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# Enhancing Workplace Integration of Canadian Newcomers through Social Media

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**Abstract**

The COVID-19 pandemic compelled many companies worldwide to adopt remote and hybrid work setups, highlighting the challenges newcomer immigrants face when entering a new job in a new country. In response, settlement service provider organizations (SSPOs) have turned to social media and online platforms to facilitate settlement services and promote newcomer integration. In this paper, the provision of settlement services through social media and online platforms in Canada is examined in collaboration with an SSPO in British Columbia to explore Canadian employers' experiences in utilizing social media for recruiting and integrating newcomers in the Canadian workplace. The paper discusses workplace integration and the obstacles faced by newcomers relying on two focus-group interviews with Canadian employers who shared their experiences about the strategies they use to recruit, onboard, and retain immigrant newcomers. The findings of this study emphasize the growing significance of digital communication skills within the workplace, particularly in light of the COVID-19 pandemic and the widespread adoption of remote work. Employers now place a strong emphasis on employees' ability to navigate virtual environments, necessitating proficiency in both technical digital skills and soft skills related to effective communication and collaboration. Although digital communication skills are crucial for all workers, it appears that immigrant newcomers encounter distinctive challenges in acquiring and utilizing these skills.

**Keywords:** workplace integration, newcomers, soft skills, COVID-19 pandemic, social media

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## Introduction

In contemporary society, advanced digital technologies and social media have emerged as powerful tools, shaping various aspects of our lives, including the dynamics of the workplace. Understanding how employers currently utilize or could potentially leverage these technologies for integrating newcomers is crucial, particularly in Canada, where the historical reliance on skilled immigrants significantly contributes to economic progress and demographic sustainability. To prepare organizations for effective integration, programs like Settlement Online Pre-Arrival (SOPA) offer workplace integration courses to aid newcomers in understanding Canadian work practices. However, workplace integration has become increasingly more complex during and after the COVID-19 pandemic, as many companies were forced to reassess their recruitment and onboarding practices for remotely working new employees (Petrilli et al., 2022).

In the aftermath of the COVID-19 pandemic, the dependence on advanced digital technologies and social media has transformed the dynamics of professional organizations. Employers now face significant challenges when hiring and onboarding employees virtually (De Laat, 2023; Hirst et al., 2021), which can directly impact the economic integration of newcomers. While existing research explores how newcomer employees utilize social media during workplace socialization (Kramer et al., 2018; Sun et al., 2019; Guo et al., 2021), there is a notable gap in understanding what employers think about the challenges of virtual hiring, remote work, and the importance of digital skills among newcomers.

This study, conducted with Canadian employers in 2023 to explore their experiences of hiring newcomers during and after the COVID-19 pandemic, explores the role of digital and communication skills in the successful integration of newcomers into their workplaces. How can we better facilitate the integration of newcomers into the Canadian workplace, especially during challenges such as the pandemic? Research indicates that when face-to-face interaction is limited, social media becomes a potent force for facilitating communication and fostering connections in the workplace (Moqbel & Fui-Hoon Nah, 2017; Guo & Kramer, 2021). Although social media platforms offer multiple affordances, the challenge lies in effectively making them accessible. This study seeks to address the following questions: (a) How do Canadian employers describe changes in workplace practices, particularly in hiring, onboarding, and retention, during the COVID-19 and post-COVID-19 era when online communication and remote working arrangements became prominent? (b) What soft skills and digital communication skills do employers consider essential for the successful integration of newcomers into their organizations?

## Workplace integration: A brief literature review

Navigating a new workplace is a complex task, particularly for newcomers with diverse cultural backgrounds. Newcomers often face various uncertainties (Sias and Gallagher, 2013) and grapple with understanding specific job responsibilities, changes in environment, and growth opportunities. The intersection of these uncertainties can significantly impact the newcomer experience. These challenges are particularly pronounced when individuals are not only new to a workplace but also newcomers to a country, which is often the case in countries like Canada where every year large numbers of economically skilled workers arrive for new beginnings.

Multiple studies (e.g., Vasić et al., 2022; Hirst, et al., 2021) indicate that the process of integrating newcomers into an organization may fail for several reasons, often linked to cultural differences, stereotyping, lack of communication skills, the nature of coworkers, personal life issues, and more. To mitigate these challenges, companies may employ various socialization

strategies to facilitate the integration process for newcomers. Effective socialization of new employees is crucial for the success of any professional organization. Social connections and network ties play a pivotal role in facilitating this seamless integration (Korte & Lin, 2012). These connections, collectively known as social capital, foster a sense of belonging, trust, and mutual support among employees, which contributes to a positive organizational culture and enhances overall performance within the workplace.

Managing social capital in Canadian workplaces poses distinctive challenges, particularly when employers can directly select immigration candidates through programs such as the Express Entry system. In response, Canadian workplaces have become increasingly proactive to serve as integration spaces to foster inclusivity and reduce cultural biases (Ertorer et al., 2022). Despite these efforts, subtle forms of discrimination still exist, such as bias against individuals with ethnic-sounding names and preferences for cultural capital aligned with existing norms (Ghadi et al. 2023).

In a study conducted by Hirst and colleagues (2021), workplace practices regarding newcomers and refugees are analyzed from the perspective of human resource management. As they explain, HR professionals can utilize diverse onboarding strategies to tackle cultural differences between refugees and host nationals, which may impede workplace integration. One effective approach entails providing concise induction sessions and written materials in refugees' native languages, thereby clarifying workplace expectations. Another strategy is to offer internship opportunities to refugees with practical insights into job roles, enhancing cultural understanding, and improving language proficiency through hands-on experience and formal training.

In interculturally diverse workplaces, information literacy becomes crucial (Hicks and Lloyd, 2016) as relocation or a change of environment can disrupt employees' skills, requiring them to re-engage with new sets of information and adapt to new methods of accessing knowledge. In this context, social media emerges as a powerful tool for navigating the challenges of diverse environments, especially when physical and face-to-face interaction is limited. Online communication tools, increasingly prevalent within workplaces, serve as primary channels for organizational interaction. The shift to remote work and reliance on virtual communication tools, accelerated by the COVID-19 pandemic, prompted many companies to invest in technological infrastructure and employee training programs to enhance performance. Research indicates (e.g., Guo et al., 2021) that online platforms, including enterprise social media (ESM) employed for internal communications, can amplify the visibility of organizational members by highlighting their activities and expertise through uninterrupted streams of information.

ESM facilitates knowledge sharing, strategic impression management, and informal learning within organizations, creating a sense of community and support among employees (Korte & Lin, 2012). It can also serve as a platform for collaboration, enhancing individual integration and improving work performance. Especially during times of crisis, such as the one caused by the pandemic, ESM can play a crucial role in promoting integration, providing social support, and offering necessary resources.

Social media use has been also found to strengthen the relationship between multicultural experiences and cultural intelligence (Hu et al. 2017). As Treem and Leonardi (2012) explain, social media offers unique affordances in organizations, including visibility, editability, persistence, and association. These affordances enable knowledge showcasing, message exchange, and information maintenance. Strategically utilizing social media can enhance emotional connections and reduce social distances among new employees, leveraging the platforms' persistence and visibility (Sun et al. 2019). Likewise, social media and online tools facilitate relationship building, trust, and reciprocity among newcomers. Sun and colleagues (2019) emphasize the importance of social media affordances for thriving at work, which involves learning, vitality, skill acquisition, and knowledge acquisition.

Overall, workplace integration is a multifaceted process influenced by many factors, including organizational culture and climate, social capital, and the affordances of online platforms. Understanding and navigating these complex dynamics are crucial for organizations aiming to create inclusive and thriving environments, especially in the face of unprecedented challenges that can lead to new and changing work arrangements. As the workplace continues to evolve, staying attuned to the nuances of cultural integration, leveraging social and linguistic capital, and effectively utilizing online communication tools will be essential for fostering a cohesive and dynamic organizational culture in which new employees can successfully integrate.

This study aimed to discuss the complexities of workplace integration in the age of remote and hybrid work in order to understand the challenges and opportunities presented by evolving work environments.


**Methods**


This study is based on a collaborative effort between Toronto Metropolitan University (TMU) and the Immigrant Employment Council of British Columbia (IEC-BC), a Canadian organization dedicated to addressing challenges related to immigrant employment and working on solutions and initiatives to facilitate the successful integration of immigrants into the labour market. To strengthen the capabilities of settlement service provider organizations (SSPOs) in aiding newcomers seeking employment in the Canadian economy, TMU partnered with IEC-BC to investigate the potential of SSPOs in delivering settlement services through social media platforms, empowering them with the necessary knowledge and skills to enhance digital support for newcomers.

As part of the project, IEC-BC facilitated two "employer focus-group interviews" with Canadian employers, in which the author participated as a co-researcher affiliated with TMU. A call was distributed across IEC-BC mailing lists for individuals interested in the study. We had a positive response from employers. Before the focus groups, participants received invitations and completed a pre-focus group survey. Out of the registered participants, 31 respondents submitted responses to the survey. The survey results indicated that 94% of the respondents had hired newcomers in the past year. Additionally, 94% of the respondents reported having a formal, structured onboarding process, while 32% had considered partnering with other organizations to support the development or upskilling of digital communication/collaboration skills among new employees.

The first focus group interview took place on March 1, 2023, followed by the second on April 20, 2023, with 25 employers actually participating in the focus groups. These employers came from diverse industries primarily located in British Columbia, including IT & Data Services, Accounting, Finance & Insurance, Construction, Skilled Trades, and Education. During the focus group discussions, participants had the opportunity to provide specific suggestions, and general comments, and share their experiences. Feedback on the focus group delivery format, the nature and structure of questions asked, and suggestions for further improvement were also encouraged. The first focus group had a single facilitator, while the second had two facilitators to accommodate the larger number of participants. Both focus groups were conducted virtually, with breakout rooms created in the second focus group to allow ample participation and sharing of experiences.  They each lasted for 90 minutes, with a 10-minute break in the middle of the sessions. Participants were provided with an overview of the project and the purpose of the focus group. The majority of the focus group time was dedicated to discussing and sharing personal experiences related to hiring, onboarding, and retaining newcomers during and after the COVID-19 pandemic.

To enhance the comfort of research participants, interviews were conducted without recording. Instead, two research assistants affiliated with TMU participated in the meetings to document the conversations. Subsequently, they shared their notes with the author. The author employed thematic analysis (Braun & Clarke, 2006) to analyze these notes, employing inductive procedures to identify significant themes related to the key concepts of the research, as previously outlined. This process involved generating codes and constructing a comprehensive codebook.

**Table 1: 25 employers attended the focus groups representing various industries as below**

| | | |
|---|---|---|
| Accommodation, Food Services, Retail, &Tourism | 2 | 8% |
| Accounting, Finance & Insurance | 2 | 8% |
| Agriculture | 1 | 4% |
| Construction, Skilled Trades | 2 | 8% |
| Education | 3 | 12% |
| Engineering, Architecture & Planning | 1 | 4% |
| Healthcare & Social Services (excluding Seniors Care) | 2 | 8% |
| IT & Data Services | 4 | 16% |
| Manufacturing | 1 | 4% |
| Others | 6 | 24% |
| Seniors Care | 1 | 4% |
| **Total** | **25** | **100%** |

**Findings**

The discussions in two focus-group interviews revolved around four main topics, including changes in the workplace and the required digital hard skills, digital and communication skills in general (soft skills), virtual hiring and recruitment processes, and support systems and social capital. In what follows these four themes will be discussed in more detail:

**1. Digital hard skills**

The first theme of the study explored the changes in the workplace due to the COVID-19 and post-COVID era. Participants highlighted a significant transformation in hiring, onboarding, and retention practices. They appear to believe that accelerated by the COVID-19 pandemic and the rise of remote and hybrid work arrangements, they are now reassessing their evaluation mechanisms for new hires and this can impact the workplace integration of newcomers in several ways. For example, the increasing importance of proficiency in digital tools and technologies for successful onboarding and collaboration in the work environment. Employers now rely on online platforms such as Applicant Tracking Systems for screening and shortlisting candidates, while job applicants are expected to have digital literacy and proficiency skills in navigating online spaces such as Learning Management Systems. Working in a hybrid work environment also demands a high level of digital skills, such as the ability to use cloud-sharing services, virtual collaboration tools, and online meeting applications. Participants emphasized the importance of job-specific skills, familiarity with different time zones, and awareness of cybersecurity risks. As one participant puts it:

>*"How people communicate varies across countries. In Canada, privacy is a very big thing. Using technology for meetings is key considering our nature of business - something as simple as setting up before a meeting instead of figuring it out at the last moment. If people are in different time zones like in Canada, people may miss meetings since they are not used to this."*

While it cannot be asserted that employers began seeking employees with diverse job-specific skills specifically after COVID-19, it is evident that they are concerned about the rapidly changing technological landscape. Participants believed the disruptive and evolving nature of AI-based technologies will soon introduce complicated challenges to the workplace, making it difficult for newcomers to integrate smoothly. There is a growing emphasis on employees being able to work with more complicated tablets, smartphones, and technologies to adapt to the hybrid nature of work. As most onboarding and training activities now take place online, proficiency in navigating the online environment is a crucial aspect. Examples of specific digital hard skills highlighted by participants include the shift in marketing practices towards social media and the need for communications staff with experience in social media management, photography, video production, content creation, etc., the transition to remote learning and the need for expertise in utilizing Learning Management Systems, promoting student involvement, and facilitating virtual classrooms, access to virtual workplace communities that promote cross-cultural collaboration and provide cultural support, and technical interviews expertise in platforms like CoderPad and Code Sandbox, particularly for developers.

Digital hard skills include not only practical abilities in navigating and using social media platforms but also proficiency in software tools in various job-specific skills from Microsoft Office tools and Google Suite to cloud-sharing services like Google Drive, SharePoint, and OneDrive, to website designing tools and image editing softwares to recognizing phishing attempts, addressing security breaches, and understanding privacy concerns.

As already discussed, many of these digital hard skills are part of the social media affordances that are being increasingly used in professional organizations to facilitate workplace communication and effective job performance. However, onboarding practices need to accommodate the wide digital skill disparities among newcomers and have a better understanding of how place affects their integration so that we can prepare for a more inclusive workplace. Companies must consider providing rich online interactions between employees that welcome newcomers, flexible hybrid options, digital skills training, or seek further assistance from settlement service provider organizations.

### 2. Soft skills and digital communication skills

In addition to possessing digital hard skills, employees are expected to be well-versed in soft skills, particularly in the realm of digital communication. This entails the ability to effectively interact and cooperate with others using digital technology. Communication skills have always been crucial for successful integration in the workplace, but their significance grows exponentially in an online environment. As organizations navigate through hybrid and remote workplaces, the importance of communication skills is further amplified. What participants said about soft skills and digital hard skills can be categorized in terms of two broad categories: (1) effective communication and (2) forging relationships. The first category includes a focus on the essential aspects of communication such as clarity, persuasion, language proficiency, and effective presentation skills. These skills are crucial for employees to convey their ideas effectively, maintain professional communication standards, and engage with others in digital environments.

The second category emphasizes the importance of building relationships, establishing trust, and adapting to the dynamics of remote and hybrid work settings. Establishing a trusting and

collaborative presence, especially in hybrid working models and global teams, developing a digital persona and effective online presence and developing assertiveness, including self-advocacy skills, are important skills in this category.

In the contemporary digital era, employees are expected to possess not only technical skills but also robust soft skills. Proficiency in interaction and collaboration using digital technology is essential for successful workplace integration. As participants indicate, these skills play a vital role in navigating hybrid and remote work models, aligning with organizational goals, and contributing to the dynamic cultural life of the workplace. However, the pandemic-induced shift to remote work presented additional challenges in onboarding immigrant newcomers, particularly due to the absence of face-to-face communication and informal social interactions with colleagues. These interactions are vital for newcomers to become familiar with the company and gain a multidimensional understanding of the Canadian context. As one participant emphasized: *"For newcomers, onboarding is not just about a new company; it is also about onboarding to Canada."*

During the COVID-19 pandemic, employers faced challenges when trying to establish remote work policies, and the results differed depending on factors like gender, race, and other demographics (De Laat, 2023). For example, some employees belonging to minatory groups preferred to continue remote work to avoid negative in-person interactions with others. It is important to note that during the pandemic, informal gatherings crucial for fostering connections and understanding both work and non-work aspects of life in Canada, such as baby showers and potluck parties, were put on hold. This deprived colleagues of casual catch-ups and updates, while also denying new employees the chance to acquaint themselves with their workplace and colleagues in meaningful ways. These informal interactions play a vital role in developing soft skills and contributing to workplace culture. With the pandemic receding and pre-pandemic office norms reinstated in many organizations, questions arise about newcomers who started their work remotely and missed out on face-to-face socializing opportunities. How do they navigate their workplace and develop soft skills? A notable loss occurs when people cannot engage in each other's immediate physical presence, impacting not just personal connections but also hindering the development of essential soft skills crucial for professional growth. It would be unrealistic to expect newcomers to learn soft skills without the aid of informal communication opportunities. Communications can become more complicated when brought abruptly online without sufficient interaction in the offline world. This explains some of the challenges that research participants experienced in their virtual hiring and recruitment during the pandemic.

### 3. Virtual hiring and recruitment processes

Despite the increasing demand for employees to possess effective communication skills in the digital realm, employers expressed concerns that the recruitment process and job interviews have yet to adapt adequately in assessing candidates' digital skills. Many companies lack formal assessments to evaluate candidates' digital communication skills during the hiring process, leading to challenges for the hiring team in accurately measuring the proficiency of these skills. Another issue mentioned is the difficulty in assessment due to the wide range of platforms used in workplaces. Candidates may be trained on a specific platform, while the recruiting organization may utilize a different one. As one participant aptly pointed out:

> *"I have always wondered how to assess these skills – how do you assess project collaboration tools – you may be trained on one platform, and principles could be the same across platforms."*

One strategy, then, is to assess if a candidate has experience using a similar platform to the one utilized by the company, rather than conducting a formal assessment. For instance, some companies administer a basic test to evaluate MS Office skills, while others primarily rely on the probation period to identify any skill gaps and determine the extent to which these gaps can be addressed. Although employers do evaluate candidates' communication skills in general, they may not specifically assess their digital skills. Instead, they consider various parameters such as the candidate's ability to interact effectively with staff, familiarity with workplace and interview systems, and level of enthusiasm. Sometimes, they resort to online assessments to gain insights into the candidate's behavioural tendencies. When considering newcomer immigrants, a few employers inquire about the candidate's completion of the IELTS test, and if not, they may refer them to settlement agencies for language assessment or improvement programs.

It is important to note that employers believe that technical skills are not necessarily a hindrance to recruiting newcomers; however, they have found that resumes often pose a barrier in most cases to accurately assessing candidates' skills and qualities. As one participant expressed:

> *"When I worked in a Recruitment Agency, we used to take people's resumes and rewrite them to target specific job posts. There's a skill to targeting your resume for a particular job."*

With the prevalence of automation and a higher volume of applications, employers increasingly rely on Applicant Tracking Systems (ATS). Frequently, resumes are not customized to meet the job requirements, resulting in the ATS failing to shortlist these resumes. Even if resumes are manually reviewed, candidates who do not align with the job requirements are likely to be rejected. Employers expect candidates to effectively communicate how their experience and skills align with the job posting through their resumes. As another participant highlights:

> *"Candidates must respond to questions in the Applicant Tracking System, and if their answers are poor, we don't even consider or invite them for an interview. Sometimes candidates fail to fill it out correctly and fail to realize it's also a communication tool."*

One major advantage of virtual hiring is the expanded access to a talent pool across British Columbia/Canada due to the remote workplace model. This expanded outreach has led to increased diversity and the opportunity to tap into talent from smaller communities, which is seen as a positive and welcoming aspect. However, in companies where a substantial number of applications come from immigrants, lack of soft skills can still serve as a barrier in hiring newcomers. While some employers believe that immigrants are often more technologically adept than local Canadians and do not observe any gaps in digital communication skills among newcomers, other employers have encountered situations where immigrants may not fully grasp the significance of such skills. Not surprisingly, many immigrant newcomers encounter challenges related to the English language, industry-specific terminology, and proper email writing, including appropriate salutations. These are crucial areas that immigrants and the supporting service agencies can prioritize for improvement.

An interesting point that emerged during the discussion highlighted the fact that the digital communication skills gap is not unique to immigrants. In fact, it is exacerbated by generational gaps in the workplace. The older workforce often lacks proficiency in digital technology, whereas the younger generation has grown up using devices and is more adept at navigating the digital

landscape. As one participant expressed: *"For our younger workforce, a LinkedIn profile serves as a means of communication more than email does."*

There are various factors to consider regarding different levels of comfort and skill in using digital technologies, which are not necessarily culture-specific but may include age, generation, gender, and other variables. Successful onboarding programs are those in which all these parameters are taken into account.

### 4. Support Systems and Social Capital

The study also explored the topic of skills training in the digital age and the changes in onboarding practices in the pandemic and post-pandemic workplace. One aspect of such changes in onboarding processes is related to the logistical challenge of shipping equipment to new employees. When the pandemic came, organizations not only faced difficulties in talent acquisition and onboarding but also encountered disruptions with their vendors, resulting in organization-wide changes. In some industries such as retails, the observed changes in the onboarding process were more prominent at the store level rather than in corporate offices, which had already operated in a virtual environment before the pandemic.

We inquired about the training and upskilling opportunities provided by employers to enhance digital communication skills for both new and existing employees. Participants discussed a variety of training and upskilling methods, including in-house learning hubs, online tools with diverse courses, LinkedIn Learning subscriptions for professional development, weekly trainings, formal education-based trainings, and community support groups. Some organizations implemented *virtual buddy systems* to enhance the sense of belonging for newcomers.

As discussed in the literature review, fostering a sense of belonging through social capital is essential for workplace integration. Adapting to the dynamics of the workgroup, creating connections, seeking mentorship, and nurturing camaraderie help newcomers understand the organization's operational protocols, practices, and culture (Korte & Lin, 2012). In Chinese culture, this notion is embodied by guanxi, representing affection, harmony, reciprocity, and trust among colleagues (Sun et al., 2019). Workplaces with such robust social capital can effectively integrate new employees and cultivate a sense of belonging.

Many employers expressed that significant changes have been made to their onboarding processes, incorporating a blend of remote and in-person procedures based on the nature of the candidate's role. Certain roles receive online training, while positions involving frontline work, such as technicians, are provided with on-field training.

Finally, when discussing seamless workplace integration, participants cautioned against making assumptions and holding stereotypical beliefs about certain groups of people, whether positive or negative. It is essential to regularly examine these assumptions to avoid making erroneous judgments. As one participant expressed:

> *"In my opinion, digital tool adoption and utilization vary across companies and teams. It is a detrimental assumption that those entering the workforce, not just newcomers (Gen Z or equity-seeking groups) are aware of how to use these tools effectively to do their work."*

### Discussion and Conclusion

The conversations we had with employers in British Columbia highlighted the increasing importance of digital communication skills in the workplace, particularly in the context of the

COVID-19 pandemic and the shift towards remote work. Employers emphasized the need for employees to possess both digital hard skills and soft skills to effectively communicate and collaborate in virtual environments. While digital communication skills are vital for all employees, it seems that immigrant newcomers face additional challenges with soft skills. Language barriers, lack of familiarity with cultural norms and differences in workplace practices from their home countries can impact immigrant newcomers' ability to effectively communicate in a digital environment. Employers recognized the importance of providing support and resources to help bridge this gap and ensure that immigrant newcomers have the necessary skills to succeed in the digital workplace. However, I propose that achieving optimal workplace integration is feasible when the development of soft skills is approached with cultural humility rather than cultural competence (Lekas, et al., 2020). This entails employers expressing interest in learning about the cultural backgrounds of their immigrant employees as well and not just focusing on educating newcomers.

The participants also talked about a generational gap in digital communication skills, with older workers sometimes lacking proficiency in digital technology compared to younger generations who have grown up in this environment. This gap further emphasizes the need for training and upskilling programs beyond cultural or racial differences to ensure that all employees, regardless of their background, are equipped with the necessary digital communication skills.

Virtual onboarding and skill training were identified by employers as crucial components in supporting employees in the digital age. The shift to remote work has necessitated changes in onboarding processes, with organizations implementing multiple procedures to ensure a seamless transition for new recruits. Training and upskilling opportunities, such as in-house learning hubs, online courses, and LinkedIn Learning subscriptions, are provided to enhance digital communication skills for both new and existing employees. Additionally, virtual buddy systems and community support groups are implemented to foster a sense of belonging and facilitate integration into the workplace. This is another example of social capital in the workplace and how it can be integrated into new forms of remote work.

The shift to remote work has presented both challenges and opportunities. While logistics challenges in onboarding and equipment distribution have emerged, the remote work model has allowed for expanded access to a diverse talent pool, promoting diversity and inclusion within organizations. It should be stressed that an inclusive and supportive workplace environment that recognizes diverse communication skills is vital for promoting successful integration and collaboration in the digital era. Employers play a crucial role in providing the necessary training, resources, and support to ensure that all employees, including immigrant newcomers, possess the digital communication skills needed to thrive in the ever-changing workplace landscape. However, onboarding practices should take into account the significant variations in digital skills among newcomers and consider the influence of place and culture on their integration, thereby fostering a future workplace that embraces greater inclusivity. More specifically, companies should explore various options to promote meaningful online interactions, offer flexible hybrid work arrangements, provide digital skills training, or seek support from specialized organizations such as SSPOs. It is important to recognize that workplace integration has become a more complex process compared to traditional approaches in the organizational socialization literature where the three-stage model of anticipation, encounter, and metamorphosis dominates. Equipping digital newcomers with the appropriate tools and support to empower their success is crucial. In other words, before experiencing a successful metamorphosis that transforms a fragile caterpillar into a joyful butterfly, digital newcomers should be provided with the right set of wings to fly.

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