make diversity, equity, and inclusion a part of their business plans, performance management, and leadership assessments. It includes tracking inclusion outcomes, evaluating leadership effectiveness and integrating inclusive practices into performance appraisal processes. Inclusive practice is not just about having a policy in writing; it's about ongoing monitoring and evaluation, quantifiable results and ongoing leadership engagement. Incorporating inclusion goals into institutional purposes helps to strengthen the significance of equitable practices and makes sure that diversity and inclusion continue to be a key part of institutional growth and development.

5. Propositions and Conceptual Model

Based on the theoretical background and storytelling analysis, this study suggests an integrated conceptual framework for the role of inclusive human resource management (HRM) practices in supporting migrant employees' well-being and lowering intentions to quit. The framework brings together Social Exchange Theory (SET), Organizational Support Theory (OST), the Job Demands–Resources (JD-R) Model, Psychological Capital (PsyCap) Theory, and Psychological Safety Theory.

5.1. Proposition 1: Inclusive HR Practices and Psychological Capital

P1. Bias-free recruitment, language support, cultural orientation, and peer mentoring are some of the HR strategies that can have a positive impact on the psychological capital of migrant employees, such as self-efficacy, hope, optimism, and resilience.

Inclusive HRM focuses on organizational practices which strive to ensure that employees of different backgrounds are treated fairly, have access to organizational opportunities and can meaningfully contribute to organizational life. Inclusive practices might be especially significant for migrant workers, as migration may involve adapting to new cultural, linguistic, social and organizational contexts.

Drawing on the Social Exchange Theory, employees' experiences of positive treatment could positively impact positive responses and attitudes from employees in return (Cropanzano & Mitchell, 2005). Just as with job satisfaction, Organizational Support Theory suggests that workers have a general attitude about how valued they feel in their organization and how their well-being is cared for (Eisenberger et al., 1986). Perceived organizational support is shaped by organizational treatment, fairness, rewards, and supportive working conditions (Rhoades & Eisenberger, 2002).

The JD-R model offers an alternative explanation. The model differentiates between job demands (which demand continued physical or psychological exertion from employees) and job resources (which can support employees in achieving work goals, counteracting the impact of the demands, or stimulating development) (Bakker & Demerouti, 2007). Language barriers, cultural adjustment, discrimination, isolation, uncertainty of migration and unfamiliar organizational practices can be other demands for migrant workers. The inclusive HR practices can act as organizational resources to assist employees in coping with the challenges.

PsyCap represents the individual-level mechanism by which the organizational resources may contribute to positive adaptation. Psychological Capital is a positive psychological state including self-efficacy, hope, optimism and resilience, which represents an employee's ability to engage with challenges, pursue goals, keep positive expectations, and bounce back from setbacks. For instance, mentoring and feedback can build self-confidence in

completing work-related activities, and career development can enhance hope and goal-directed behaviours. Organizational practices that support employees' coping abilities and resilience to challenges and failures can also help them build the skills to handle difficult situations and overcome setbacks.

Based on this, the study proposes, there is a positive relationship between P1 (Inclusive HR practices: Fair recruitment, language support, cultural orientation, skills recognition, peer mentoring) and the Psychological Capital of migrant employees.

5.2. Proposition 2: Psychological Capital as a Mediator

P2: Psychological Capital is a mediating variable between the influence of inclusive HR practices and employee well-being with regard to migrants, meaning that inclusive HR practices are linked to higher levels of Psychological Capital which are linked to higher levels of positive employee well-being outcomes

The first proposition is that there is a relationship between inclusive HR practices and Psychological Capital as proposed. The second proposition builds on this relationship, positing that organizational practices can have an impact on employee well-being via an intervening process of Psychological Capital. Inclusive HR practices could mean migrants have access to organizational resources, supportive relationships, recognition, mentoring and development. There are some resources that can help foster positive psychological capacities. PSYCAP has been linked to positive employee attitudes and positive employee outcomes related to the employee's job, and is considered a psychological capital that can be cultivated via the proper intervention (Luthans, Youssef, et al., 2007).

The four domains of the PsyCap can impact on employee well-being in different, but complementary ways. Self-efficacy could enhance work employees' beliefs about coping with work demands. Hope can facilitate thinking about goals and finding ways to achieve goals. A glass-half-full mentality might help to foster positive expectations about future events, and resilience might help employees bounce back from adversity (Luthans, Youssef, et al., 2007). This mechanism is especially important for migrant workers as the norms, communication, cultures, and work environments in the new country might be different from the ones in the country of origin. Organizational practices that offer the resources for adjustment, therefore, can play a role in shaping psychological resources that assist employees in coping with the challenges.

The proposed relationship is also in line with the JD-R perspective, in which organizational resources could impact employee motivation and well-being, and enable employees to cope with challenging working environments (Bakker & Demerouti, 2007). This study does not only suggest that inclusive HR practices have direct impacts on well-being, it suggests that they have indirect impacts on well-being, as they can act, to some extent, through the development of psychological resources of the employees. Accordingly, P2: Inclusive HR practices are related to higher levels of Psychological Capital which are related to more positive employee well-being outcomes. Importantly, this proposition is not an empirical mediation effect, but rather a conceptual mediation effect as the present study is conceptual in nature.

5.3. Proposition 3: Psychological Safety as a Moderator

The negative relationship between migration-related stress and employee well-being is weaker with higher levels of psychological safety. Migrant workers can experience a variety of sources of migration-related stress: displacement, uncertainty, language difficulties, cultural adjustment, discrimination, social isolation, and/or employment or social security-related concerns. Such experiences can in turn lead to psychological and social needs which can have a negative impact on employee well-being.

This relationship can be explained theoretically with the help of JD-R Model. Job demands are any of the components of work that require the worker to exert physical or psychological effort and can lead to strain if there are insufficient resources to handle them (Bakker & Demerouti, 2007). For migrant employees, the demands of migration can engage with the demands of the workplace and can lead to a greater risk of poorer well-being. But the impact of stressful events might also be partly a function of the social and organizational context of their work.

Psychological Safety is defined by Edmondson (1999) as “the shared perception that a team or workgroup is safe and free of interpersonal risk-taking”. Psychologically safe workplaces allow staff to ask questions, admit challenges, ask for help, voice concerns, and share ideas without risk of personal embarrassment or retribution. This is especially important for migrant workers, given that language barriers, unfamiliarity with the culture, fears of discrimination, and a lack of workplace acceptance can deter workers from reporting problems or seeking assistance.

In this study, therefore, psychological safety is considered not a mediator, but a moderator. The proposed relationship is Migration-related stress → Employee well-being with Psychological safety → moderating the strength of this relationship. Migrant workers may feel more comfortable in expressing challenges and requesting assistance from other people and/or the organization when there is high psychological safety. Thus, the negative relationship between migration-related stress and well-being can be weaker. Psychological safety does not mean no stress when moving. Instead, it is a protective context, which could modulate the magnitude of the relationship between migration-related stress and adverse outcomes. Accordingly, P3: Psychological safety acts as a buffering effect between migration-related stress and employee well-being, that is, when psychological safety is high, migration-related stress and employee well-being are negatively correlated to a lesser degree.

5.4. Proposition 4: Trauma-Informed HR Practices, Perceived Organizational Support, and Turnover Intentions

Migrant workers might have suffered displacement, loss, discrimination, insecurity, violence, or other kinds of hardship before and/or during migration. Importantly, not all migrant employees have been exposed to trauma and human resources policies should not assume that trauma is the norm when someone is a migrant. Therefore, a trauma-informed approach should also acknowledge the potential for prior adverse experiences, but not presume what happened to any specific employee.

Best practices for trauma-informed organizations focus on safety, trust, choice, collaboration, empowerment, and the sensitivity of workers who have had adverse experiences. In HRM, this view can be used to support the implementation of supportive supervision, flexible arrangements, employee assistance programmes, support services, respectful communication and avoiding unnecessary re-traumatization.

The main theoretical mechanism for Proposition 4 is provided by Organizational Support Theory. Workers develop broad attitudes about how valued they are and how much their well-being is cared for by their organization, according to Eisenberger et al. (1986). Rhoades and Eisenberger's (2002) review also pinpoints fairness, organizational reward, favorable working conditions and supervisor support as key predictors of perceived organizational support. If the practice is done in a sensitive way to the needs of employees, employees may see this as signs that the organization values and supports them. This can boost the perceived level of organizational support.

Perceived organizational support has also been linked to employees' attitudes and behavioural responses, such as organizational commitment and withdrawal-related responses (Rhoades & Eisenberger, 2002). Thus, the mechanism proposed is: The relationship between 'trauma-informed HR practices' and 'lower turnover intentions' is mediated by 'Perceived Organizational Support'. The role of perceived organizational support is thus that of a mediator, not as a second moderator or as an outcome in this pathway. Thus, P4: Perceived organizational support is negatively correlated with migrant employees' intentions to leave the organization, which is positively correlated with trauma-informed HR practices.

5.5. Integrated Conceptual Model

The four propositions can be contained within a conceptual framework with three analytically distinct pathways. The first pathway proposes, the psychological capital results from inclusive HR practices and leads to employee well-being. The concept of inclusive HR practices is considered as organizational resources. Psychological Capital is the psychological mechanism which could provide the pathway for how these resources might be associated with employee well-being. Thus, Psychological Capital is a mediator. The pathway is Migration-related Stress → Well-being Conditional on Psychological safety.

The second pathway suggests that stress caused by migration leads to Employee Well-being. Employee Well-being is induced by Stress caused by Migration with Psychological Safety used as a Moderator. Stress due to migration (migration stress) is an additional source of psychological stress. Psychological safety is a context in which the negative impact of such stress can be mitigated. So, Psychological Safety is a moderator.

Here is the third way Trauma-Informed HR Practices → Perceived Organizational Support → Turnover Intentions. It is expected that trauma-informed HR practices will convey an attitude of caring and concern within the organization. These practices may consequently boost POS, which may then be linked with reduced turnover intentions. Thus, Perceived Organizational Support is a mediator.

5.6. Theoretical Integration

The conceptual framework is a multi-level analytical framework, incorporating the five theoretical views. The respective functions of the five theoretical perspectives in the proposed conceptual model are summarized in Table 3.

Table 3. Theoretical Perspectives and Their Roles in the Proposed Conceptual Model

Theoretical perspective	Main construct/function	Role in model
Social Exchange Theory	Reciprocity between employee and organization	Explains positive responses to supportive HR practices
Organizational Support Theory	Perceived organizational care and value	Explains the POS pathway
JD-R Model	Demands and organizational resources	Explains migration-related stress and resource provision
Psychological Capital Theory	Self-efficacy, hope, optimism, resilience	Explains the individual mediating mechanism
Psychological Safety Theory	Safety for interpersonal risk-taking	Explains the moderating/contextual mechanism

5.7. Status of the Propositions

The propositions should clearly indicate their methodological role. The propositions proposed in this study are not empirically tested but are rather conceptually based and theory-driven. Literary narrative serves as an interpretive

foundation for identifying experiences and themes, and the existing HRM theories serve as a theoretical foundation for specifying relationships between the constructs. Therefore, the suggested linkages should be validated with future empirical studies of migrant workers and workplaces. The complete conceptual model and the three proposed pathways are presented in **Figure 6**.

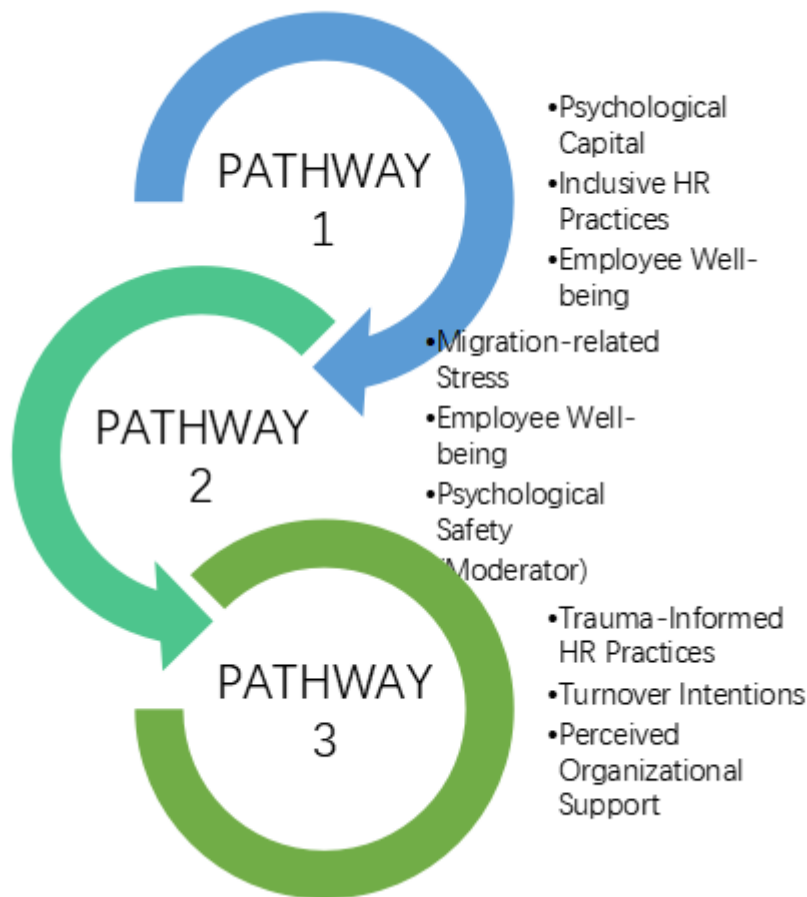


Figure 6. Conceptual Model of Inclusive HR Practices, Psychological Capital, and Migrant Employee Well-being

6. Managerial Implications

The conceptual model presented in this study provides useful practical insights for human resource practitioners, organizational managers and policy makers interested in designing inclusive and psychologically supportive work environments for migrant workers. Ultimately, inclusive HR practices can be combined with PsyCap and employee well-being to shift beyond a compliance-based approach to diversity and craft strategies that can foster inclusion, engagement, and organizational success.

6.1. Strategic HR Planning

Organizations should make migrant inclusion a key element in strategic human resource planning to ensure equitable access to employment and successful, sustainable integration of migrants in the workplace. This involves continual surveys of employee needs, focus groups and consultations to learn about the specific experiences and challenges of migrant employees. HR should provide sufficient resources to support language, mental health, mentoring, cultural orientation and professional development programs. Organizations should also have measurable metrics, such as employee engagement, employee retention, psychology at work and inclusion results, to measure the effectiveness of these initiatives. Involving migrant workers in planning, implementation and evaluation of inclusion programmes is key to ensuring that programmes are organizationally

responsive to the needs of migrant workers.

6.2. Building Organizational Capacity

Creating an inclusive workplace is a continuous process of organizational capacity building at various levels. Leaders and managers need to be provided with continuous leadership development on inclusive leadership, emotional intelligence, cultural competency, and trauma-informed supervision to effectively support culturally diverse employees. There should also be opportunities for awareness of cultural diversity, unconscious bias, bystander intervention and respectful workplace behavior as part of organization-wide learning initiatives. Additionally, employers should develop robust support structures, such as Employee Assistance Programs, counselling services, legal advice regarding immigration issues and communication in multiple languages. Employee Resource Groups representing migrants and multicultural groups can also help to enhance social integration, peer support and employees' sense of belonging.

6.3. Creating an Inclusive Organizational Culture

An organizational culture that fosters psychological safety, diversity, equity and inclusion is best suited to support inclusive HR practices. Organizations need to put inclusion, respect and fairness as a part of the organization's values and make sure they are practised in everyday leadership. Employees should be able to participate in internal communications, whether casual or professional, through a multilingual, accessible and culturally appropriate medium. There should also be an opportunity to recognize the contribution of employees, have multicultural events and celebrate significant cultural traditions. Systems of performance management should include explicit measures for inclusion, such as measuring leaders based on inclusion outcomes and rewarding behaviours that are conducive to equitable and inclusive workplaces.

6.4. Policy Advocacy

In addition to organizational measures, employers play a significant role in enabling larger-scale institutional and policy change that allows migrants to work in their institutions. There is an opportunity for collaboration with industry associations, professional bodies and government agencies to encourage recognition of foreign educational qualifications and professional competencies. They may also provide assistance with policies that streamline work authorization, enhance anti-discrimination measures and strengthen legal protections for migrant workers. In addition, supporting open and fair immigration policies with legal and regular access to work and permanent citizenship can help secure job stability, improve organizational commitment and social integration.

7. Future Research Directions

The conceptual model explained in this study will serve as a basis for further empirical studies that involve the relationships between inclusive HR practices, Psychological Capital, psychological safety, and employee well-being for migrant employees. There are a few ideas worth exploring for future research that come from the proposed framework.

7.1. Empirical Validation of the Conceptual Model

In the present study, this conceptual model has not been tested empirically. Rather, it offers a theoretically driven framework, which can be explored in future empirical studies. Other future studies could use quantitative, qualitative, or mixed-methodology-based approaches to explore the hypothesized relationships between inclusive HR practices, Psychological Capital, psychological safety, perceived organizational support, migration-related stress, employee well-being, and turnover intentions. Validated measures of the constructs under study could be used in quantitative research to test the proposed mediation and moderation

relationships, while qualitative and longitudinal research could be used to study the experience of organizational support and inclusion of migrant employees over time.

7.2. Cross-National Comparative Research

The success of migrant inclusion practices will depend on different national, cultural and institutional environments. International comparative research can examine the relationship between immigration policies, labour market provisions and cultural values and their effects on organizational inclusion. Further research could also explore how cultural factors affect the link between inclusive HR practices and employee outcomes. This comparative evidence would help to create context-sensitive HR frameworks for different organizational settings.

7.3. Sector-Specific Investigations

Future research should explore industry-specific practices and barriers to inclusion for migrant workers, given the clustering of migrant workers across industries, including healthcare, hospitality, construction, manufacturing, information technology, and domestic services. Comparisons can be made across the sectors in terms of organizational support, for an understanding of occupation-specific barriers to the well-being of migrants, and to the analysis of the impact of recruitment agencies and labor market intermediaries on employment experiences. This research would give valuable guidance on how to design HR interventions within different industries.

7.4. Longitudinal research on migrant adjustment

Migrant adjustment is a process that changes over time based on individuals' and organizations' experiences. Longitudinal studies can explore the development of Psychological Capital at various phases of migration and workplace integration. This research can also examine how the roles of organizational support, psychological safety, and inclusive HR practices in career development, job satisfaction, organizational commitment, retention, and overall health and well-being change over time. Knowing these developmental processes will help organizations plan effective support in a timely and timely fashion.

7.5. Literary and Narrative Approaches to Human Resource Research

This study suggests the potential of literary narratives as an interdisciplinary resource for exploring workplace experiences and organizational phenomena. There are other literary texts, autobiographies, memoirs and migrant narratives that can be explored in future research that focus on themes of identity, inclusion, discrimination, resilience and psychological well-being in organizations. Other methods that researchers can use to examine employee experiences and assess the effectiveness of narrative-based interventions to boost empathy, cultural competence, and workplace inclusion include narrative inquiry and storytelling. These methods can enhance the HR scholarship by combining the humanistic with the organizational research.

8. Conclusion

Migration brings opportunities and challenges for organization and human resource management. Migrant employees bring a wide range of skills, ideas and cultural knowledge to the table, but struggle with issues of discrimination, language, psychological trauma and job insecurity. To overcome these challenges, inclusive HR practices are needed, which focus on employees' health and the organization's effectiveness. This conceptual paper has suggested an inclusive HRM conceptual framework for migrant employees that incorporates the concepts of Social Exchange Theory, Organizational Support Theory, Job Demands-Resources Model, Psychological Safety Theory and Psychological Capital Theory. *In the Midst of Winter* serves as a literary interpretative tool to

examine the themes of migration, displacement, trauma, resilience, solidarity, and belonging; it is also used to relate these themes to existing theories in HRM. The narrative analysis is not empirical evidence of migrant employees' experiences, but it does help to develop theory and conceptualization. The proposed framework is based on four interlinked pillars: (1) inclusive recruitment and induction, (2) trauma informed support systems, (3) Psychological Capital development, and (4) inclusive leadership and organizational culture. The study proposes four propositions that can be tested in empirical studies in the future and are based on theoretical considerations. These propositions are not tested empirically in this conceptual study. In the increasingly globalized world of work, companies willing to adopt an inclusive HRM approach will be better equipped to attract, retain, develop and engage migrants. Inclusion is not something that can be accomplished via one-off programs or policies. It requires constant cultivation of the recognition of the dignity, potential and humanity of all employees regardless of cultural background or country of origin. The power of compassion, empathy, and human solidarity to rise to the challenge and create inclusive organizations that can flourish in a more interconnected world is still one of the strongest tools in the toolbox *In the Midst of Winter*.

Author Contributions: Lincy Kiruba Selvaraj conceptualized the study, conducted the literature review, developed the theoretical framework, performed the narrative analysis, prepared the conceptual model, and wrote the original draft of the manuscript. Ramkumar Emaraj Vairamuthu contributed to the theoretical framework, critically reviewed the manuscript, provided intellectual guidance, and supervised the research. Newbegin Sugandhamani assisted with the literature review, manuscript editing, language refinement, and conceptual framework development. All authors reviewed, revised, and approved the final version of the manuscript and agreed to its submission for publication.

Funding: None

Ethical approval: Not applicable

Informed consent statement: Not applicable

Data availability statement: No new data were created or analyzed in this study. Data sharing is not applicable to this article.

Conflict of Interest: The authors declare that they have no conflict of interest.

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