

DECENT WORK IN LITHUANIA'S LOGISTICS SECTOR: A COMPARATIVE STUDY OF LOCAL AND MIGRANT EMPLOYEES

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Abstract: Due to a labor shortage, more migrants are employed in the Lithuanian labor market. One of the sectors most affected is logistics, where the demand for employees, especially drivers, is particularly high. The main goal of this study is to compare the perceptions of decent work and workplace exploitation between local and migrant employees in the logistics sector in Lithuania, identifying critical attributes influencing job satisfaction, well-being, and perceived fair treatment in working conditions. The impact of various variables (decent work, job satisfaction, economic constraints and well-being) on migrant and local employees were studied for this study. A quantitative research method was used to achieve this aim. Data was collected through a survey of 300 employees working in the logistics sector in Lithuania, with 18% of participants being migrants. The industry is male dominated, therefore 79.3% of participants were male. The data was analyzed using SPSS software. The following tests were used to analyze the results for this study which include descriptive analysis, regression analysis and clustered bar charts with mean. Hypotheses H1, H2, H3 were rejected whereas only hypothesis H4 were accepted after analyzing the results. This indicates that migrant employees have low job satisfaction and experience greater economic constraints, leading to higher levels of work exploitation. However, migrant employees report lower levels of well-being compared to local employees in Lithuania's logistics sector. The main results showed that all employees identified salary and working hours as the primary factors influencing perceived exploitation. However, no statistically significant differences were found between local and migrant employees. The study recommends implementing upskilling programs and visible promotion pathways to ensure equal career progression for local and migrant employees. Additionally, there should be fair wages and working hours for migrant employees and to avoid ambiguity employee contracts should be presented in a language the worker understands and should be clearly explained. Lastly, the future directions could investigate the long-term consequences of employment precarity by analysing gender-specific experiences within the sector on migrant well-being. Additionally, for migrant employees, a comparative analysis across distinctive EU countries could also reinforce broader perceptions into local gaps in decent work measures.

Keywords: Decent Work, Comparative Study, Lithuania, Logistics Sector, Local Employees, Migrant Employees

Introduction

The purpose of the study is to examine and contrast local and migrant workers' opinions of decent labor and victimization at work in Lithuania's logistics sector. The main goal of this study is to compare the perceptions of decent work and workplace exploitation between local and migrant employees in the logistics sector in Lithuania, identifying critical attributes influencing job satisfaction, well-being, and perceived fair treatment in working conditions. Through these factors, it could be determined to what extent the principles of decent work conceptualized by the International Labor Organization (ILO) are implemented in the logistics industry and to identify the inequalities in the experiences of the two groups. The drive of labor from emerging countries to more developed countries has revealed the gap between rich countries with labor deficiencies and poor countries with no occupations (Geneva, 2008). The study's purpose is to assess the differences in the perceptions of local and migrant workers concerning their working conditions based on job security, equality, and growth opportunities. Lastly, the critical point is to shed light on what can be learnt from it in terms of notifying policy, enhancing working conditions, and promoting fair treatment for all employees in the logistics sector, irrespective of ethnic group. According to the Migration Department of Lithuania (Gudzinskaitė, 2024), the number of foreigners living in Lithuania has exceeded 200,000 for the first time in the history of the country. The majority of the foreigners are ordinary workers, and 50% of them are working in various missing professions, mostly passenger carrier workers in construction and other industrial sectors.

The research question of this study is:

How do decent work perceptions and workplace exploitation differ between local and migrant workers in Lithuania's logistics sector, and what are the most significant factors shaping job satisfaction, well-being, and perception of fair treatment at work?

The logistics industry in Lithuania is an essential stimulus of the country's economy, enabling basic services for domestic and external trade. In recent years, the overall industry has experienced a large influx of migrant workers, who now constitute a considerable percentage of migrant employees in the sector. With time, it has become crucial to look at the experiences and attitudes of both local and migrant employees. Decent work was proclaimed as "the most widespread need, shared by people, families and communities in every society, and at all levels of development", and went on to announce that "the primary goal of the ILO today is to promote opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and human dignity" (ILO, 1999). These definitions highlight fair compensation, job security, protection of working conditions, and personal development. However, to an extent, where these standards are realized in the logistics industry is still a cause for concern. Migrant workers are forced to commit to lower-skilled, physically demanding roles with lower wages and job insecurity (Bazaras & Palšaitis, 2017).

A more thorough scrutiny discloses that the issues confronted by migrant and local workers are similar, together with lengthy hours of physically challenging jobs and the likelihood that migrant workers may face inferior working conditions and amplified exploitation due to peer networks, legal protections, and linguistic barriers. On the other hand, local workers may be more informed about their civil rights and have access to labor protection, which may have a complete effect on how they feel about justice and fulfillment with work. Migrant workers face substandard working conditions, partial mounting flexibility, and inadequate access to assistance, equated to their local counterparts. Migrant workers must take part in the labor market as this is the only way for them to make money, but working conditions based on their status often prevent them from social integration (Benedetti, et al., 2020).

Literature Review

Employee Status

Employee Status is distinct as the classification of workers as either they are Migrant workers or Local workers. The Status of the employee shows its cruciality within the Lithuanian economy when it comes to decent working conditions. Associated with the stigma of status shows the impact on their chances of inequality they face, their personal growth, their safety, and last but not least, how secure their job is. Looking over the logistics sector of Lithuania, this sector is somehow dependent on both the local and the migrant workers, and amongst this, the transportation and warehousing sectors carry the most weight.

In Lithuania, the Law Force is aligned with the European Union Standards that state the legal framework for Equality and equal opportunity. However, the implementation of these laws varies based on the status of the employee working in a particular sector. Local employees get the privilege in the job market and can have access to the benefits of job security because of cultural similarity and native language. In contrast, migrant workers from non-EU countries face a lot of difficulties, including job insecurity, discrimination, more working hours, temporary visas, degree qualification barriers, lower wages, and limited benefits. These constraints led to a delay in employment and limited access to better job opportunities.

The Organization for Economic Co-operation and Development (OECD) has highlighted the need for Lithuania to strengthen its integration policies and labor market for migrant workers. Though the reforms have been introduced to ease the overall process for the migrant workers, including their documentation, foreign recruitment, and enforcement of laws, the shortcomings of proper implementation of these laws still make migrant workers vulnerable to exploitation and informal work measures (OECD, 2018).

The employment contracts also show the differences based on the status of the employees. The migrant worker is hired based on a fixed-term or probationary period, whereas the local worker is hired based on a permanent contract. There's a study that shows how migrant employees are trapped in "precarious employment," where employees face low job security, irregular hours, and low wages. These factors lead to psychological stress and job dissatisfaction. In contrast to local employees, they enjoy perks such as job security, mental well-being, and opportunities for personal growth (Huseynova, 2024).

Working Hours, Wages, and Occupational Health and Safety Conditions reflect the divide between the local and migrant employees. A study found that 72% of migrant workers in the logistics and transport sector worked more than 40 hours a week and earned less than €500 per month. They are more likely to perform physically demanding jobs with inadequate training and equipment. 27% of migrant workers in the logistics sector weren't provided with safety gear, and 5% experienced physical violence. Whereas, local employees tend to have greater bargaining power, higher wages, regulated working hours, and instructions about safety protocols likely to raise safety concerns without fear (Blaziene & Zabarauskaite, 2016).

Migrant employees often face omission due to language and cultural barriers. These problems lead to delayed communication in the workplace, contribute to decision-making, and distance from community engagement. A study revealed that migrant workers have limited access to housing, unequal community services, and are socially unacceptable. On the other hand, local employees have the nationality and gain more access to institutional knowledge and professional networks, which eases smoother workplace integration and personal growth (MEIDUTĖ-KAVALIAUSKIENĖ & ČINČIKAITĖ, 2023). The overall view shows that the logistics sector depends on migrant workers. Addressing dissimilarities in decent work

circumstances is not a matter of social righteousness but a non-negotiable matter for the sustainability of the logistics sector. Deprived of balancing work conditions, Lithuania risks the retention of skilled workers as the labor system challenges their productivity and confidence. The country needs to take tangible steps to bridge the gap between local and migrant workers.

Decent Work

According to the International Labor Organization (ILO), decent work is defined as opportunities that deliver compatible income, job security, social protection, and personal development (ILO, 1999). In the Lithuanian economy, under the logistics sector, the definition differs as it is affected by economic conditions, market policies, and organizational practices. Seeing the financial data of the logistics sector, a current study illustrates that though the corporation is profitable and accomplishing well, the challenges of ensuring decent work remain for the employees. So, there is a need for continuous monitoring and ensuring that the labor standards need to be aligned with the principles of decent work (Bužinskienė & Gelashvili, 2024).

The Decent Work and Economic Growth, known as Sustainable Development Goal 8, aims to promote sustainable economic growth, productive growth, and decent work for all workers across the European Union countries so they can work in peace and stay happy (UNGA, 2023). An analysis indicates that most countries have made significant progress in achieving these goals, while a few countries are still lagging, and Lithuania is one of the countries, predominantly lagged after the COVID-19 era (Bieszk-Stolorz & Dmytrów, 2023).

Eurofound has emphasized promoting decent work. The evolution of social discussion in the logistics sector in Lithuania is very important to improve the working situations for the employees to get fair treatment and safeguard safety (Eurofound, 2020). ILO has recognized the practices in endorsing decent work in enterprises in the logistics sector to implement occupational safety, fair labor standards, and opportunities for personal growth. The European Commission has emphasized the need to advance the quality of employment to lessen the disparities in working conditions among local and migrant workers (Commission, 2022). The above conclusion draws the following hypothesis:

H1: Migrant employees report experiencing higher levels of work exploitation compared to locals in the pursuit of decent work in Lithuania's logistics sector.

Job Satisfaction

Employee Retention, Organizational Performance, and Productivity are the factors that are being influenced by Job Satisfaction. In Lithuania, studies show that workers working in the logistics sector are affected by the working conditions, wages, personal growth, and work-life balance. Logistics former students in Lithuania integrate strong theoretical and practical skills, and their configuration in the job sector, based on their qualification, affects the level of satisfaction. Businesses need to identify the potential and capability of their employees and offer them chances to job satisfaction (Ginavičienė, et al., 2023).

Throughout the COVID-19 pandemic, corporations executed flexible working hours for workers, maintained psychological support, and opened communication channels so that employees felt motivated and satisfied during the crisis. In this way, they sustained employee motivation. This integrated HRM practice helped to ensure job satisfaction (Čižiūnienė, et al., 2025). A study examined that the employees working in the transport sector in Lithuania have lower job satisfaction and higher turnover intentions based on their views on fairness, safety, and support. So, the study focused on practicing the managerial implications to increase job satisfaction and make sure that the employees feel equality and safety while working for a particular sector (Affiliation, et al., 2024).

A recent blog by Oksanen Minna shows that Job Satisfaction in Lithuania has increased by only 0.6 points since 2016. In 2016, it was estimated at 5.73; in 2021, it reached 6.45, and in 2022, it fell to 6.33. Employees were not satisfied with what they were earning; when asked if they were receiving fair wages, 71% responded that their wages were too low. In their minds, the fair wage should be 38% more than the current wage. The crucial factor that contributes to the satisfaction was extra money earned (-0.79) and motivational measures (-0.26), which decreased the most (Minna, 2022). The hypothesis H2 is drawn from the above discussion:

H2: Migrant employees report lower job satisfaction compared to local employees in Lithuania's logistics sector.

Economic Constraints

Financial instability, limited access to resources, and fluctuations in the market are playing their roles, economic constraints are among these aspects that have obstructed the logistics sector of Lithuania. It limits a business's freedom to do what it wants. The businesses are bound to it as it is out of their control. The economic environment majorly contributes to the performance of companies, so companies need to go along with the challenges such as competition, change in demand, and regulations. The financial health analysis of the Lithuanian logistics companies shows that while many companies are financially stable, few are struggling with the risk of liquidity. The economic constraint needs to be minimized by considering factors such as financial resilience, size of the company, the practices that the company is following, and the precautions that it is taking (Bužinskienė & Gelashvili, 2024).

On one hand, if the company has a risk of internal factors, there are also external factors that play their part, such as geopolitical tension and economic downturns that make economic constraints worse. The negative impact that it leaves disrupts the whole process of a sector, such as in the COVID-19 Pandemic, the shortage of demand in the logistics sector disrupts the supply chain, leaving an overall impact on the business. This vulnerability is led by external shocks and needs adaptive strategies to overcome the constraints caused by economic constraints (Čižiūnienė, et al., 2025).

Another study shows the obstacles faced by the Lithuanian logistics sector and identifies high competition in the European Union, cost-cutting pressures, innovation, and the prerequisite for advancement in technology to remain competitive (Langvinienė & Sližienė, 2014).

To enhance the performance of the Lithuanian logistics sector, the International Monetary Fund (IMF) has emphasized the issue that the skills of the workers don't match the jobs for which they are being hired, which can lead to higher unemployment, lower wage rates, and lower job satisfaction. So, to mitigate the risk of economic constraint, policies need to be followed actively (IMF, 2019). The above literature can help to develop the third hypothesis

H3: Migrant employees experience greater economic constraints than local employees in Lithuania's logistics sector.

Well-Being

If an employee is physically healthy, mentally stable, and emotionally satisfied, and overall social conditions are better, it helps the employee to thrive at the workplace and in personal life. In the logistics sector, well-being can be defined by work-related issues, economic conditions, practices held by the management, job security, and working environment. Based on the status of the worker, whether migrant or local, as well as cultural integration and social connections, they may experience well-being in different contexts. The logistics sector demands the physicality of the work, increased work hours, and strict delivery schedules. These conditions impact the well-being of the worker physically and mentally. Eurofound study shows that the stress level, fatigue, and muscle disorders are reported to be higher for this sector, and

these factors are compounded for migrant workers based on their status, cultural differences, language barrier, and severe living conditions (Eurofound, 2020).

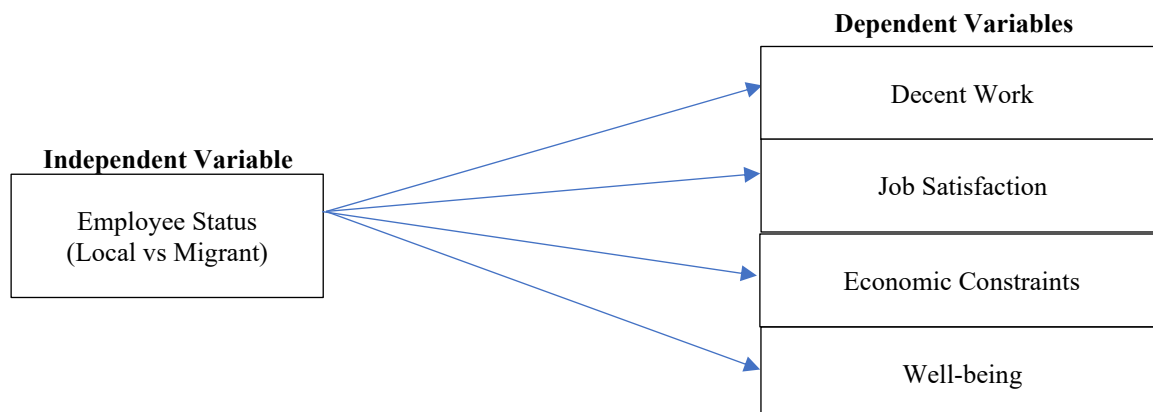
Considering one of the factors of well-being. Job insecurity, where there are temporary contracts and a lack of promotion opportunities, leads to anxiety, stress, lower self-esteem, and no motivation. Whereas, if there is equality, fairness, and sustainability of jobs, it leads to higher trust levels, more engagement, and satisfaction that contributes to well-being. The status of the employee defines their experiences of well-being and clarifies the career goals for the individual (Alonderienė & Škudienė, 2022).

The second factor of well-being is Organizational Justice. Where do the employees feel that they are being treated fairly or not. The perception that they built includes commitment to the organization, trust in management, behavior, and task performance (Colquitt, 2012). Staniškienė and Butkienė found that employees' perceptions of fair conduct, decision-making, and merit-based reward systems are correlated with their well-being. The outcomes of these are different for migrants, and unfortunately, due to managerial practices, they cannot stand for their rights. To improve the overall workforce's well-being, an inclusive organizational culture can play a transforming role (Staniškienė & Butkienė, 2020).

Thirdly, Work-Life Balance is overseen in the logistics sector. In logistics firms, predictable schedules, medical leaves, access to family, and childcare options lead to greater satisfaction and less frustration. The outcomes of such emergencies with a positive response can bring greater retention and reduced absenteeism in the logistics sector (Grinevičienė & Katilienė, 2019). The above discussion concludes the following hypothesis:

H4: Migrant employees report lower levels of well-being compared to local employees in Lithuania's logistics sector.

Research Model



Methodology

There were diverse tools used to gather quantitative data. The study was supported using primary data as it is exclusively based on questionnaires, where the questionnaire was premeditated based on all the variables which include independent variables (Employee Status such as Local vs Migrant), dependent variables (Decent Work, Job Satisfaction, Economic Constraints & Well-Being). The participants selected for this study are the employees working in logistics sector in Lithuania (Local & Migrant). The employees are from different Lithuanian logistic companies. The sample size of 300 respondents selected and questionnaires were distributed amongst them in order to know their opinions. The sampling technique used for this

study was convenience sampling. The study was cross-sectional because the data was collected at a single point in time.

The questionnaire consists of close ended questions to measure demographic variables and Likert scale questions for measuring dependent and independent variables. The demographic section includes questions related to gender, age, marital status, employee status, level of education and country of origin. The numbering has been allotted to them in sequence in order to give them the coding so that it would be easier to generate the results. The binary coding has been set for the questions that consists of the answers as Yes or No and Male or Female.

Each variable was developed by various authors and included different numbers of items to measure each variable. To begin with decent work was assessed by using the 14-items Decent Work Scale (DWS) by Duffy et al. (2017) in the translated version to Portuguese by Ferreira et al. (2019). This scale includes five subscales addressing different dimensions of decent work: (a) interpersonally and physically safe working environments, (b) access to adequate health care, (c) adequate compensation, (d) adequate rest and free time, and (e) organizational values that are in complement to family and social values. Secondly, the 6-item Economic Constraints Scale (ECS) by Duffy et al. (2019) was used to measure perceived economic constraints. Furthermore, to measure job satisfaction the scale was developed by Judge et al. (1998) and includes five items to assess the level of people's satisfaction with their jobs. Lastly, the cognitive aspect of subjective well-being was assessed using the Satisfaction with Life Scale (SWLS) developed by Diener et. al. (1985) and adapted to Portuguese by Zanon et al. (2014). Participants answered items on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Table 1 shows the items associated with each scale used in the study and respective reliability, measured by the Cronbach Alpha.

There are different statistical techniques used in order to test the relationships of variables. The data collected for this study was analyzed by using SPSS software. SPSS was used in order to test the relationship between variables, regression analysis (linear) by using ANOVA table, reliability analysis (Cronbach's alpha) etc. These techniques were used to test the relationship between variables. By doing this, we can prove the hypothesis.

Table 1. Constructs of Variables

Variables	Author	No. of Items	Scale	Cronbach Alpha
Decent Work	Duffy et al., (2017)	14	7-point Likert scale	0.86
Job Satisfaction	Judge et al., (1998)	5	7-point Likert scale	0.80
Economic Constraints	Duffy et al., (2019)	6	7-point Likert scale	0.94
Well-Being	Diener et. al., (1985)	5	7-point Likert scale	0.87

Source: Developed by Author

Results

The demographic variables were analysed by pie and bar charts. The result of the study shows that the industry is male dominated, therefore 79.3% of participants were male as also shown in figure 1. 48.30% of the employees working in the logistics sector are married as shown in figure 2. The study was carried out in various logistic companies of Lithuania. The employees working in the logistics sector are more local compared to migrants. Figure 3 also indicates that 81.70% of them are locals and only 18.30% of them are migrants who are working in logistic companies in Lithuania. Similarly, country of origin of most employees are Lithuania. whereas most of the migrants belong to Poland (2.30%), Tajikistan (5%) and India (3%). Only 8% of

them belong to other countries such as Pakistan, Kazakhstan, Bangladesh etc. also breakdown is shown in figure 4.

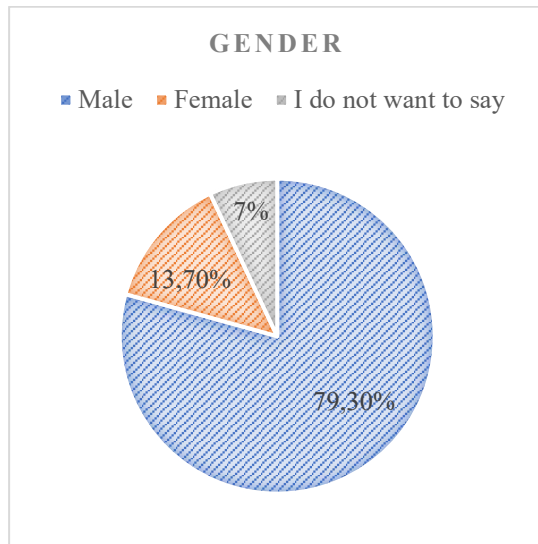


Figure 1: Gender
Source: Developed by Author

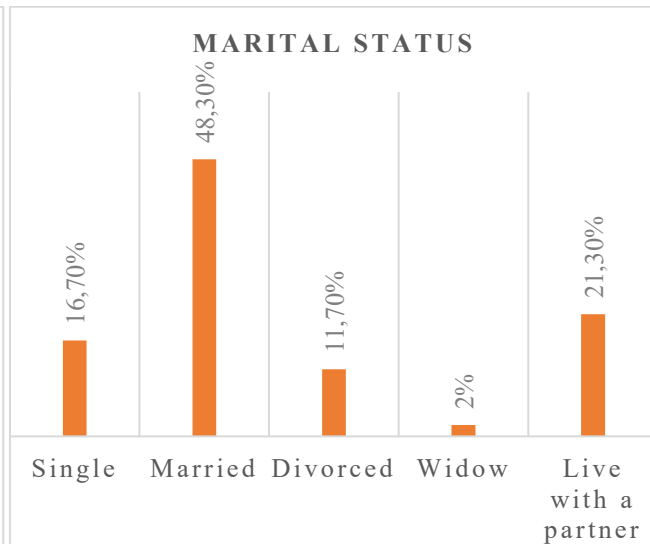


Figure 2: Marital Status
Source: Developed by Author

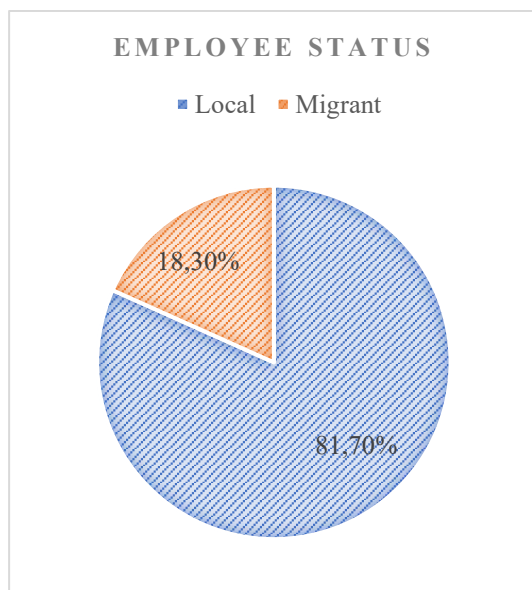


Figure 3: Employee Status
Source: Developed by Author

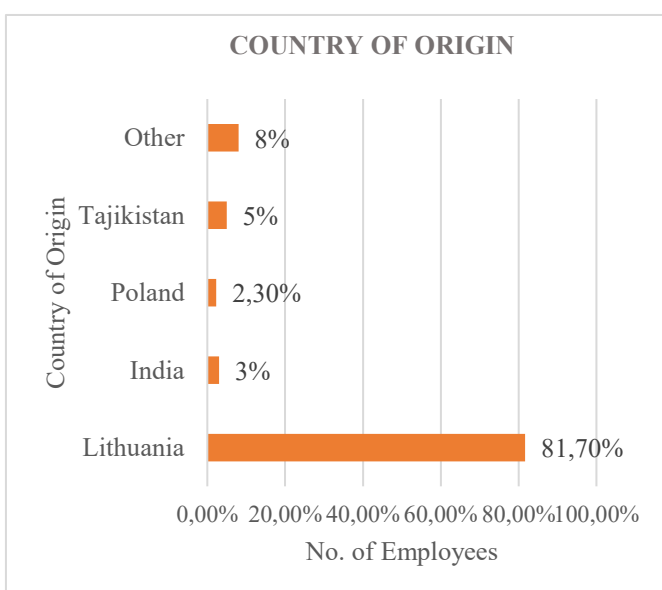


Figure 4: Country of Origin
Source: Developed by Author

Graphical Analysis

Figure 5 depicts a clustered bar chart that compares the mean values of decent work, job satisfaction, economic constraints, and well-being among local and migrant employees. The findings show considerable differences between the two groups. Local employees received higher mean scores for both decent work and job satisfaction, indicating that they view their work environment and job duties more positively than their migrant counterparts.

Migrant employees, on the other hand, demonstrated higher levels of economic limitations, indicating that this group is facing financial insecurity or volatility. Furthermore, the mean well-being score was lower among migrant workers, implying that they may have

more challenges in maintaining their overall psychological and emotional health. However, the above results suggest that perceptions of workplace quality, financial conditions, and personal well-being impacted by employee status (local versus migrant). Therefore, focusing on the unique limits and challenges that migrant employees face can assist to establish more equitable and supportive work environments.

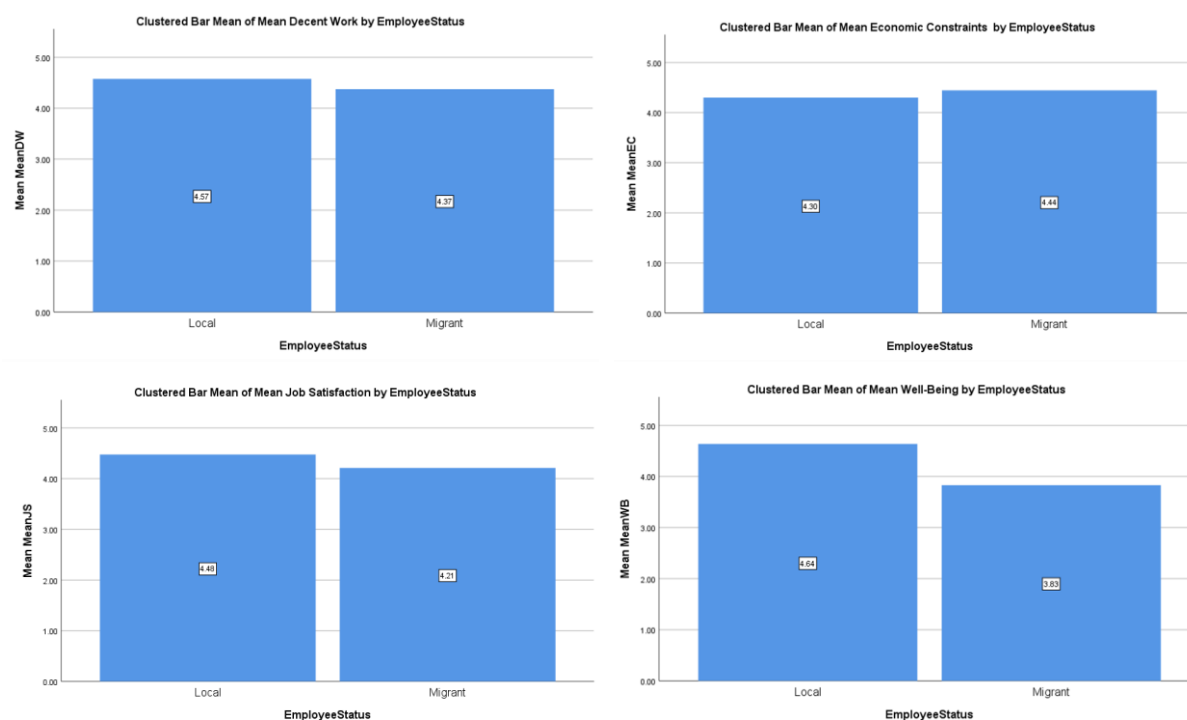


Figure 5: Clustered Bar Mean of Dependent Variables
Source: Developed by Author using SPSS

Descriptive Statistics

Descriptive statistics for the study variables are presented in Table 2. The variables of the study revealed that the sample size was $N = 300$. Skewness was slightly positive ($SE = 0.141$), indicating a mild right skew, suggesting that most participants rated employee status slightly higher. The kurtosis was ($SE = 0.281$), which indicates a relatively normal distribution with slightly heavier tails than a perfect normal curve. These values suggest that the data is fairly symmetric with some mild concentration at the extremes. Moreover, since both Skewness and Kurtosis values less than ± 1.96 , the data is not normally distributed. This is calculated by the following formula. $Skewness = -.216/.141 = -1.53$ and $Kurtosis = -.344/.281 = -1.22$.

Table 2: Descriptive Statistics of Variables

Source: Developed by Author using SPSS

Descriptive Statistics									
	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
Decent_Work	300	26.00	92.00	63.5267	13.23303	-.216	.141	-.344	.281
MigrationGroup	300	1.00	2.00	1.1800	.38483	1.674	.141	.808	.281
Economic_Constraints	300	6.00	42.00	25.9533	8.61812	-.500	.141	-.431	.281
Job_Satisfaction	300	9.00	33.00	22.1467	5.32601	.016	.141	-.303	.281
Well_Being	300	5.00	35.00	22.4567	7.13380	-.586	.141	-.374	.281
Valid N (listwise)	300								

Regression Analysis

The hypotheses were tested based on the analyses made on the collected data by running simple linear regression using SPSS software. A one-way ANOVA was conducted to examine the effect of employee status on decent work, job satisfaction, economic constraints and well-being. Among the four regression models shown in Table 3, 4, 5 and 6 respectively, only the fourth was statistically significant, $F(1, df) = 14.819$, $p < 0.001$, indicating a meaningful relationship between the independent and dependent variables. The other models showed no statistically significant effects as ($p > 0.05$). The regression model for wellbeing was statistically significant, $F(1, 298) = 14.819$, $p < 0.001$, indicating a strong effect of the employee status on well-being. Whereas the regression model for other variables was not statistically significant, as their F values are low and have high p -values as shown below in Table 3, 4 and 5 respectively. From this analysis we conclude that hypothesis H1, H2 and H3 were rejected and only hypothesis H4 was accepted. This is also shown in Table 7.

Table 3: ANOVA Summary for the Effect of Employee Status on Decent Work

Source: Developed by Author using SPSS

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	349.713	1	349.713	2.004	.158 ^b
	Residual	52009.073	298	174.527		
	Total	52358.787	299			
a. Dependent Variable: Decent_Work						
b. Predictors: (Constant), MigrationGroup						

Table 4: ANOVA Summary for the Effect of Employee Status on Job Satisfaction

Source: Developed by Author using SPSS

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.400	1	78.400	2.780	.096 ^b
	Residual	8403.146	298	28.198		
	Total	8481.547	299			

a. Dependent Variable: Job_Satisfaction

b. Predictors: (Constant), MigrationGroup

Table 5: ANOVA Summary for the Effect of Employee Status on Economic Constraints

Source: Developed by Author using SPSS

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.509	1	33.509	.450	.503 ^b
	Residual	22173.837	298	74.409		
	Total	22207.347	299			
a. Dependent Variable: Economic_Constraints						
b. Predictors: (Constant), MigrationGroup						

Table 6: ANOVA Summary for the Effect of Employee Status on Well-Being

Source: Developed by Author using SPSS

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	720.854	1	720.854	14.819	.000 ^b
	Residual	14495.583	298	48.643		
	Total	15216.437	299			

a. Dependent Variable: Well_Being

b. Predictors: (Constant), MigrationGroup

Table 7: Results of Hypotheses

Source: Developed by Author

Hypotheses	p-Value	Results
Employee Status – Decent Work	0.158	Rejected
Employee Status – Job Satisfaction	0.096	Rejected
Employee Status – Economic Constraints	0.503	Rejected
Employee Status – Well being	0.000	Accepted

Conclusions & Recommendations

The primary conclusion of the study is that even though a large majority of the employees, 82% are local and 18% are migrant employees. The sector is largely masculine, with 79.3% of employees being male and 48.3% of them being married. The findings indicate that there is no significant difference between the two groups in most of the variables, as the p-value was higher than 0.05 except for one which is well-being as their p-value is 0.000. Also, f values show no statistical difference except for well-being.

Moreover, according to the results, Migrant employees report lower levels of well-being compared to local employees in Lithuania's logistics sector, and hypothesis H4 is accepted. Whereas the other hypotheses H1, H2 and H3 were rejected. Migrant employees' living conditions are not excellent. They are also not satisfied with life. So far, they have not gotten the important things they want in life which include the car, home etc. Whereas local employees are living their best life and are highly satisfied. The main results showed that all employees identified salary and working hours as the primary factors influencing perceived exploitation. Migrant employees have low job satisfaction and experience greater economic constraints leading to higher levels of work exploitation.

According to the results, the following recommendations can be proposed for this study, to begin with, the organizations must establish upskilling programs and transparent promotion paths to ensure that both local and migrant employees have equal access to career advancement and long-term economic stability. Additionally, companies and municipal authorities should work together to guarantee that migrant employees have access to safe, affordable, and adequate housing, recognizing the link between living standards and well-being. Furthermore, increased oversight and enforcement of labor laws particularly concerning fair wages and reasonable working hours are essential, with attention to employers who disproportionately hire migrant labor. Last but not the least employment contracts should be presented in a language the worker understands and should be clearly explained to avoid ambiguity or exploitation particularly for migrant employees.

The future research directions could investigate the long-term consequences of employment precarity on migrant well-being, analyse gender-specific experiences within the sector. Additionally, a comparative analysis across different EU countries could also support wider perceptions into local gaps in decent work standards for migrant employees.

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