



**Factors influencing successful employment of foreign nationals with immigrant background into managerial positions within the hospitality industry in Norway.**

**Analysis of experiences and challenges encountered.**

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Analysis of experiences and challenges encountered.**

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### **Abstract**

This research paper focuses on employment experiences and challenges immigrants encounter coming to Norway. A mixed method design was applied to collect both quantitative and qualitative data. Participants of the study included General Managers or Human Resource Managers of hotels in Norway and immigrants holding managerial hotel positions.

Factors influencing successfully obtaining managerial hotel positions were examined: (1) language proficiency, (2) integration processes, (3) previous work experience from Norway, (4) university degree from Norway, (5) length of residence. The main barriers immigrants encountered while finding employment were also analyzed.

The findings indicated fluency in Norwegian is a prerequisite for immigrants seeking managerial positions within the Norwegian hospitality industry. Analyses demonstrate previous Norwegian work experience and education provide immigrants competitive advantages in the hiring process. Research suggests access to influential social networks is essential to build social capital and obtain managerial positions within the hospitality industry in Norway.

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## **Introduction**

### **The Importance of the Study**

Immigration has become one of the major sources of demographic change in most developed countries. Numerous studies show the significant differences in the outcomes in the labor market between immigrants and native population.

Liebig (2009) addresses the labor market integration of immigrants as a continual issue on the policy agenda in Norway. Liebig states that the current foreign-born population comprises 9.4% of the total population. According to Statistics Norway, more than 50,000 people migrated to Norway in 2007, being the highest immigration inflows on record. During the years of 1990 – 2008, 107, 767 people immigrated to Norway for labor reasons (SSB, 2011b). There is evidence to the fact that the high labor demand accommodated by the labor migration has been beneficial to the economy of Norway during the period of economic growth before the recent economic crisis (Liebig, 2009).

Education and training are considered to be essential for employment; however, many people remain unemployed or hold entry-level positions, despite their high level of education. A high percentage of employed immigrants work in jobs unrelated to their fields of education, as well as a great number of foreign-educated professionals take jobs not related to their training when they first come to the country.

According to the report prepared for the European Commission, immigrants on average have a slightly lower employment rate (61%) and a higher unemployment rate (9.7%) in comparison to the average population of European Union with 64% employment rate and 7.8% unemployment rate (Munz & Fassmann, 2004).

Employment is highly dependent on one's social, political, cultural and economic participation in the life of the society. Employment opportunities are rarely the same for everyone. Therefore, a question arises whether the existing discrepancies between job

applicants during the employment process are subject to the difference in the country-specific work experience and education, access to the social network or discrimination from the employers' side.

A number of research studies have been conducted in Norway and other Scandinavian countries with focus on income differences between immigrants and native population (Hammarstedt, 2003; Husted, 2001; Wibørg, 2006). Results of the studies provide a theoretical explanation to the problem and describe the possible barriers immigrants might face during the employment process in comparison to the native population. However, little or no attention has been given to the employment experiences and factors necessary for holding a managerial position for workers with immigrant background within the hospitality Industry in Norway.

The present study gives an insight into the factors necessary for successful employment for high-status positions within the hospitality industry in Norway for job-seekers with foreign origin. The study presents a description of employers' preferences for applicants' education and work experience during the hiring processes for high-status jobs within the hospitality industry in Norway.

The present study can create awareness of the fact that skilled immigrants can contribute with their human capital to the economy of the country; besides, the research study can present the advantages that come with employment of qualified persons with multi-cultural background.

### **The Research Study**

This research study was focused on experiences people with foreign background (immigrants) encountered as well as barriers they faced before the successful employment for managerial / leader positions within the hospitality industry of Norway.

The research study proposed a list of factors that are prerequisite for qualified persons with multi-cultural background in order to access high-status jobs when immigrating to Norway. Additionally, the study looked at this problem from the employers' point of view and gathered preferences for education and work experience employers apply during the hiring process.

The aim of the study was to find out:

- Whether employers prefer employees with established human capital from Norway rather than other-countries' experience (education / working experience)
- The employers' view on the importance of social networks for successful employment

The study was developed in order to:

- Identify factors necessary for employment of immigrants for managerial positions with responsibilities over other employees within the hospitality industry of Norway
- To find out whether immigrants were experiencing difficulties in accessing employment and high status jobs
- To find out if immigrants ever feel discriminated against in relation to employment processes.
- Identify the main barriers immigrants encounter in the process of employment

The research study was designed in order to test the hypotheses:

Hypothesis 1 (H1) "In order to hold managerial / leader positions in hospitality industry in Norway immigrants with multi-cultural background need to speak the Norwegian language fluently".

Hypothesis 2 (H2) “In order to hold managerial / leader positions in hospitality industry in Norway immigrants with multi-cultural background need to have previous work experience within the hospitality industry in Norway”.

Hypothesis 3 (H3) “In order to hold managerial / leader positions in hospitality industry in Norway immigrants with multi-cultural background need to hold a degree from an educational establishment from Norway”.

Hypothesis 4 (H4) “Established social networks play a significant role in the process of employment”.

Hypothesis 5 (H5) “Employers within the hospitality industry in Norway do not recognize the human capital of workers with foreign background (work experience, level of education) during the hiring process for high-status jobs”.

The data for the study was collected from the General Managers / Human Resource Managers of hotels in Norway, as well as employees of immigrant origin who hold managerial / leader positions working at these hotels. The researcher used a mixed method design in order to suit the purpose of the study. Quantitative data was collected by sending out a developed questionnaire in electronic form to the General Managers /Human Resources managers of hotels in Norway; where the General Managers were asked to forward the questionnaire number two to the employees with immigrant background who hold managerial positions at the hotel with responsibilities over other employees. Qualitative data was gathered by conducting personal interviews with immigrants with managerial positions at the hotels of Norway.

### **Limitations**

During the application of the study, developed in order to determine out the factors influencing the employment of immigrants with multi-cultural background for managerial positions in the hospitality industry in Norway, as well as to reveal employers' preferences

during the hiring process for high-status jobs, a number of limitations were identified and are as follows. 1) not all General Managers or Human Resource Managers were willing to participate in the questionnaire, therefore, not all immigrants with managerial and leader positions within the hotel industry received an invitation for taking part in the research; 2) not all immigrants with managerial and leader positions within the hotel industry in Norway wanted to share their experiences or had time to participate in the questionnaire; 3) supposedly, a small amount of immigrants with managerial positions worked in the hospitality industry in Norway when the research took place.

### **Background for choosing the problem**

The present topic of the study was chosen due to the deep interest of the researcher in the issues of immigration and employment, recognition of education and work experience from other countries when applying for job openings within the hospitality industry in Norway. The researcher is not a native citizen of Norway, but has university degrees and work experience both from Norway and other countries, and finds this research study to be useful and applicable to the future career prospects and opportunities.

The study can be valuable to the hospitality industry as it contributes to the awareness of the recruiters on the existing challenges foreign nationals with immigrant background meet when searching for employment. Moreover, this research study should be of great importance and interest to the Norwegian Directorate of immigration due to the latest trends reflecting a significant decline in the number of immigrant workers coming to Norway.



### **Literature Review**

The purpose of this literature review is to explore and present the already existing research on the problems, challenges and difficulties encountered by foreigners with immigrant background during the process of searching for employment. Based on the example of the hospitality industry, the following literature review examines theories explaining ethnic inequalities in the labor market and encourages future discussion of the problem.

#### **Labor Shortage Issue. Example of the Hospitality Industry**

A number of studies have been conducted over the last years, reporting on the labor shortage issue. According to Lockwood and Guernier (1990), the hospitality industries of the developed world are experiencing labor shortages and can expect to face greater shortages in the future.

Though education and training are essential for employment, many people in developing countries remain unemployed despite their high level of education. The shortage of skilled labor can be resolved through the use of the unevenly distributed labor forces not only in the international market, but in the hospitality industry particularly. According to Choi and Woods (2000), the main reasons for migration are economic ones, people seek better lives.

It is generally believed that labor emigration from a country can give rise to several potential benefits. For instance, it can relieve unemployment and under-employment, it can be a source of foreign exchange, it can lead to acquisition of skills, and, in general, it can improve material welfare by increasing per capita national income. The potential benefits of labor immigration can also be considerable. For instance, it can allow hospitality firms to realize economies of scale, it can prevent wage inflation in an industry experiencing labor shortages, it can facilitate investment by ensuring that

new capacity can be adequately staffed, and, generally it makes available labor services without the need to finance the formation of the human capital from which those services are derived (Choi & Woods, 2000, p. 64).

The hospitality industry is rapidly developing, facing the challenge of achieving a balance between supply and demand in labor. The hospitality industry can be characterized as labor and capital intensive. For the purpose of satisfying the guests' needs hotels employ many people, giving opportunities for work for employees who may not possess the education or skills for other jobs. Hotels can be the first job opportunity for many just beginning their transition into the world of work. The hospitality industry offers a large variety of types of jobs, the spectrum of occupations ranging from the unskilled porter to the highly-skilled manager. Nowadays, the hospitality industry is considered to be the largest employer of unskilled labor in many countries (Choi & Woods, 2000).

Hospitality industry recruiters are interested only in highly skilled and educated workers. The skilled immigrants contribute their human capital to the economy, and consequently, create job opportunities for other workers. Moreover, highly educated immigrants are believed to have a positive impact on the host country. Therefore, recruiting highly skilled workers in one part of the world can resolve the problem of skilled labor shortage in the other part of the world (Choi & Woods, 2000).

However, a contradictory point of view was presented by the researcher Liu (2006). He discovered the fact that many employers, even during the periods with skill shortages in the industry do not see immigration as a way to fill the current or future lack of a skilled workforce. Moreover, it was found that employers are likely to encourage current employees to upgrade their skills rather than to hire immigrants to address the labor market needs. Employers are more inclined to focus on retention and investment into enhancing the expertise of current employees rather than to hire outside job seekers. This tactics is

considered to be an absolutely pure business strategy. Additionally, when it comes to the employment of immigrants, companies give preference to young labor market entrants rather than skilled immigrant job force.

Until recently, labor for the hospitality industry was recruited primarily on a local basis regardless of geographical location. However, a new trend is developing.

### **Employer's Practices in Hiring Foreigners with Immigrant Background**

Recent research reflects rising poverty and significant barriers for newcomers in their settlement process and difficulties connected with access to employment. The top three barriers immigrants experience are lack of the country-specific work experience, transferability of foreign qualifications and language barriers.

According to Liu (2006), integration into the labor market is a multi-dimensional issue and involves all levels of government, educational institutions, academic credential services, employers, other regulatory bodies, as well as immigrants themselves. Employers are the key stakeholders in the hiring process; therefore, they play a crucial role in creating informal occupational barriers to the access to employment of newcomers. Liu states that it is purely an employer's decision whether or not to hire foreign high-qualified immigrants. For a great number of skilled immigrants, the only obstacle for employment is the employer. In order to improve the access to employment possibilities of immigrants it is necessary to clarify employers' attitudes and practices in the hiring process.

The majority of studies have been focused on the employers' hiring attitudes and practices with involvement of immigrant job seekers (Liu, 2006). However, very limited studies have been conducted from the perspective of employers in order to examine the nature of this subject.

In an attempt to look at the employment issue through the eyes of employers, the researcher (Liu, 2006) provided a detailed description of employers' attitudes and practices in

hiring newcomer job seekers. What are current recruiting practices? How do such practices disadvantage newcomer job seekers, deliberately or inadvertently?

Liu (2006) defines the reasons for the existing research gap: first of all, the employers' behaviors, attitudes and practices are usually not specified or documented, therefore they are informal and cannot be easily identified; secondly, employers are likely to resist any changes and prefer to maintain privilege and the status quo through their hiring practices, thus hiding the real reasons for choosing future employees.

### **Barriers employers may encounter**

The main three barriers employers may face when hiring new immigrants are: language barrier, unfamiliarity with the foreign credentials and lack of the "country-specific" work experience. This can be supported by the theory of human capital (Hayfron, 1998; Longva & Raaum, 2003; Becker, 1975) which recognizes technical difficulties in translating immigrants' human capital in appropriate employment. Employers would not hire immigrants without the "country-specific" work experience; at the same time they would acknowledge foreign work experience, but would not consider it necessarily equal to the "country-specific" work experience. The researchers underline the fact that "being culturally fit" (language abilities, communication skills, adaptability into the new workplace culture, "country-specific" education credentials and work experience) implies "being immediately productive" (Liu, 2006).

## **Employment Discrimination**

### **Origin of inequalities**

In order to understand why foreign born residents are not as successful in the labor market as natives are, it is of high importance to study not only the unemployed individuals, but the decision makers who take the employment decisions as well. Current inequalities between natives and immigrants in the labor market reflect indications of existing

discrimination. However, it has been difficult to confirm these inequalities to be the direct result of discrimination. Researchers Firth (1981) and Pager and Quilain (2005) suggest that there is a discrepancy between what employers claim about their behavior when discrimination is concerned and their actual hiring decisions. Discrimination being a sensitive issue leads to the situation when employers with a tendency for discrimination never give sincere answers if interviewed by a researcher.

Reskin (2000) states that the origins and consequences of inequalities are important questions of sociology at the present time. Sociological approaches explaining workplace discrimination have not been beneficial in providing knowledge that can be used to reduce job discrimination. The researcher argues that in order to reduce the existing inequalities attention should be given to the process of how these inequalities are produced. "In the twentieth century, most sociologists concerned with reducing employment discrimination assumed that once we demonstrated that discrimination persisted, our evidence would find its way to policy makers who would eradicate this discrimination" (Reskin, 2000, p.319). Consequently, a number of research studies were conducted to establish race and gender discrepancies in various employment outcomes, as well as net qualifications (Bobo, Oliver, Valenzuela, & Johnson, 2000). However, the twenty-first century research approaches should be focused not on the fact that discrimination exists, but investigate the reason it remains in work organizations.

According to a *conflict theory perspective* (Blumer, 1958; Jackman, 1994; Tilly, 1998), employment discrimination is explained through the terms of the strategic and self-oriented actions by members of privileged groups who purposefully and deliberately exclude minority group members in order to protect and foster their own interests and goals. In other words, intergroup conflict evokes competition between majority and minority groups.

Reskin (2000) points out that the conflict theory perspective lacks the identification of the processes due to which the privileged groups' motives enlarge the outcomes preserving group interests. Furthermore, the intergroup conflict does not reflect the exhaustive explanation of discrimination.

For the purpose of explanation of why and how discrimination occurs, Reskin (2000) proposed a *social cognition theory*. Social cognition theory is based on the idea that people automatically categorize others into intergroups and outgroups. "The visibility and cultural importance of sex and race and their role as core bases of stratification make them almost automatic bases of categorization" (p. 320). Moreover, categorization in turn is followed by stereotyping, attribution bias, and evaluation bias. According to Krieger (1995), these biases are of cognitive origin, rather than motivational, as they occur independently of the person's conscious intention to favor or harm others, resulting in sex and race discrimination.

### **Social cognition processes**

Baron and Pfeffer (1994) claimed that discrimination is not inevitable, as organizational arrangements can stimulate or suppress social psychological and cognitive processes. Social cognition processes that originate discrimination include: social categorization, ingroup preference, stereotyping, and power and cognitive biases.

*Social categorization* represents a rapid and unconscious process of categorizing people into ingroups and outgroups. Reskin (2000) stated that the process of categorization helps people to manage big volumes of information; therefore, categorization into groups is often based on sex and race due to generally used bases for differential treatment.

*Ingroup preference* leads to distorted perceptions biased evaluation of ingroup and outgroup members, and consequently discrimination. People tend to be attracted to, feel more comfortable with, and hold more positive views of their own group that they belong to

(Reskin, 2000). For this reason, people try to avoid members of the outgroup whenever possible.

*Stereotyping* reflects unconscious habits of linking personal attributes of a person to group membership and is an inevitable result of categorization (Reskin, 2000).

According to Goodwin, Operario and Fiske (1998), *power and cognitive biases* can be reflected through a tendency of people with power putting extra efforts into categorizing others. People do not usually stereotype those they are dependent on as they need to access them correctly; while one can stereotype subordinate groups and its members (Reskin, 2000).

Cognitive psychologists agree that biases and discrimination can be controlled. “The biasing effects of stereotypes and other cognitive distortions on evaluative judgments are reduced when decision makers know that they will be held accountable for the criteria they use to make decisions and for the accuracy of the information upon which they base their decisions” (Reskin, 2000, p. 325).

### **Labor market discrimination theories**

According to Phelps (as cited in Bursell, 2007), the theory of *statistical discrimination* aims to explain that there exist times when employers who are not prejudiced discriminate. In the situation when an employer receives plenty of job applications, he/she might face a problem of choosing the most suitable person for the job due to the time consuming process of retrieving information about all the applicants. Therefore, employers, through ascribing characteristics to the applicants of the groups they seem to belong to, screen out less suitable applicants right away. Employers that go through the hiring process on a regular basis apply statistical discrimination as an efficient trade-off between input and output, even though not having any issues with hiring immigrants.

One out of the different models of statistical discrimination elaborates the idea that employers tend to apply their knowledge (through their personal experience) of group average

productivity and choose individuals from groups that on average are more productive.

“Statistical discrimination occurs whenever an individual is judged on the average characteristics of the group or groups to which he or she belongs rather than on his or her own personal characteristics” (Storen, 2004, p.73). According to Brekke (2007), recruiters tend to avoid hiring people with non-western minority backgrounds if they are believed (rightly or wrongly) to be less productive due to cultural differences or language skills in comparison to other job applicants. Though the recruiters’ decisions can be viewed as rational, the process involving prejudicial treatment will be regarded as “discrimination”.

It can therefore be stated that employers often base their decisions on general (correct or incorrect) beliefs about a population subgroup, and in most cases preferring a native to an immigrant (Brekke & Mastekaasa, 2008).

England (1992) makes a distinction between statistical discrimination and error discrimination, a sub set of the statistical discrimination theory. *Error discrimination* occurs due to erroneous beliefs about differences in productivity. Employers tend to erroneously believe that immigrants are on average less educated with credentials from universities unfamiliar to the employer. As a result, employers prefer native applicants to immigrants.

Another theory that attempts to explain why employers discriminate is the theory of *social distance*.

Cultural or social differences between people from different cultures, even very small and subtle differences, may make an employer prefer applicants from his/her own culture for social reasons; the employer simply feels more comfortable having people on her/his staff that abide by the same social codes as herself/himself, even though these social codes are irrelevant for work performance. To choose an applicant that is culturally similar to oneself is not a choice that is made because it is believed to



maximize profit. It is made because it is believed to have positive implications for the social atmosphere at the work place (Bursell, 2007, p.8).

The choice of an applicant is often made for social reasons.

If we look at prejudices at work places as a restraint in hiring the most qualified applicant, the logic of maximizing profit for the company is no longer taken into consideration. The most appropriate way of maximizing profits would be to hire the most qualified applicant and to change the negative attitudes of co-workers if such exist.

Bursell (2007) in his research on ethnic discrimination in the hiring process suggests that there is more discrimination in small companies than in large companies. “An employer that interacts with his/her employees on a daily basis may be more inclined to let “social taste” affect his or her judgment than an employer in a larger company. In a large organization, the one who makes the hiring decisions rarely interacts with many of the employees and may therefore be more inclined to let objective criteria like merits be decisive in the hiring process” (Bursell, 2007, p.18). Therefore, it is reasonable to believe that social relations between employer and employees in large companies are not as important as in small companies; this can be regarded as support for the social distance theory.

### **Exclusion of Immigrants from Leadership Roles**

“The growing diversity of the labor force, globalization, and the increasing difficulty in attracting employees from traditional labor pool, have all contributed to the need for contemporary organizations to recruit and manage a multicultural employee base” (Gruman, 2007, p.12). Influenced by a variety of factors, the workforce is increasingly diverse in terms of race, gender and national origin. Despite the growing diversity among leaders, the existing underrepresentation of racial and ethnic minorities in leadership roles can be identified. The researchers Eagly and Chin (2010) tried to find an explanation to the limited access of individuals from diverse minority groups to leadership roles by answering

the questions: 1) Could this underrepresentation denote the lack of qualifications of members of these groups? 2) Could this underrepresentation reflect the existing discriminatory barriers minority groups encounter? According to Eagly and Chin, human capital variables (e.g., education and previous work experience) as well as structural factors in the form of occupational segregation account only for a small share of the present gaps in wages and promotions, with discrimination being the contributing factor.

According to Dessler (2008), the Civil Rights Act of 1964 in the United States of America outlawed employment discrimination on the basis of race, color, religion, sex and national origin. Equal employment opportunity was aimed at ensuring that anyone, regardless of race, color, disability, sex, religion, national origin, or age had an equal opportunity for employment based on his/her qualifications. Affirmative action made employers take actions in order to eliminate the present effects of past discrimination during the processes of recruitment and promotion. Despite these considerations as Dovidio and Gaertner (2004) state, discrimination continues to exist in subtle and unintentional forms. "People can unknowingly discriminate by means of "mindless" processes that operate beyond their conscious attentional focus, all the while thinking that they are merely choosing the best person for the job or otherwise acting in an unbiased manner" (Eagly & Chin, 2010, p. 217).

Theorists von Hippel, Sekaquaptewa, and Vargas, (1995) claim that beliefs about the attributes of social groups recruiters have biased their judgments of individual group members during the selection process. Prejudicial behavior can occur when employers hold stereotypes about a social group that is conflicting with the attributes they think are necessary for being a successful leader. Despite the fact that a job applicant from a certain social group would have all the necessary attributes for being employed into a leader position, subjectivity of an employer will lead to an unfavorable decision for the applicant.

Ideas about leadership are regulated by situations and organizational cultures. Generally people see a leader as an ambitious, confident, self-sufficient, decisive, competitive, and dominant person (Powell, Butterfield, & Parent, 2002). However, people tend to perceive members of minority groups in a different way; therefore racial stereotypes and unfavorable attributes limit the access of minorities to leadership roles. “Given the prevalence of such stereotypes and their tendency to operate below conscious awareness, fully qualified individuals from “outsider” groups often appear to lack “the right stuff” for leadership. Perceived as deficient in essential qualities, they have reduced access to leadership roles” (Eagly & Chin, 2010, p. 218).

### **Leader behavior**

Little research has been conducted on how leaders with multi-cultural background behave. Deaux (2006) suggests that leaders from various identity groups can be exposed to some degree of pressure to behave analogous to leaders from the majority group. Nonetheless, leaders with a multi-cultural background continue to express their own cultures to some extent. Additionally, leaders from the minority groups can perform especially well as they had to meet high standards in order to obtain access to the leadership roles. Therefore, as Eagly and Chin (2010) claim, superior performance of leaders with multi-cultural background can emerge due to the challenges met on the basis of belonging to a group that has usually been excluded from leader positions. The researchers believe that leaders from diverse identity groups can represent good leadership behavior due to all their experiences encountered and challenges met during the process of attainment of leader roles.

### **Theories of Social Differences**

There are several approaches towards the issue of labor and social integration in public discourse. These approaches have different views on the problems of discrimination and the obstacles immigrants meet in labor market integration.

### **Human capital theory**

Human capital theory emphasizes that “Education and experience largely account for differences in individual income. Some typical human capital variables recorded by researchers include parental background, level of education, occupational training, work experience, language proficiency, and duration of residence” (Liu, 2006, p.8).

From this economic view, a person’s education is looked at as a form of human capital, requiring an investment that generates a return in the labor market. However, education obtained outside of the new country of residence of immigrants might not necessarily provide the same skills as would the local educational institutions. Though immigrants and natives might have the same accumulated amount of education and working experience, the immigrant population will still be lacking the “country-specific” human capital. Consequently, immigrants will have to transfer their human capital achieved in their home country to the context of their new country of residency. Lack of the language ability that is spoken in the country severely limits the ability of immigrants to apply their human capital effectively in the workplace (Liu, 2006).

Some theorists, such as Salaff and Greve (2003) assume that if recruiters have all available information, they can evaluate the human capital of a job seeker. Therefore, foreign trained professionals with superior skills and qualifications can progress in the market of a host society as they did abroad. While, if lacking necessary information or being uncertain about immigrants’ background, recruiters may not recognize the human capital of foreigners with immigrant background (Shapira, 1995; Schoeni, 1998).

Kogan (2011) suggests that immigrants may decide not to prioritize investing in the human capital relevant to their new country of residence, especially if they are unlikely to be residents in the country long enough to have its rate of return. Therefore, immigrants would choose jobs with immediate financial returns. It can lead to over-representation of foreigners

with immigrant background in low-status jobs, even without distinct discrimination from recruiters. Additionally, Kogan (2011) states that immigrants may also end up in low-status positions due to long searches and lacking success in finding employment corresponding to qualifications and previous experience.

Human capital theory is able to identify disparities affecting the successful transference of immigrants' human capital. According to Brekke and Mastekaasa (2008), immigrant-native disparities can be expected to decline with time of residence in the host country.

### **Social capital theory**

Human capital and social capital theories have emerged in order to deliberate the declining labor market performance of immigrants.

Liu (2006) claims that though social capital theory generates from the ideas of human capital, it is mainly focused on differences in immigrants' human capital, influencing the process of settlement in a new country. The researcher underlines the essential importance of social networks during the process of adaptation to a new country. Liu states that the adaptation process may be complicated and may take longer time for those ethnic communities which have a relatively short history in the host society. Therefore, discrimination can be seen through the exclusion of immigrants from networks, thus, limiting local knowledge and job information.

According to Harvey (as cited in Liu, 2006), the employer's preferred approaches in the hiring process disadvantage newcomer job seekers due to their lack of social capital in the newly adopted society. Employment decisions are usually made based on reliance on personal references and informal skill validation, while immigrants are not able to provide the referees which will be considered in the local labor market.

According to Liu (2006), social capital theory acknowledges the essential role of social networks in the entrance of newcomers into the labor market. Community-based settlement agencies serve an important role in the first years of immigrants' lives. Their capacities, cooperation with government and connections help newcomers to build their initial social capital and increase labor market integration and social status.

### **Racialization theory**

“Racialization theory argues that race is not an inherent characteristic of individuals, but is socially constructed. Therefore attention should be directed to the characteristics of the majority institutions” (Liu, 2006, p. 13). Galabuzi (2001) stated that race is a major factor that determines access to the economic and employment opportunities and, therefore, can be the main circumstance contributing into immigrant population's poor labor market performance. Increased prejudice and discrimination based on race influences employers' distinction between education and knowledge –based skills of the native-born and those of immigrants. To support his theory, Galabuzi discloses the fact that racialized community members are usually over-represented in low paying jobs. According to Ornstein (2006), racialization theory puts emphasis on the social creation of difference by the majority population, and its role in social exclusion of “visible minority” groups.

### **Cultural capital theory**

According to Bourdieu (1984), the theory of cultural codes or cultural capital is based on the idea that foreign nationals with immigrant background who have mastered and can display cultural codes of the higher social classes of the host country may have advantage in the labor market. This can be explained by the preferences employers have. Recruiters who are involved in the hiring process as well as have responsibilities for promoting others tend to prefer people who are similar to themselves. Therefore, job applicants who display cultural traits linked and associated with higher-class cultures during job interviews may be in

advantageous position when entering the labor market and being chosen by the employers (Hansen, 2001).

### **Institutional theory**

Institutional theory (Granovetter, 1985; Scott, 2001) looks at the definition of careers and the structure of professions to be following socially constructed patterns. A professional career starts with education, certification, job experience with increasing responsibilities and managerial tasks. The previous work experience and level of education influence the person's current status, subsequently, professional achievements reflect competence. Granovetter states that professions are embedded in social structure of societies, and, therefore, differ in various jurisdictions. Standards for suitable employees are set and institutionalized. March and Olsen (1989) claim that in the situation when qualifications of ideal workers are socially defined, employers ignore job applicants with past career paths not recognizable to recruiters. For this reason, labor markets may be closed for immigrants who do not belong to the members of internal labor market. Moreover, immigrants are often considered to be unsuitable for management positions that involve authority over employees of native origin (Fernandez, 1998; Barsan & Zong, 1998).

Migration breaks a career path; immigrants may face difficulties to connect their previous careers and experiences to careers in a new country of residence. According to Salaff and Greve (2003), if institutional structures prevent immigrants' ability to use their educational and working experience background, newcomers need to acquire different, locally recognized skills.

It is difficult to separate the mentioned above theories one from another. The theories should be regarded as supplementary to each other, providing the description of various reasons due to which social differences may be generated in the labor market (Opheim, 2007).

### **The Overeducation**

Theorists Chiswick and Miller (2009) suggest that the recent labor market entrants with immigrant background can be characterized by the phenomenon of the overeducation. Immigrants arriving to a new country usually find that the human capital accumulated in another country cannot be applied to the labor market. Immigrants' skills are not fully transferrable to the destination country; therefore, they are expected to have more years of schooling in comparison to a native born citizen in the same occupation.

An existing discrepancy between immigrants' level of education and the positions held can be found. Groot and Maassen van den Brink (2000) claimed the fact that many immigrants in a new host country take the jobs for which they are overeducated when they first enter the labor market. However, it is a temporary phenomenon, as immigrants tend to move up the occupational ladder to jobs matching their education level. Chiswick and Miller (2009) support the view on this adjustment process suggested by Groot and Maassen van den Brink saying that the labor market entrants with high level of education may take jobs where less education is required with the purpose of gaining valuable country-specific experience that will help for future employment. The overeducation is expected to have a transitory character and should decrease with the duration of residence in the host country.

The technological change theory, suggested by Kirker, Santos and Mendes De Oliveira (2000) implies that overeducation among immigrants is directly related to the levels of development of the countries of origin and destination. Therefore, immigrants from less developed countries are likely to face the phenomenon of overeducation in comparison to immigrants from advanced Western countries.

### **Integration**

A lot of attention has been given to the problem of inadequate integration of immigrants in many western countries during the last years. The questions for close



consideration include the issues of integration into the labor market, as well as the skills and education among immigrants. Lack of education or problems connected with the recognition of former credentials are important predictors of unemployment (Storen, 2004).

Recent studies have shown that non-western immigrants encounter a higher risk of unemployment than non-immigrants and are likely to earn less than non-immigrants. Liu (2006) claimed that the economic and labor market integration of foreigners with immigrant background should be approached together with their social and cultural integration. The workplace is considered to be the most important place for including new immigrants into the process of interaction with one another and integration on a larger scale. Moreover, the workplace in a new host country becomes the essential place for fostering immigrants' identities. Access to social and employment resources can be achieved through the bond with local communities; that is why, foreign nationals with immigrant background, lacking social contacts, often experience limited possibilities in accessing employment.

## **Social Networks**

### **Role of networks**

High status jobs with high income are likely to be accessed through social networks. Immigrants who recently arrived in a new country are likely to have weaker social networks than natives. However, with time of residence immigrants' networks are expected to improve while differences in employment and earnings are assumed to decline (Brekke & Mastekaasa, 2008).

Furtado and Theodoropoulos (2009) assume that people acquire new contacts upon marriage, where networks expanded through marriage to a native contain comparatively more natives rather than networks gained from marriage to an immigrant. Findings of the research indicate that marriage to a native has a positive effect on immigrants who gain considerably from connection to a native network, especially when immigrants have significantly lower

employment rates than natives. Connection to a network with a high proportion of employed members will provide more information about job openings. This can be explained through the fact that the already employed are less likely to apply for the jobs themselves and because fewer unemployed members have the access to such information. Current employees can recommend applicants that are likely to be successful at their companies; therefore, applicants with internal references presumably will receive job offers and accept them.

Social integration is extremely important in the economic assimilation of immigrants. Immigrants have lower earnings potential, less information about the local job market and longer job search periods in comparison with natives. Immigrants that marry immigrants are likely to be less assimilated to their new country of residence, while immigrants with a native spouse have greater employment opportunities due to accumulated knowledge on the host country and significantly increased human capital (Furtado & Theodoropoulos, 2009).

#### **Marriage to a native citizen as a measure of social integration**

The social integration of immigrants is considered to be an important factor of immigrants' labor market outcomes. A lot of attention has been given to the problem of the economic assimilation of immigrants, while less attention has been given to the processes through which assimilation takes place.

The study conducted by Furtado and Theodoropoulos (2009) examines how marriage to a native, as one of the measures of social assimilation, influences immigrant employment rates. The researchers argue that since marriage to a native is both cause and effect of association with natives, it can be considered as a measure of social integration of immigrants on a general basis. According to the researchers, there are a number of reasons why marriage to a native citizen may increase employment probabilities:

- Native spouses may assist their spouses in the process of the job search; they may have better job skills and greater knowledge of the labor market.

- New social networks in the form of friends and family of the spouse may help in an immigrant's job search process as most of the jobs are likely to be obtained through personal connections.

Though it is difficult to distinguish mechanisms through which marriage to a native citizen may affect employment outcomes, the researchers Furtado and Theodoropoulos (2009) take an approach by assuming that marriage of an immigrant to a native gives access to a network with relatively more natives rather than if an immigrant marries another immigrant. This indicates that marriage to a native citizen should increase employment probabilities by providing access to a network with native citizens, due to the fact that large well-established ethnic communities can provide numerous opportunities for labor market success.

Immigrants who are married to immigrants and reside in enclaves do not encounter an urgent need to acquire the host country skills, for example language skills that are considered to be essential for future income. Residence in an ethnic enclave slows education and earnings assimilation and may lead to worse economic outcomes, especially if the enclave is located in inner cities away from suburban areas of job growth. However, according to Edin (2003), an increase in the number of immigrants living within close geographic proximity can improve market outcomes of less-skilled immigrants, particularly those in high-income ethnic groups. Ethnic concentration can give a positive outcome in employment options if ethnic networks provide high quality information about job opportunities.

Immigrants who are married to native citizens have major chances of improving the language proficiency, obtaining the knowledge of local customs and labor market conditions. In addition, immigrants may benefit from access to a new network comprised of relatives and friends sharing information about new job openings.

**Informal Hiring Strategies. Employment Disadvantages Encountered by Immigrants**

Newcomers, facing difficulties in the process of employment, experience a significant barrier in accessing the jobs that are not publicized. Informal candidate search has become one of the most central strategies nowadays, with referrals from friends and employees to be the most effective way of recruitment. “The majority of jobs are traded in the “hidden job market”. Research shows that an estimated 80 percent of job opportunities are never advertised” (Liu, 2006, p. 36).

Informal networks that are built on locally established social networks exclude newcomers to a great extent. Liu (2006) suggests that in order to obtain access to job opportunities, job seekers need to establish contacts with those who already have access to the jobs within the particular industry. Therefore, immigrants during the early period of residence in a new country can find it difficult due to the lacking social capital and limited social contacts established. Moreover, the researcher claims that in order to be successful in establishing networks with these people, one must present himself/ herself as a potential member of the community. A job seeker should establish such personal contacts that will help him/her with new information and will remember him/her favorably.

Other informal means of filling company vacancies include internal promotion, with focus on low operating costs for HR management associated with selection, training as well as low business risks. This is especially true when it comes to high level management positions. Preference for internal employees can be explained by the set of knowledge about the organization they already possess, thus, making the process of adjustment much easier than for a newcomer to the company. Furthermore, employers can easily access the records and performance appraisals, demonstrating the skills and values of internal workers. As a result, entry-level positions are the only positions left to be filled from outside. New immigrants job seekers choose to apply to entry-level positions due to the existing

discriminatory factors in the labor market. However, employers, who fear they are only taking this opportunity as a starting point of their career in a new country, consider them to be overqualified (Liu, 2006).

### **Employment of Immigrants and its Possible Effect on Native Workers**

Numerous studies have been conducted in order to answer the question whether immigration has any effects on native workers. It can be concluded that effects of immigration on native workers are quite small (Longhi, 2006). However, the popular perceptions in countries with high rates of immigration have a negative focus and widespread fears that newcomers take the jobs of native workers. In order to explain this contradictive view on immigration workforce, Malchow-Møller, Munch and Skaksen (2009) analyze the employment experience of native individuals working in the firms and occupations in which the immigrants are employed and look for signs if any native workers are being replaced or displaced by immigrants. With the focus on the individual consequences of the adjustments that take place at the firm level when immigrants are hired, the researchers use the competing risks model to distinguish between job-to-job transitions and job-to-unemployment transitions of native workers. Findings reflect no signs of natives being replaced when companies employ immigrants, and only weak signs of replacement were discovered. Furthermore, low-skilled native workers are less likely to lose their jobs when companies hire immigrants, while native workers with a further education are likely to move into other jobs and not into unemployment.

The researchers conclude that there is no evidence to support the widespread perception of immigrants taking the jobs of native workers. On the contrary, the probabilities of skilled native workers for the job-to job transition slightly increase when immigrants are employed within their occupation (Malchow-Møller, Munch & Skaksen, 2009).

**Cumulative Advantage or Do Differences Decline With Time of Residence?**

The concept of cumulative advantage was introduced in sociology by Merton (1948) in the study of scientific careers. The basic idea of this concept is that an initial advantageous position leads to even greater advantages. Accordingly, the more human capital an immigrant can accumulate in the first job, the better will be opportunities for a second job, while the second job will increase probabilities of a third job.

However, access to high status jobs for highly educated people and the amount of discrimination they experience may increase with job level, due to “glass ceiling” effects.

A study conducted by Brekke and Mastekaasa (2008) on human capital effects with analysis of earnings and employment differences between native Norwegians and immigrants with high universities degrees over the period 1993 -2003 shows that the probability of full employment increases with the time immigrants spent in Norway. However, growth declines over time and is not significant beyond eight years. During the first years of immigration, time of residency plays an important role in employment opportunities due to the fact that with time spent in a new country the immigrant-native gap decreases according to the human capital theory. Nonetheless, immigrants do not catch up with the native population. Continuous disadvantages in both employment and earnings cannot be explained by lack of human capital, as other inequalities in form of poor networks and discrimination exist.

The gap between immigrants and natives may be relatively large in Norway. Explanation to this can be that Norway has a short immigration history and little tradition in immigrants’ integration.

**Norway and Immigration**

The Norwegian labor force has undergone major demographic changes during the last 40 years. These changes can be partially explained by the reason of migration. At the beginning of the year 1970 there were 59,200 immigrants and Norwegian-born to immigrant

parents residing in Norway, comprising 1.5% of all the population. By the year 2010 this group had increased to the number of 552,000 immigrants and Norwegian-born to immigrant parents residing in Norway, constituting 11.4% of the population of Norway (SSB, 2011a). The Norwegian integration politics has encountered a considerable challenge in the form of providing people with equal opportunities for establishment in the labor market.

The character of migration can be differentiated in accordance to the reason nationals with foreign background move to a new country: family immigration, humanitarian immigration, educational immigration and labor immigration. Immigrants from different countries have different characteristics, such as age, sex, formal education and previous working experience. Therefore, each individual will have different rights and duties as well as opportunities for being eligible to one or another residence type (UDI, 2011)

In order to live and work in Norway, foreign nationals with immigrant background need to have a residence permit. According to the Norwegian Directorate of Immigration (UDI, 2011), citizens from the countries belonging to the European Union do not have to apply for a residence permit, and just need a valid identity card in order to have a right for residence and work in Norway. The same rules apply for the countries from the European Economic Area (EEA countries) and countries from the European Free Trade Association (EFTA countries) (See Appendix D, page 165).

According to the Norwegian Directorate of Immigration (UDI, 2011), if a person is not a citizen of one of the EU/EEA/EFTA countries, he/she has to go through a long process in order to obtain a residence permit and right for work in Norway:

*Family immigration:* Family immigration permit can be granted to those who have a family member living in Norway, or want to start a family with a person residing there. It is important that the person who is living in Norway has a permanent residence permit and opportunity to financially support the person who is applying for family immigration.

*Education:* in order to study in Norway for longer than three months one must apply for a residence permit for students. Students having residence permit in Norway are allowed to work part-time in addition to the studies (up to 20 hours per week and full-time work during ordinary holidays).

*Protection:* a person coming to Norway due to humanitarian reasons (is being persecuted or is in danger in the home country) can apply for protection by the Norwegian government. Refugees are not allowed to work before they have formally been given a residence permit.

*Work:* in order to be entitled to a work permit as a skilled worker, one must have specialist training corresponding to upper secondary education level, have completed a university college or university education or degree, or have special qualifications. There are different types of permits for skilled workers. The most important requirement for application for a work permit is to have a concrete offer of full-time employment from an employer in Norway with indication of the position suggested, hourly wage and the number of working hours per week (UDI, 2011).

As it can be seen, Norway favors skilled workers with previous working experience and educational degrees, particularly professionals with unique experience and expertise in the underrepresented area, lacking native specialists.

The immigration policies of different countries have as its primary target people with high human capital: education, language and experience. It is considered that the more education and transferable skills people have, the more contribution they will make to the country, due to the fact that highly educated immigrants more quickly adjust to the labor market and require less resources for re-training. Such “education – focused” immigration policy attracted a wide range of workers from non-traditional source countries with common characteristics of high educational attainment and strong work experience (Liu, 2006).



## **Integration and Social Inclusion of the Immigrant Population**

### **Example of Canada**

According to Coombs-Thorne and Warren (2007), in an attempt to address some of the barriers immigrants face in their search for employment, the Government of Canada in the year of 2007 launched the “Internationally Trained Workers Initiative”, a comprehensive strategy to approach the problem of employment difficulties for highly-qualified workers with foreign background.

One of the key components of the initiative is the “Foreign Credential Recognition” program, directed at assisting in the process of recognition of foreign qualifications and verifying that the education and job experience from another country are equal to the standards established for domestically educated and employed workers. However, the applied policies for foreign qualifications recognition can be time-consuming and demanding great effort, especially for people who are not familiar with the country’s employment culture and whose first language is not English (Coombs-Thorne & Warren, 2007).

### **Example of Norway**

An action plan was proposed by the government of Norway for integration and social inclusion of the immigrant population in the year of 2007. The Government declared that the immigrant population in Norway must be able to achieve the same standard of living conditions as the rest of the population in Norway. According to the Government’s social inclusion policy, each person who resides in Norway shall participate in society and have equal opportunities. The social inclusion policy is aimed at involving newly arrived immigrants into contribution and participation in society (Action plan for integration and social inclusion, 2007).

The Government intends to ensure employment for everyone and reduce social differences, involving immigrants into working life. The Government states that employers

must not exclude people due to uncertainty about their backgrounds. Moreover, employers are obliged to call in at least one applicant with an immigrant background for interviews when hiring personnel, provided that the applicant is qualified (Action plan for integration and social inclusion, 2007).

### ***Global Future Project***

Global Future is a program developed by the Confederation of Norwegian Enterprise (NHO) and aimed at development of leadership competence of highly qualified women and men with a multi-cultural background with ambition for professional advancement. The participants are expected to contribute to the program with their unique background. The Global Future project is focused on: Leadership development, Boardroom competence, Rhetorics, Network building, Cultural understanding and Visibility and Matchmaking between participating candidates and companies.

According to John G. Bernander, the Director General of NHO, Norway is becoming a multi-cultural society. Therefore, it is of high importance that companies get access to highly qualified persons with multi-cultural background. The Global Future project will add to companies' awareness of the advantages and opportunities that come with migration; will create meeting places for the exchange of knowledge and cultural understanding for the benefit of the labor market.

Global Future contributes to integration of qualified individuals with multi-cultural background to senior executive jobs and board positions, increases recruitment of persons with a minority background to relevant jobs, as well as, promotes mutual cultural understanding and dialogue. Through succeeding in development of corporate diversity it can open up for innovation, growth and profitability (The Global Future Project, 2011).

*The Norwegian Agency for Quality Assurance in Education*

NOKUT, or the Norwegian Agency for Quality Assurance in Education, is a professionally independent government agency in Norway that provides quality assurance both of foreign higher education qualifications as well as Norwegian higher education. NOKUT has the authority to recognize foreign higher education qualifications in response to applications by individuals or employers. Based on final diplomas and transcripts of records, a general recognition can be granted in the form of Norwegian credits and, if applicable, equivalency to a Norwegian degree.

The main aim of NOKUT is to maintain society's trust in the quality of Norwegian higher education, as well as quality of recognised foreign higher education qualifications. The Norwegian Agency for Quality Assurance in Education can support employers with the necessary information on how to assess a foreign higher education in relation to Norwegian higher education (NOKUT, 2011).

**Conclusion**

This literature review presented the already existing research on the problem of challenges and difficulties immigrants encounter when moving to a new country and searching for employment. Theories explaining ethnic inequalities in the labor market were examined. Immigration policies and governmental participation in integration and social inclusion of the immigrant population on the example of Norway were presented.

## Method

### Research Design

According to Neuman (2011) research produces valuable information and amplifies understanding, reduces bias and misjudgment. However, research does not guarantee accurate results every time and is not very simple to be relied on. Research is an ongoing process that slowly accumulates knowledge over time.

In order to conduct a study and find answers to research questions and support it with empirical evidence, one should select a specific technique of collecting data. Evidence in social research is represented through two forms of data: quantitative and qualitative.

*Quantitative research* method is represented by four types of data collection techniques.

1. Experiments – a technique that involves a creation of a situation and the process of examination of its effects on study participants. Varying greatly on their goals and scales, experiments are based on a well-focused research question.
2. Surveys – is a data collection technique that uses a written questionnaire in order to record and collect survey participants' answers. The collected answers are then summarized and the results are presented in tables and graphs. The results obtained from the sample can be generalized to a larger group or the whole population.
3. Content Analysis – the technique of collecting information in written or symbolic material in form of pictures, movies, etc. Through summarizing and analyzing the material, a system for recording specific aspects of it is created; the collected information is presented in tables and graphs.
4. Existing Statistical Sources – is a data collection technique that analyzes previously collected information and organizes it in new ways to address the research question (Neuman, 2011).

As stated by Fidel (1993), the *qualitative approach* presents the best research methods for exploring human behavior. Qualitative research evaluates the dynamics of a process rather than its static condition. Researchers employ a number of methods complementing each other in order to study the same phenomenon or process, e.g. interviews, observation, document and log analysis.

Qualitative research method is represented by two types of data collection techniques.

1. Ethnographic Field Research - a technique that involves close observation of a small group of people over a long period of time. The research begins with a loosely formulated idea, which is then transformed into hypothesis during the process of observation in great detail.
2. Historical-Comparative Research – examination and systematic collection of data related to the past historical periods or different cultures. This data collection technique presupposes collection of a wide array of evidence. Direct observations or conducting of interviews can be used as well.

#### **Combining data collection techniques**

The researcher chose to use a mixed method design for collecting the data in order to bring together the benefits of both quantitative and qualitative approaches and strengthen the research project. The use of the mixed method approach adds depth and fullness to the study. Both quantitative and qualitative methods are based on empirical observation in order to address the research question; both methods describe data, construct explanatory arguments from the data, and speculate about the outcomes of a study. Mixed methods research has an expansive and creative form and is inclusive, pluralistic and complementary (Burke & Onwuegbuzie, 2004).

According to Burke & Onwuegbuzie (2004) many questions are best and most fully answered through mixed research solutions. The major characteristics of traditional

quantitative research are a focus on deduction, confirmation, theory/hypothesis testing, explanation, prediction, standardized data collection, and statistical analysis; while qualitative research can be characterized by induction, discovery, exploration, theory/hypothesis generation and qualitative analysis. Understanding of strengths and weaknesses of both qualitative and quantitative methods allows the researcher to combine the strategies in order to suit the purpose of the study. For example, adding qualitative interviews to the questionnaire survey will provide the researcher not only with participants' perspectives on the discussed problem, but will also provide an opportunity to discuss directly the issues under investigation.

Mixed methods research gained popularity among researchers, who, in bringing together the benefits of both qualitative and quantitative approaches to research, claim greater understanding and validity of results. The use of both qualitative and quantitative method adds to the depth and breadth of a study and gives an opportunity to understand better the processes which are occurring (Bazeley, 2004).

### **Sample**

It is of high importance to obtain access to a representative sample in order to be able to study its features and provide generalizations about the entire population (Neuman, 2011). A population can be described as an area of potential participants you want to get information from, while sample is a segment of this population that will participate in the study.

The researcher had the goal of attaining the sample that would represent the characteristics of the general population. Due to the fact that the full list of the individuals in the population we were interested in was not available, the sampling in multiple stages was used. A large sample size leads to more accurate estimates and a greater ability to achieve representative quality (Lapan & Quartaroli, 2009).

The sample of the study included two different sample groups: General Managers or Human Resource Managers of hotels in Norway and immigrants with managerial/ leader positions working at these hotels. E-mail snowball sampling technique was used in the research project. Immigrants with managerial / leader positions working at hotels of Norway were accessed through the General Manager and Human Resource managers of these hotels. Immigrant's native-born children in Norway were excluded from the research due to the fact that they share many experiences with the native population.

E-mail surveys are considered to be a cost - effective method of data collection. Not only high response rates can be achieved, but the quality of data is equivalent to the quality of data collected by telephone or through personal interviews. Snowball sampling methods have been used with the purpose of contacting the population of the study that is difficult to reach (Etter & Perneger, 2000).

The sample of immigrants with managerial positions working at hotels of Norway was hard to reach and identify due to its narrowly defined population, therefore, the knowledge and contacts of the General Managers who work together with or know about immigrants with managerial positions within the hospitality industry was required. The snowball sampling was employed for this particular research due to the fact that the researcher found it specifically effective in the process of obtaining information and accessing the informants. "Snowball sampling was conceptually designed as a sample recruitment method that offered a way to overcome many of the recruitment challenges associated with inviting difficult-to-reach communities to join health-care intervention projects or research studies" (Sadler, Lee, Lim & Fullerton, 2010, p. 370).

The chain-referral recruiting mechanism provides a possibility to approach the hard-to-reach target group in a competent way. The technique of the classic snowball sampling is often more efficient and less expensive in comparison to the traditional recruitment strategies.

However, a limitation of snowball sampling in the research context can be defined: there is no statistically accurate way to estimate whether the “fullness” of the sample has been reached. The generalizability of the study findings can be reached through sampling adjustments. For example, by randomly selecting participants from all the participants of the study recruited through the chain-referral method (Sadler et al., 2010).

According to Noy (2008), the snowball sampling method delivers a unique type of knowledge. All the information about respondents of the study available in snowball sampling is supplied solely by the respondents themselves. Therefore, it is the respondents who drive the sampling process onward.

### **Data Collection**

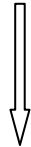
On the 23<sup>rd</sup> of March, 2011 the Norwegian Hospitality Association (NHO Reiseliv) assisted the researcher in emailing the survey questionnaire to 700 hotels in Norway. The Norwegian Hospitality Association is an organization of hospitality businesses including hotels and other accommodation, restaurants and catering companies, as well as members from the area of tourism in Norway. Email, consisting of the description of the ongoing project, invited General Managers or Human Resource Managers to participate in the questionnaire. General Managers or Human Resource Managers were supposed to answer the questions from the survey Part 1, and they were asked to pass the survey Part 2 to immigrants with managerial /leader positions working at their hotels or leave their email addresses. Immigrants with managerial / leader positions working within the hotel industry answered the survey Part 2 were asked to participate in a personal interview.



**Norwegian Hospitality Association (NHO Reiseliv)**

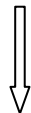
e-mail with the research questionnaire was sent to:

700 Hotels in Norway

**General Managers and Human Resource Managers**

Answers for the questionnaire part 1  
Questionnaire part 2 was forwarded to:

**Immigrants with managerial /leader positions  
working at these hotels**



e-mail addresses, obtained through the questionnaire part 2  
e-mail with the invitation for an interview was sent out

**Personal interviews with the immigrants  
holding managerial positions within the Hotel Industry**

*Figure 1:* Snowball Stemma of the research project

During the application of the study, developed to learn about the employment experiences of immigrants within the hospitality industry in Norway, some limitations were identified: 1) not all General Managers or Human Resource Managers were willing to participate in the questionnaire, therefore, not all immigrants with managerial and leader positions within the hotel industry received an invitation for taking part in the research; 2) not all immigrants with managerial and leader positions within the hotel industry in Norway wanted to share their experiences or had time to participate in the questionnaire; 3) supposedly, a small amount of immigrants with managerial positions worked in the hospitality industry in Norway when the research took place.

The sample size was difficult to predict due to the fact that the exact number of immigrants having managerial and leader positions within the hotel industry of Norway was

unknown. The survey questionnaire was sent to 700 hotels in Norway by the Norwegian Hospitality Association (NHO Reiseliv). Seventy- four General Managers and Human Resource Managers from hotels of Norway answered the survey questions Part 1; the survey Part 2 was answered by 15 immigrants with managerial /leader positions working at the hotels of Norway.

### **Instrumentation and procedures**

Measures are necessary in order to test a hypothesis, evaluate an explanation and provide empirical support for the study. Measurement is used in both quantitative and qualitative studies. Quantitative measurement has a special set of techniques which help to obtain details of the empirical social world and express it in numbers. Qualitative measurement is an inductive process which operates with alternatives to numbers. The process of measurement involves connection of an idea with a technique or procedure to be used to evaluate the idea in the empirical world (Neuman, 2011).

This study was developed to measure factors necessary for successful employment for high-status positions within the hospitality industry in Norway for job-seekers with foreign origin. Moreover, the researcher was interested in measurement of employers' preferences for applicants' education and work experience during the hiring processes for high-status jobs within the Hospitality industry in Norway.

The research study applied the mixed method design of collecting data, bringing together both quantitative and qualitative techniques.

### ***Survey questionnaire***

A survey questionnaire is a technique of quantitative research that can be used in a wide range of settings to gather the data necessary for the research. Questionnaires are easy to analyze and administer, are cost-effective and simple for respondents to complete. Due to the fact that no validated survey instrument was found to test the hypotheses proposed by the

researcher, a survey questionnaire was designed to answer the research questions (See Appendix A & B, page 145). An online format of the survey questionnaire was used. A web-based survey enabled the researcher to gather the participants of the survey from a geographically dispersed population; moreover, the collected data was presented in electronic form, making the analysis easier.

In order to develop a questionnaire of high quality, the research questions were defined and objectives set. Questions were designed with the purpose of gathering both qualitative and quantitative data. The researcher developed an online questionnaire consisting of two parts. The researcher used an URL - embedded message in the text of the e-mail, so the respondent could click on the hypertext link that sent him to the Web browser, presenting the developed Web-based survey. The first part of the questionnaire was supposed to be answered by General Managers or Human Resource Managers working at the hotels in Norway. The second part of the questionnaire was developed for immigrants with managerial/leader positions working at the hotels in Norway. In addition to the survey questionnaire, a list of questions was prepared to be used at personal interviews with the immigrants having a managerial position at one of the hotels in Norway.

An email comprising an invitation to participate in the research project, promise of confidentiality of personal data collected and hypertext links to the questionnaire Part 1 and Part 2 was sent by the Norwegian Hospitality Association to 700 hotels of Norway.

The online questionnaire Part 1 was comprised of 11 questions. The questions were aimed at finding out how many employees at the hotel with immigrant origin have managerial/leader positions and positions with responsibilities over other employees and learning about employers' preferences for applicants' education and work experience during the hiring processes for high-status jobs within the Hospitality industry in Norway. The questions touched upon the issues of education and working experience of a job seeker,

inclusiveness of different cultures and nationalities to the hotel workforce and role of networks. Furthermore, the questionnaire Part 1 designed to be answered by General Managers of hotels provided the researcher with an access to immigrants holding a managerial position in the hotel industry in Norway.

The online questionnaire Part 2, comprised of 30 questions, was developed to be answered by immigrants holding managerial positions or having responsibilities over other employees at the hotels. Questions collected demographic information about the respondents, educational and working experience background, language competencies, view on the future career opportunities within the hospitality industry in Norway, and barriers faced when searching for employment in Norway. The aim of the questionnaire was to get an insight into the factors necessary for successful employment for high-status positions within the Hospitality industry in Norway for job-seekers with foreign origin.

The survey questionnaire was developed in two languages, Norwegian and English. Primarily designed in the English language, the survey was translated into Norwegian, allowing the respondents to choose the language they speak fluently for answering the questions of the survey, thus increasing the level of accuracy and precision of responses. The quality of the survey translation was thoroughly checked and approved by a number of Norwegian native speakers. The survey was translated back to English in order to ensure that the message was conveyed clearly.

The study that was carried out included two types of variables: dependent and independent variables. Questionnaire Part1: dependent variables, the variables that were being tested, presented employer's decisions in choosing job applicants during the process of employment for high-status jobs within the hospitality industry. Independent variables or the variables that were influencing the dependent variables were the qualities each job applicant possessed ( qualifications, education level, knowledge of the Norwegian language and others)

The questionnaire Part 2: dependent variables were presented in the form of experiences immigrants had during the process of finding employment for a managerial position within the hospitality industry. Independent variables reflected one or another of the qualities each individual possessed (qualifications, skills, language knowledge and others) that influenced successful employment to high status jobs within the hospitality industry in Norway. In order to explain the correlation between these two types of variables the data was collected and analyzed.

### *Interviewing*

Qualitative interviewing is a qualitative data collection method. Interviewing has a variety of forms and can be categorized into structured, semi-structured and unstructured interviews. The researcher chose the structured type of interviewing due to its benefit of collection of consistent data that can be compared to a number of respondents and applied to the research analysis. A highly structured interview uses predetermined wording of questions as well as order of questions, thus, keeping consistency from one interview to another. The interviewer plays a neutral role during the process of collecting data and has the role of asking questions and recording the answers (Merriam, 2009).

The main advantages of the personal interview include control of the interview situation, high response rate and collection of supplementary information (Frankfort-Nachmias & Nachmias, 2008). During a personal interview the researcher controls the interviewing situation and can ensure that the respondents answer the questions in the appropriate sequence as planned by the researcher. Personal interviews usually result in a high response rate. Furthermore, an interviewer has a possibility of collecting supplementary information about respondents that will help the researcher to interpret results and will add to the data analysis (Frankfort-Nachmias & Nachmias, 2008).

The last question of the survey questionnaire Part 2 suggested all the respondents to participate in a personal interview by leaving their email addresses so the researcher could contact them and agree on the interview time. Four respondents showed their interest in participating in a personal interview. On receiving the data from the administered survey questionnaire Part 2, the researcher acquired access to email addresses of immigrants with leader positions within the hospitality industry in Norway.

A list of questions in both English and Norwegian languages was created prior to the interviews with the immigrants having a managerial position at one of the hotels in Norway (see Appendix C, page 163). Due to the fact that the participants of the survey live and work in different regions of Norway, the researcher chose telephone and e-mail based type of interviewing for collecting and recording data. According to Howitt (2010), telephone and e-mail based interviews have a big advantage of being economical in terms of time and money; they are not time-consuming, as there is no travelling between interviews. In addition, a telephone interview may be useful when a sensitive topic is being addressed. However, the major disadvantage of telephone and e-mail based interviews is the loss of non-verbal features of communication which can be informative.

E-mails thanking the research participant for his/her contribution to the project, as well as the developed list of interview questions were sent to four survey respondents. The respondents were given an alternative in choosing either email or telephone interview. Two out of four respondents answered the interview questions via email. Two other respondents showed preference for a telephone interview; the respondents were contacted by the researcher at an agreed upon time. The approximate length of both interviews was 20 minutes.

The interview questions were designed in order to have a deeper understanding of the problem, to have extended answers to questions that were similar to those answered in the

survey questionnaire Part 2, and to have an insight into the respondents' attitudes towards future career possibilities in the hospitality industry in Norway.

### **Anonymity and confidentiality**

The researcher promised the participants of the study to protect their anonymity and keep the collected research data confidential. As stated by Frankfort-Nachmias & Nachmias (2008), anonymity is provided by separating the identity of survey respondents from the information they give. A survey respondent is considered anonymous when the researcher is unable to identify any information with a particular participant. Anonymity can be maintained in a web-based survey questionnaire. However, participants of personal interviews cannot be considered anonymous for the reason that the respondent is known to the researcher. Confidentiality refers to treating participant data or identifying information secure and not revealing it publicly, therefore, controlling inappropriate access to the data by others rather than the researcher (Lapan & Quartaroli, 2009).

### **Reliability and validity**

Reliability and validity are ideas that assist in establishing credibility or believability of findings. Reliability approaches the questions of consistency, stability, and accuracy of measurement. Validity suggests truthfulness and refers to whether the researcher is measuring what he was supposed to measure. All researchers seek reliable and valid measurement (Neuman, 2011). Thomson (1891, p.80) suggested : “ When you can measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot express it in numbers, your knowledge is of meager and unsatisfactory kind”.

The reliability of the designed survey was considered to be of high importance to the researcher of the study. Therefore all the necessary steps were taken in order to secure the obtainment of similar results if undertaking the study again in the future.

As stated by Lapan and Quartaroli (2009), the high level of validity indicates the high level of reliability. Reliability of a research survey can be proved through the obtainment of similar results in the future research projects using the same survey instrument applied in analogous conditions. Therefore, the reliability of the undertaken research survey was assessed through the application of the following tools: face validity – approval of the survey by the researchers and evaluators; content validity - the survey questions are considered to be appropriate for the inclusion in the test; predictive validity – the researcher believed that the developed survey would measure the stated hypotheses of the research study; internal consistency – the use of logical questions, as well as correlation and interconnection between the survey items.

### **Content validity**

The content validity of the survey questionnaire was assessed by two professors from the University of Stavanger, Dr. Linda Kyle Stromei and Dr. Reidar J. Mykletun. The professors evaluated the applicability of the conceptual framework, the format of the questionnaire and the relevance of its questions. The researcher studied the responses provided by the professors and made changes where it was necessary.

Following the professors' validation of the survey questionnaire, a pilot test was employed. A pilot testing is a preliminary assessment of a research instrument with the purpose of identification and elimination of possible inconsistencies, achievement of question clarity and respondent understanding of question meaning, attainment of effectiveness and accuracy of data collected. A pilot testing helps to refine the process of data collection and validate the instrument. The questionnaire was tested by employees at Skagen Brygge Hotel, Stavanger in order to find out if the future survey respondents were going to interpret the survey questions correctly. The employees were asked to complete the electronic version of the questionnaire and provide feedback on the survey instrument with regard to clarity of the



questions and suggestions for correction and improvement. Some parts of the survey questionnaire needed minor rewording in order to improve clarity; several items were rephrased or deleted from the questionnaire in order to minimize possible bias of the data collected.

Unreliability of the questions that touch upon the respondent's level of agreement with the given statements of the questionnaire in both Part1 and Part2 might appear to some extent, as experiences of immigrants in Norway as well as preferences of the General Managers and Human Resources Managers varied and could have been influenced both positively or negatively by factors unknown to us. Moreover, some of the respondents would not like to disclose their personal experiences or preferences on sensitive issues.

According to Patton (1990) the reliability of qualitative data collected through interviews highly depends on the methodological skills, sensitivity, and integrity of the researcher. Skillful interviewing is not just asking questions. Yielding credible and qualitative data through interviewing and content analysis requires knowledge, training and practice.

### **Triangulation by plural methods**

Whatever method the researcher uses in the project, it is assured to be associated with some error. There are no error-free methods of inquiry. Sechrest & Sidani (1995) discuss the need for "triangulation" in research due to the fact that it is not always easy to know the direction of error and its extent. However, alternative, multiple methods for measuring a phenomenon can be used to confirm the direction of bias, to estimate its extent and validate results. Therefore, the researcher used a mixed method design of the study, employing different sources of data and estimating and permitting correction for errors.

### **Data Analysis**

This section describes the statistical tests that will be used to address the hypotheses and the research questions of the study.

### **Quantitative data**

The researcher's capacity to incorporate different types of data in an analysis without computerization is very limited. As a rule, quantitative data have been analyzed with the help of a computer, while qualitative data have been analyzed without (Bazeley, 2004). SPSS (Statistical Package for the Social Sciences) is one of the most widely used and comprehensive statistical programs in the social sciences available for personal computers. SPSS enables the researcher to score and analyze quantitative data quickly and in many different ways. SPSS gives access to complicated and appropriate for the research statistical techniques and calculations. SPSS summarizes the collected data, providing the researcher with an opportunity to detect patterns and tendencies that would otherwise be difficult to find (Bryman & Cramer, 2005).

In order to assist the process of understanding and retrieval of information coding or categorizing of data is applied. The survey questionnaire responses are "coded", where the codes represent the means by which data are being transferred from one format to another, allowing interpretation of data. The use of codes is the only way for communicating information in a quantitative data set; codes are accurate in what they are conveying and are single-dimensional (Bazeley, 2004).

### ***Descriptive statistics***

Descriptive statistics usually involves summarizing of data and presentation of information in a simple form. The Descriptives procedure produces statistics for specified variables. The researcher chose the most appropriate procedures for descriptive research for the data collected: frequencies and means.

According to Bryman & Cramer (2005), the idea of frequency distribution is to inform the researcher on the number of cases each category has. "Frequency" determines the number of times something occurs. The procedure of generating a frequency distribution, or a

frequency table, provides counts and percentages for individual variables, telling the proportion of cases contained within each frequency. The procedure can be applied for one or many variables at a time (Veal, 2011). As stated by Bryman and Cramer (2005), when variables are presented at the interval / ratio level, the data requires grouping in order to be presented in a frequency table.

### ***Cross tabulation analysis***

Bryman and Cramer (2005, p.200) state that “the analyst is unlikely to be satisfied with the examination of single variables alone, but will probably be concerned to demonstrate whether variables are related”. In order to explain and contribute into the building of theories about the phenomenon the researcher is trying to explore, the investigation of relationships between the variables is required. According to the researchers Bryman and Cramer, two variables are related if the distribution of values for one variable can be associated with the distribution demonstrated by another variable. Cross tabulation is considered to be the easiest and most frequently used ways of establishing the existence or inexistence of a relationship.

Results from the analysis on the relation between variables are usually presented with the help of a contingency table, displaying the frequency distribution of the variables in a matrix format. As Veal (2011) state, cross tabulation analysis takes the study research from purely descriptive to explanatory level.

### ***Correlation analysis***

Correlation is one of the most basic and principal techniques which can be applied for elaboration of bivariate relationships. Measures of correlation help researchers to indicate both strength and the direction of the relationship between two variables (Bryman & Cramer, 2005).

The purpose of a correlation coefficient is to demonstrate how much two variables covary. Pearson correlation coefficient is the most commonly used measure of correlation

(Neuman, 2011). According to Pallant (2007), Pearson correlation presents a numerical summary of the direction and strength of the linear relationship between two variables. Pearson correlation coefficients can range from -1 to +1, with zero meaning no association. The plus sign in front of the correlation denotes a positive relationship between variables, thus, when one variable increase, so does the other variable. The minus sign indicates a negative correlation, if one variable increases, the other variable decreases. The size of the absolute value (not taking into account the sign in front of the coefficient) presents information on the strength of the relationship between variables. A perfect correlation of 1 or -1 signifies the fact that the value of one variable can be determined exactly by knowing the value on the other variable.

Cohen and Holliday (1982) suggested the following: correlations of .19 and below to be considered very low; correlations of .20 to .39 to be low; correlations of .40 to .69 to be modest; correlations .70 to .89 to be high; and .90 to 1 to be very high. However, these interpretations cannot be treated as definitive indications.

Pallant (2007) stated that significance level of the correlation analysis indicates how much confidence the researcher should have in the results obtained, thus, reflecting information on the reliability of correlation; significance level does not indicate the level of association of the two variables. The significance of correlation is dependent on the size of the sample. Therefore, if a study has a small sample, the researcher will be able to generate only moderate correlations that do not reach statistical significance at the traditional  $p < .05$  level. However, in large samples ( $N=100+$ ) very small correlations may reach statistical significance.

Pallant (2007) mentioned that correlation suggests that there is a relationship between two variables, but it does not indicate the fact that one variable causes the other as there is a possibility for a third variable that influences the other two variables.

### ***Multiple regression analysis***

According to Pallant (2007), multiple regression is a family of techniques that are used in order to explore the relationship between one continuous dependent variable and a number of independent variables. Multiple regression allows one to run a sophisticated analysis of the interrelationships between a set of variables. Multiple regression results can tell the overall predictive power of the set of independent and control variable on the dependent variable. R-squared ( $R^2$ ) tells how well a set of variables can predict a dependent variable. Multiple regression results also provide the direction and size of the effect of each variable on a dependent variable (Neuman, 2011). Standard multiple regression will be used by the researcher in order to evaluate each independent variable in terms of its predictive power influencing dependent variable.

### **Qualitative data**

Traditionally, qualitative data is being analyzed by manual means, however, during the last years, computer software has become available to assist researcher in this process. With the use of computers, the mechanical aspects of the manual processes are accelerated. There are different ways of analyzing qualitative data collected from interviews. The first steps in qualitative analysis comprise methodical procedures to classify and organize the data collected (Veal, 2011).

The researcher used thematic analysis, a qualitative analysis method that is probably the one most available method to be carried out by those who lack previous experience of qualitative research methods. According to Howitt (2010) thematic analysis is focused on the analysis of what is said rather than how it is said. Thematic analysis is based on building of descriptive categories or themes originating from the data. The building of themes is required in order to help the researcher to adequately describe what is happening in the textual data collected from the personal interview.

The main processes involved in thematic analysis are transcription, analytic effort and theme identification. As stated by Howitt (2010), data of qualitative research can have various forms; the most common form of data is presented by the spoken word. Transcription is usually used in order to turn the spoken word into the written language for future analysis. However, it is important to note that the written word lacks a number of features the spoken word has: pitch, volume, pace characteristics and others.

The researcher imposed a certain limitation on the data collected due to the fact the two personal interviews out of four were answered by the respondents via e-mail, while data from two interviews was collected via a telephone conversation and presented by the researcher in the form of notes. Therefore, the researcher assumed that different aspects of speech as well as extra-linguistic features (facial expression, hand gestures) of the interview participants could not have been captured via the chosen type of interviewing.

Howitt (2010) mentioned that it is prerequisite for the analyst to have a good knowledge of the data collected in order to start processing the data analysis. Therefore, the process of analytic effort includes familiarization with the data and detailed coding and conceptualizations applied to the collected information. The process of theme identification includes the naming of themes and sub-themes as well as the refinement of chosen titles to be presented in final reports.

Thematic analysis can be described by its relative lack of complexity; therefore, it is not aimed at providing a detailed interpretation of data. Thematic analysis summarizes large amounts of data with the help of descriptive themes, providing grounds for future data interpretations (Howitt, 2010).

### **Combining data analysis techniques**

According to Sandelowski (2000), qualitative and quantitative data sets can be combined, preserving the numbers and words in each data set. The process of linking of

qualitative and quantitative analysis techniques is achieved by treating each data with the techniques applied to that type of data. The results are then combined at the interpretive level of research; however, qualitative and quantitative data sets remain analytically separate.

Furthermore, the researcher applied the processes of quantizing and qualizing to the data collected from the questionnaire surveys and interviews conducted. Quantizing is a process by which qualitative data are treated with quantitative techniques in order to be transformed into quantitative data. Qualizing is the process of transforming quantitative data into qualitative data. These processes are used in order to extract more information from the data sets and to confirm the interpretations of it (Sandelowski, 2000).

## **Results**

This chapter demonstrates the data collected from the survey questionnaire Part 1 and Part 2, as well as the data obtained during the personal interviews. Descriptive statistics, statistical analyses and analysis of qualitative data are presented with the purpose of testing the hypotheses proposed by the researcher and addressing the research questions of the study. The data presented provides foundation for further discussion and conclusions.

The research study was designed in order to test the hypotheses:

Hypothesis 1 (H1) “In order to hold managerial/leader positions in hospitality industry in Norway immigrants with multi-cultural background need to speak the Norwegian language fluently”.

Hypothesis 2 (H2) “In order to hold managerial/leader positions in hospitality industry in Norway immigrants with multi-cultural background need to have previous work experience within the hospitality industry in Norway”.

Hypothesis 3 (H3) “In order to hold managerial/leader positions in hospitality industry in Norway immigrants with multi-cultural background need to hold a degree from an educational establishment from Norway”.

Hypothesis 4 (H4) “Established social networks play a significant role in the process of employment”.

Hypothesis 5 (H5) “Employers within the hospitality industry in Norway do not recognize the human capital of workers with foreign background (work experience, level of education) during the hiring process for high-status jobs”.

The research study was aimed at finding out the experiences people with foreign background (immigrants) encountered before the successful employment for managerial/leader positions within the hospitality industry of Norway. Additionally, the study was designed in order to find out the barriers immigrants in Norway faced during the process of employment, as well as factors immigrants with multi-cultural background consider to be of great significance, influencing successful employment for high-status positions within the hospitality industry in Norway.

To assess the hypotheses, the survey questionnaire was emailed to 700 hotels in Norway by the Norwegian Hospitality Association (NHO Reiseliv) on the 22<sup>nd</sup> of March, 2011. The survey questionnaire was emailed only once for the reason that it was considered by the Norwegian Hospitality Association that the respondents who were interested in the research paper would prioritize participation in the questionnaire from the first time.

Email, consisting of the description of the ongoing project, invited General Managers or Human Resource Managers to participate in the questionnaire. General Managers or Human Resource Managers answered the questions from the survey Part 1, where they were asked to pass the survey Part 2 to immigrants with managerial /leader positions working at their hotels or leave their email addresses. Immigrants with managerial / leader positions



working within the hotel industry answered the survey Part 2 and were asked to participate in a personal interview. Personal interviews were conducted with the immigrants holding managerial positions within the hotel industry in Norway.

According to Statistics Norway, there were 1136 hotels and similar establishments in Norway in the year of 2005 (SSB, 2011c). The Norwegian Hospitality Association has 700 hotels as members of their organization. The research survey Part 1 was answered by 74 hotels out of 700 hotels, thus reaching 10.6% response rate. Out of 74 hotels, only 17 hotels had employees with foreign background working in managerial positions within the hotel. In total, there were 27 employees with foreign background working in managerial positions in 17 hotels in Norway.

The survey Part 2 was answered by 15 immigrants with managerial/leader positions representing 15 hotels, thus reaching 88.2% response rate. Four out of 15 (26.7%) respondents agreed for participation in a personal interview.

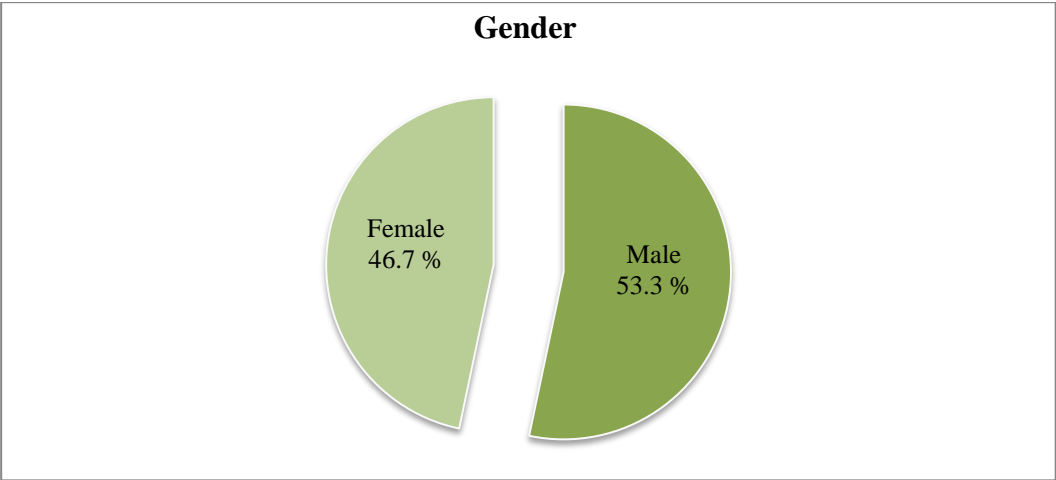
### **Quantitative Results**

The following section of the research paper presents the data collected from the survey questionnaire Part 1 and Part 2. Results from the questionnaire Part 1 represent the answers of General Managers and Human Resource Managers at hotels within the hospitality industry in Norway. Results from the questionnaire Part 2 represent the answers of foreigners with immigrant background who work within the hospitality industry in Norway and hold managerial positions or positions with responsibilities over other employees.

Table 1

*Gender Frequency*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	8	53.3	53.3	53.3
	Female	7	46.7	46.7	100.0
	Total	15	100.0	100.0	



*Figure 2: Gender distribution*

Figure 2 illustrates the gender distribution of respondents of the survey Part 2, the majority (53.3%) being male while 46.7 % of the respondents were female. The distribution shows that there is no significant gender difference among employees with immigrant origin who have managerial positions within the hospitality industry

Table 2

Nationality Frequency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bosnian	2	13.3	13.3	13.3
	British/Pakistan	1	6.7	6.7	20.0
	Chilean	1	6.7	6.7	26.7
	Danish	1	6.7	6.7	33.3
	Finnish	1	6.7	6.7	40.0
	French	1	6.7	6.7	46.7
	German	2	13.3	13.3	60.0
	Icelandic	1	6.7	6.7	66.7
	Lithuanian	1	6.7	6.7	73.3
	Polish	1	6.7	6.7	80.0
	Swedish	1	6.7	6.7	86.7
	Dutch	2	13.3	13.3	100.0
	Total	15	100.0	100.0	

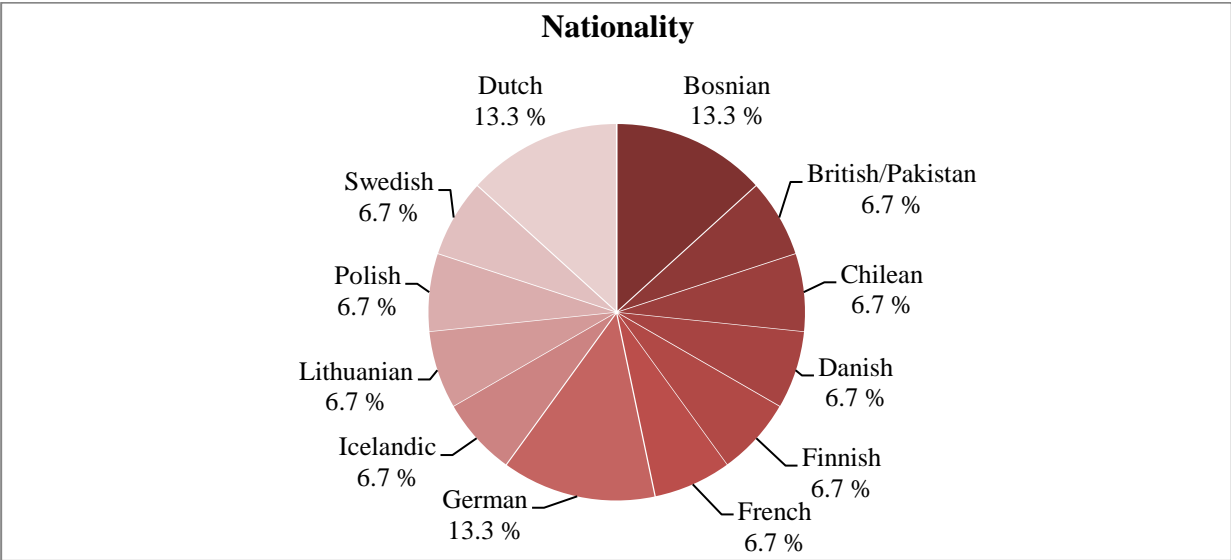


Figure 3: Nationality distribution

Figure 3 reveals the distribution of nationalities of the survey questionnaire participants. As it can be seen in Table 2 respondents from the Netherlands, Bosnia-Herzegovina and Germany comprise 39.9 % from all the survey answers received, representing each country by

13.3%. Other countries that are represented by the immigrants with managerial positions working at the hotels of Norway are: Chile, France, Denmark, Finland, Iceland, Lithuania, Poland, Sweden and Pakistan.

It is important to note that seven respondents, comprising 46.7% of all the questionnaire respondents came from the countries where a language belonging to Germanic languages group is spoken. The Germanic languages are a part of the Indo-European language family and are comprised of three groups: West Germanic, East Germanic and North Germanic languages. German and Dutch belong to the West Germanic language group, while Swedish, Danish, Icelandic, and Norwegian belong to the North Germanic language group (or Scandinavian languages). The Germanic languages are closely related both grammatically and lexically (Nielsen, 2000). Swedish, Danish and Norwegian languages are very similar so the speakers of one language can easily read and understand the other two languages. Therefore, 46.7% of all the survey respondents had an advantage in the form of the language ability or experienced minor difficulties with the Norwegian language when immigrated to Norway in comparison to the representatives from other countries.

The data presented reflects that the geography of the immigrants who hold managerial positions within the hospitality industry in Norway is mostly represented by countries of close proximity to Norway: Germany, France, Iceland, Denmark, as well as the bordering countries: Finland and Sweden.

Firstly, it can be explained by the residence permit regulations. According to the Norwegian Directorate of Immigration, citizens from the countries belonging to the European Union do not have to apply for a residence permit, and just need a valid identity card in order to have a right for residence and work in Norway. The same rules apply for the countries from the European Economic Area (EEA countries) and countries from the European Free Trade Association (EFTA countries). The nationality distribution of the survey participants reflects

only one representative (6.7%) from Chile, the country outside of the European Union. If a person is not a citizen of one of the EU / EEA/ EFTA countries, he/she has to go through a long and difficult process in order to obtain a residence permit and right for work in Norway (UDI, 2011).

Secondly, the researcher finds culture, traditions and way of life in Norway to be quite similar to other European countries in comparison, for example, to Asian countries. Thus, it can be assumed that the processes of cultural integration and assimilation involve greater time and effort for those from non European countries. Consequently, not every person would take the risk of moving to a new country, unless there is an important reason for it.

Thirdly, according to Bursell (2007), due to cultural and social differences between people from other countries, employers tend to give preference to applicants from their own culture, or cultures with insignificant differences. Even though that any special codes particular cultures have are irrelevant for work performance, employers feel more comfortable of working with people that abide by the same social codes as they do. The distribution of nationalities among the employees with immigrant background working in the hospitality industry in Norway and holding managerial positions presented in the Figure 3 supports the theory suggested by Bursell and reflects the fact that 93.3% of all the questionnaire respondents came from the countries close to Norway, countries with insignificant differences in culture, traditions and social codes.

Table 3

*Age Frequency*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	4	26.7	26.7	26.7
	30-39	5	33.3	33.3	60.0
	40-49	5	33.3	33.3	93.3
	50-59	1	6.7	6.7	100.0
	Total	15	100.0	100.0	

Table 4

*Age. Measures of Central Tendency*

N	Valid	15
	Missing	0
Mean		36.53
Median		36.00
Mode		44 <sup>a</sup>
Std. Deviation		7.990
Minimum		24
Maximum		50

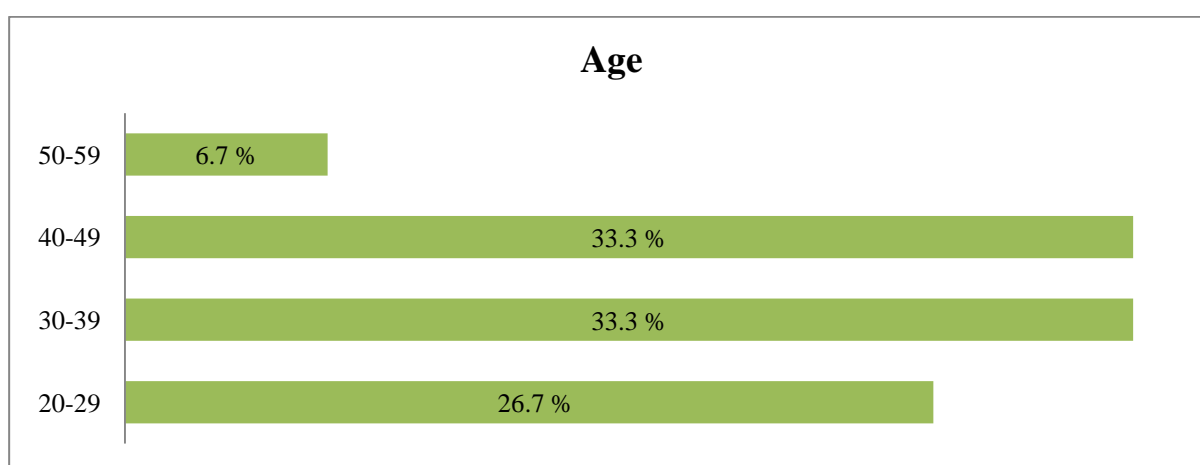
*Figure 4: Age distribution*

Figure 4 (see page 68) illustrates the data collected on the age of respondents who participated in the survey questionnaire. The researcher coded the obtained data into four age groups for the purpose of ease of data interpretation. The age groups “30 - 39” and “40-49” are equally represented, comprising 66.6% of all the respondents. The second largest group is “20-29”. The youngest respondent was 24 years old, while the oldest respondent was 50 years old. Arithmetic mean, being an average of all the values in the age distribution has the value of 36.53 (see Table 4, page 68).

Table 5  
*Cross Tabulation: Age & Gender*

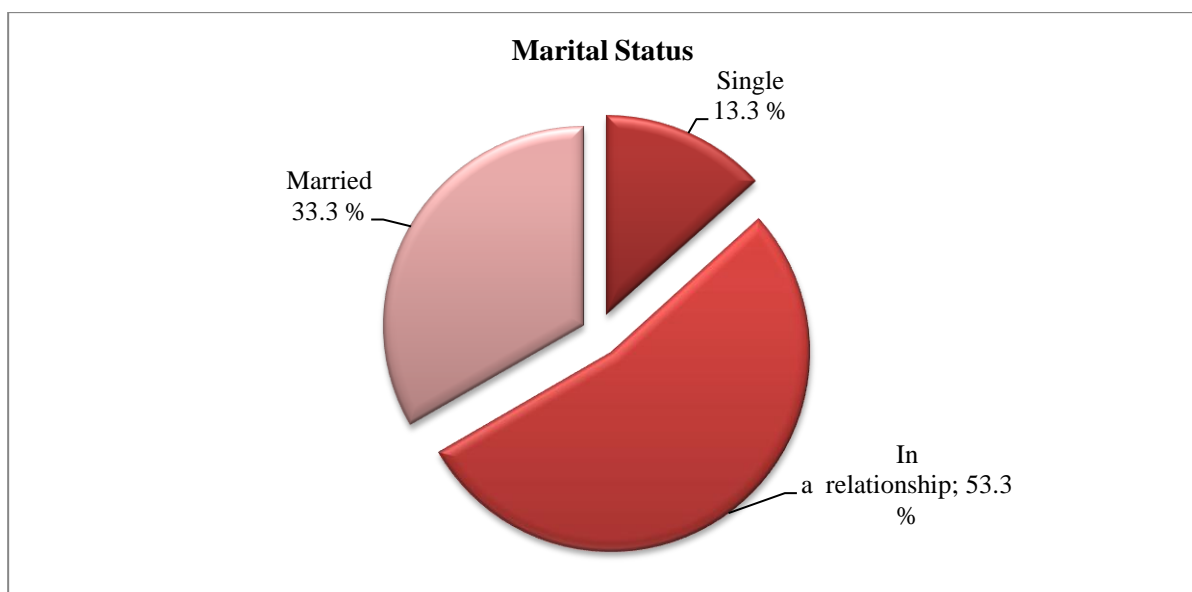
			Gender		Total
			Male	Female	
Age	20-29	Count	1	3	4
		% within Age	25.0%	75.0%	100.0%
	30-39	Count	3	2	5
		% within Age	60.0%	40.0%	100.0%
	40-49	Count	3	2	5
		% within Age	60.0%	40.0%	100.0%
	50-59	Count	1	0	1
		% within Age	100.0%	.0%	100.0%
Total	Count		8	7	15
	% within Age		53.3%	46.7%	100.0%

In order to evaluate the relationship between the variables of Age and Gender, the cross tabulation analysis was applied. Table 5 reflects the fact that female respondents prevail in the age group “20-29”, while male respondents dominate in the other three remaining age groups.

Table 6

*Marital Status*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	2	13.3	13.3	13.3
	In a relationship	8	53.3	53.3	66.7
	Married	5	33.3	33.3	100.0
Total		15	100.0	100.0	

*Figure 5: Distribution of marital status*

The social integration and cultural assimilation of immigrants is considered to be an important factor of immigrants' labor market outcomes. Being in a relationship or married adds to and helps the processes through which the cultural assimilation takes place. As Figure 5 shows, eight respondents (53.3%) are in a relationship, five respondents (33.3%) are married, while only two respondents (13.3%) reported their marital status as "single". In total, 86.7% of all the immigrants (respondents of the questionnaire) who have managerial positions at hotels of Norway are in a relationship. This fact gives support to the idea that social



integration and cultural assimilation positively influences the chances for employment and career growth of immigrants with foreign background residing in Norway.

Table 7  
Partner's Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bosnian	1	6.7	8.3	8.3
	Icelandic	1	6.7	8.3	16.7
	Norwegian	6	40.0	50.0	66.7
	Pakistan	1	6.7	8.3	75.0
	Polish	1	6.7	8.3	83.3
	Swedish	2	13.3	16.7	100.0
	Total		12	80.0	100.0
Missing	System	3	20.0		
Total		15	100.0		

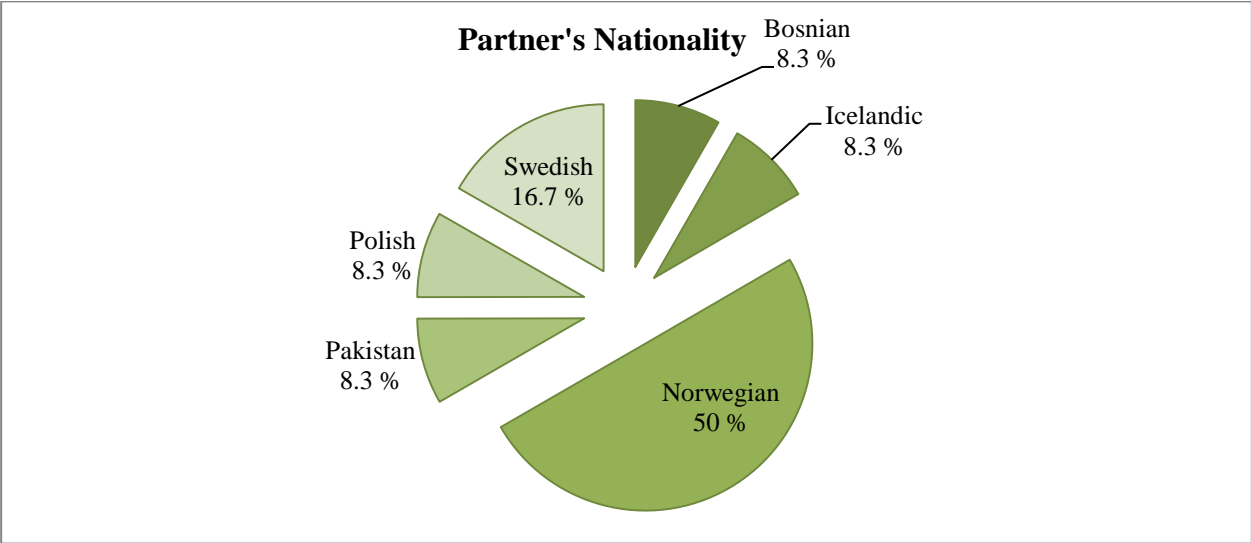


Figure 6: Partner's nationality distribution

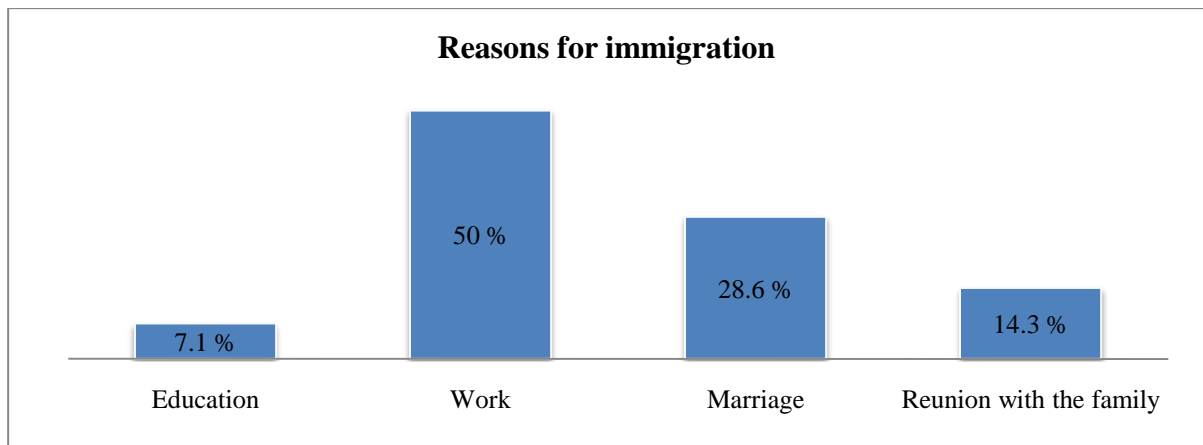
Figure 6 depicts the nationality of partners of the questionnaire respondents who chose their relationship status to be "in a relationship". Fifty percent (50%) of the respondents are in a relationship or married to a native citizen of Norway. The second largest group comprising 16.7% represents respondents who are in a relationship with a citizen of Sweden.

Hypothesis 4 “Established social networks play a significant role in the process of employment” was tested by the researcher. The researcher assumed that marriage to or relationship with a native citizen of Norway is likely to influence the process of social integration of immigrants, gives access to new social networks and opportunity to master the Norwegian language with the native speakers, being essential for future employment and income. The study conducted by Furtado and Theodoropoulos (2009) provided an assumption that immigrants who are married to a native citizen get an access to a network with relatively more natives rather than immigrants who are in a relationship with other immigrants. The distribution of partners’ nationalities of the immigrants who hold managerial positions within the hospitality industry in Norway shows that 50% of all the questionnaire respondents who are successfully employed are in a relationship with or married to a native citizen of Norway.

Table 8

*Reasons for Immigration to Norway*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Education	1	6.7	7.1	7.1
	Work	7	46.7	50.0	57.1
	Marriage	4	26.7	28.6	85.7
	Reunion with the family	2	13.3	14.3	100.0
	Total	14	93.3	100.0	
Missing	System	1	6.7		
Total		15	100.0		



*Figure 7:* Distribution of reasons for immigration to Norway

The researcher considered that it was of high significance for the study to find out the reasons why the respondents of the survey questionnaire immigrated to Norway. The data collected reveals the fact that the majority of the respondents (50%) immigrated to Norway due to work commitments. Twenty eight point six percent (28.6%) of the respondents moved to Norway for the reason of starting a family (marriage). Fourteen point three percent (14.3%) of all the questionnaire participants immigrated to Norway due to the fact that they had a family member living in Norway. Figure 7 shows that 42.9% of all the questionnaire respondents who hold hotel managerial positions immigrated to Norway in order to start a family or reunite with the family. The researcher finds “family as a social unit” to be an important factor positively influencing the processes of cultural assimilation of immigrants coming to Norway. Cultural assimilation or the process of integration of newcomers into the culture and traditions of the host country plays a considerable role in helping immigrants to adapt to a new country, new social codes and norms, and to establish new social networks. Successful cultural assimilation, in its turn, may influence favorably the process of employment and career growth.

Table 9

Length of Residence in Norway

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 4 years	6	40.0	40.0	40.0
	10-14 years	2	13.3	13.3	53.3
	15-19 years	4	26.7	26.7	80.0
	25-29 years	1	6.7	6.7	86.7
	30-34 years	2	13.3	13.3	100.0
Total		15	100.0	100.0	

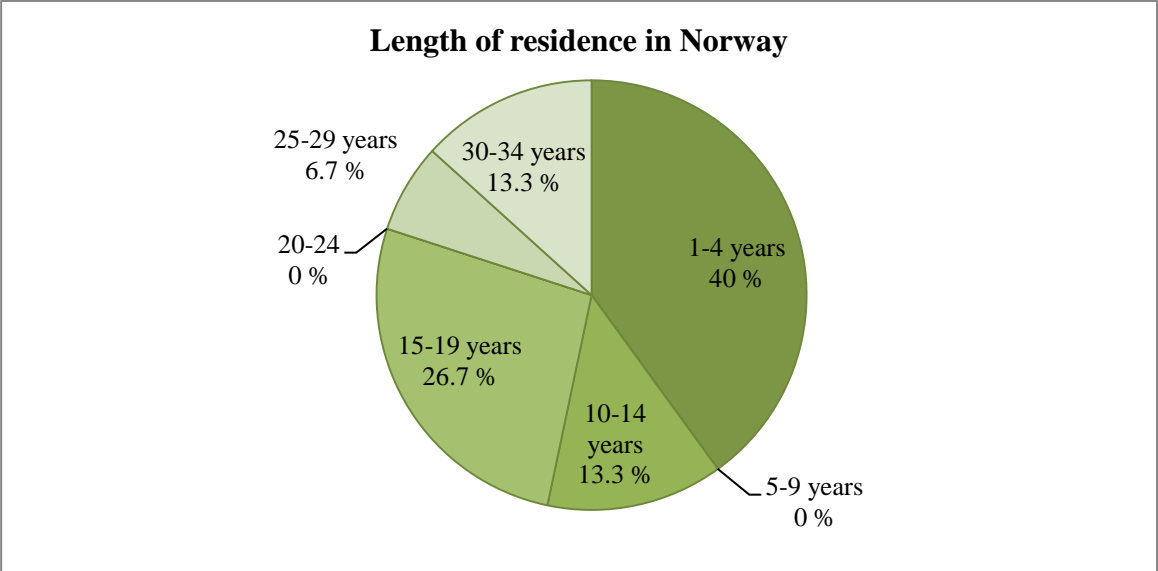


Figure 8: Distribution of length of residence in Norway

As it can be seen in Figure 8, 40% of all the respondents have been living in Norway for a period of 1 to 4 years. This result reflects the fact that 40% of all the immigrants who participated in the survey questionnaire had been employed into a managerial position within the hospitality industry of Norway within the first four years of staying in the country. However, the data collected does not allow the researcher to identify whether the other respondents who have been living in Norway for more than four years were employed into a managerial position during the first years in Norway or not. The researcher assumes that the duration of residence in Norway plays an important role in the process of the immigrant's

social integration; the longer is the duration of residency in Norway, the better are the opportunities for newcomers to be economically and socially integrated. However, the process of integration depends on the human capital of employees with immigrant background, considering that education and working experience obtained outside of Norway might not be applicable or recognized by employers in Norway. Therefore, each individual immigrating to Norway would need to transfer his/her human capital from the home country to the context of the new country of residence, thus, involving a certain period of time. For this reason, some immigrants have to start from “the beginning” when immigrating to Norway.

It is important to note that the shortest duration of stay comprised one year, while the longest period of stay comprised 32 years. In order to find out representatives of what countries obtained managerial positions within the hospitality industry during the first years when immigrated to Norway, the procedure of cross tabulation was applied.

Table 10

*Cross Tabulation: Nationality & Length of Residence in Norway*

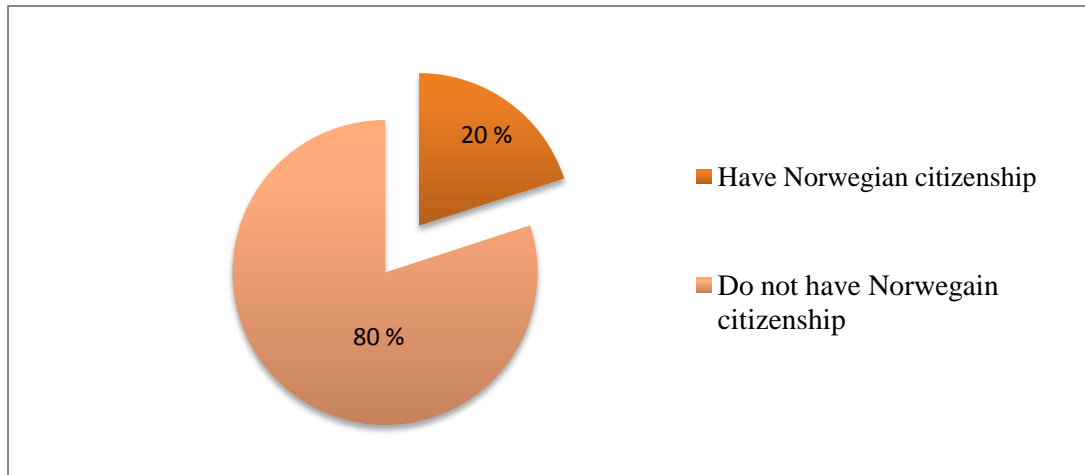
		How many years have you been residing in Norway?											Total	
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	11	13	15	17	18	27	30		32
Nationality	Bosnian	0	0	1	0	0	0	0	1	0	0	0	0	2
	Britain/Pakistan	0	0	0	0	0	0	0	0	0	0	0	1	1
	Chilean	0	0	0	0	0	0	0	0	0	0	1	0	1
	<b>Danish</b>	<b>1</b>	0	0	0	0	0	0	0	0	0	0	0	1
	Finnish	0	0	1	0	0	0	0	0	0	0	0	0	1
	French	0	0	0	0	0	1	0	0	0	0	0	0	1
	German	0	0	1	0	0	0	0	0	0	1	0	0	2
	Icelandic	0	0	0	0	0	0	1	0	0	0	0	0	1
	Lithuanian	0	0	0	0	1	0	0	0	0	0	0	0	1
	Polish	0	0	0	1	0	0	0	0	0	0	0	0	1
	<b>Swedish</b>	0	<b>1</b>	0	0	0	0	0	0	0	0	0	0	1
	Dutch	0	0	0	0	0	0	0	0	2	0	0	0	2
<b>Total</b>		1	1	3	1	1	1	1	1	2	1	1	1	15

With the help of the contingency table (see Table 10, page 76) describing the distribution of the variables “nationality of the respondents” and “length of residency in Norway”, the researcher identified that one citizen of Denmark and one citizen of Sweden, who had been staying in Norway for one and two years accordingly, hold managerial positions within the hospitality industry in Norway. It is known that Denmark, Sweden and Norway are united under the name of Scandinavia, being defined as countries with common language and heritage. The researcher predicts that citizens of Denmark and Sweden do not experience significant difficulties in adapting to a new society when moving to Norway, and are able to apply the human capital from the home country to the context of Norway. Moreover, as it was mentioned before, Swedish, Danish and Norwegian languages are very similar to each other, and speakers of one language can easily read and understand the other two languages. Therefore, the researcher concludes that the citizens of Denmark and Sweden have considerable advantages during the employment processes in comparison to immigrants from other countries.

Table 11

*Respondents Holding Norwegian Citizenship*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	20.0	20.0	20.0
	No	12	80.0	80.0	100.0
	Total	15	100.0	100.0	



*Figure 9:* Distribution of the amount of immigrants with managerial positions who hold Norwegian citizenship

Figure 9 reveals the distribution of the answers to the question “Do you have Norwegian citizenship?” Only 20% of all the questionnaire respondents hold Norwegian citizenship. When being a citizen of the country, a person is entitled to the protection by the Norwegian authorities, given access to certain rights and benefits in the Norwegian society; however, citizenship imposes certain obligations and responsibilities as well. Foreign nationals with immigrant background are formally excluded from these rights or obligations.

According to the Norwegian Directorate of Immigration, in order to become a Norwegian citizen one must have lived in Norway for the period of seven years during the last ten years. In addition, one should have completed a course in the Norwegian language or documented sufficient skills of the language abilities. Whereas citizens from Denmark, Iceland, Finland and Sweden can apply for Norwegian citizenship after two years of residence in Norway. According to Table 2 (see page 65), 26.8% of all the immigrants, holding managerial positions within the hospitality industry in Norway, who participated in the study, came from Denmark, Iceland, Finland and Sweden. This principle administered by the Norwegian Directorate of Immigration makes it easier for citizens from Nordic countries

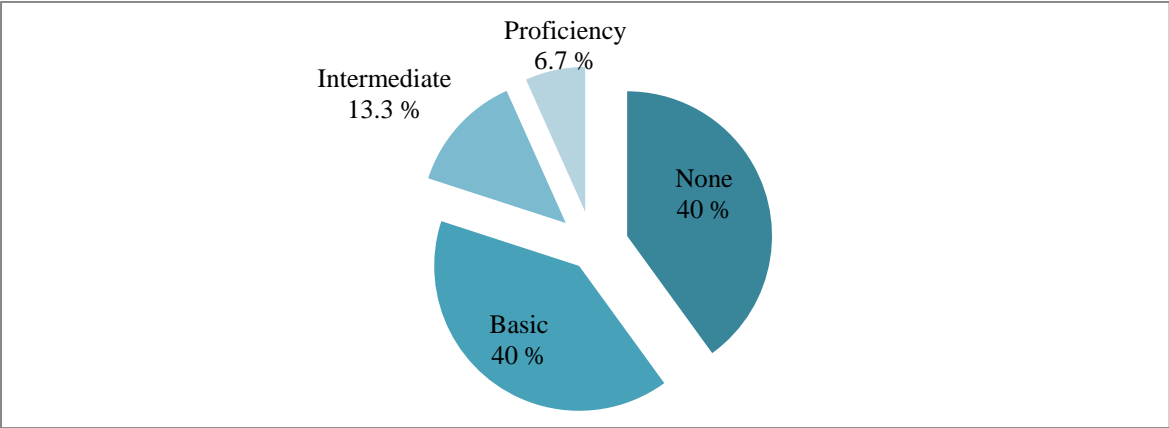


(Denmark, Iceland, Finland, Sweden) to acquire Norwegian citizenship and become a Norwegian citizen with an access to certain benefits and rights.

Table 12

*Level of the Norwegian Language when Immigrated to Norway*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None	6	40.0	40.0	40.0
	Basic	6	40.0	40.0	80.0
	Intermediate	2	13.3	13.3	93.3
	Proficiency	1	6.7	6.7	100.0
	Total	15	100.0	100.0	



*Figure 10: Distribution of the language skills when immigrated to Norway*

As it can be seen in Table 12, 12 respondents of the survey (80%) did not have any knowledge of the Norwegian language or had “basic” language ability. Thirteen point three percent (13.3%) had intermediate level of Norwegian, and only 6.7% of the respondents could speak the Norwegian language fluently.

In addition to the survey question “What level of the Norwegian language did you have when immigrated to Norway”, the question “What languages do you speak fluently” was asked. Thirteen out of fifteen respondents (86.7%) indicated the level of fluency in the

English language. Therefore, the researcher assumes that due to the fact that the majority of the respondents (80%) had basic or no skills of the Norwegian language, English was used as a substitute language to the lacking abilities of Norwegian during the early period of residence in Norway. The researcher assumes that the lacking ability in the Norwegian language represents one of the barriers for successful employment foreign nationals with immigrant background face in the time of early period of residence in Norway.

Table 13

*Level of the Norwegian Language at the Present Moment*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Basic	1	6.7	7.1	7.1
	Intermediate	4	26.7	28.6	35.7
	Proficiency	9	60.0	64.3	100.0
	Total	14	93.3	100.0	
Missing	System	1	6.7		
Total		15	100.0		

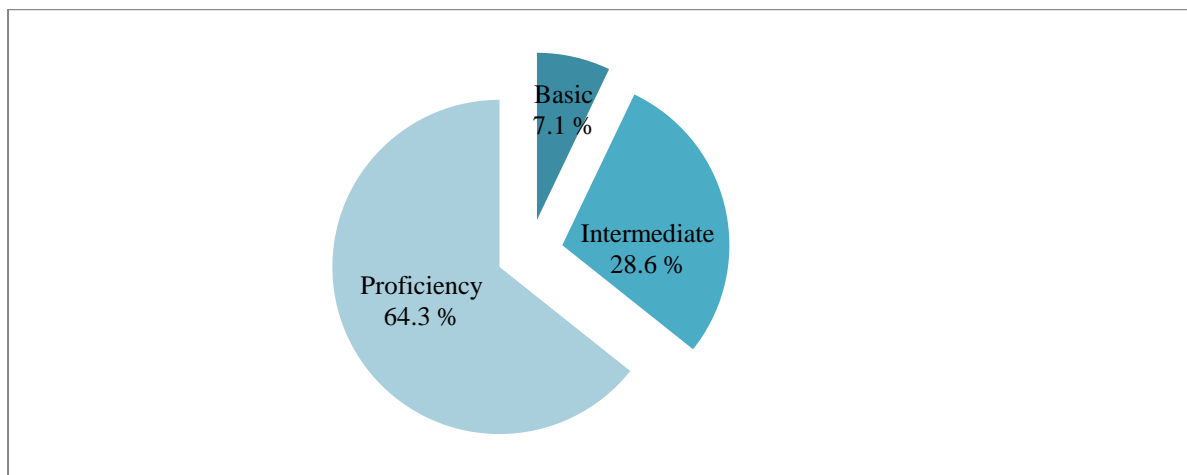
*Figure 11: Distribution of the language skills at the present moment*

Figure 11 reflects the distribution of the levels of knowledge of the Norwegian language among the respondents of the survey questionnaire. Participants of the survey

represent the group of foreigners with immigrant background who live and work in Norway and hold managerial positions within the hospitality industry in Norway. Sixty four point three percent (64.3%) of all the respondents stated that their knowledge of the Norwegian language can be described as fluent, or of “proficiency” level. Twenty eight point six percent (28.6%) described their level of the Norwegian language as “intermediate”.

Approximately, 92.9 % of all the respondents can speak, read, write and understand the Norwegian language at the present moment. Compared to the data collected on the knowledge of the Norwegian language the survey respondents had when immigrated to Norway (see Table 12, page 79) only 20% could describe their level of the language use as “proficient” or “intermediate”. Moreover, the participants of the survey questionnaire in both of the questions were suggested to choose the answer from a four-level Likert scale: “None”, “Basic”, “Intermediate”, “Proficiency”. The item “None” is not represented in the distribution of the levels of the Norwegian language skills the survey respondents have at the present moment, while 40% of all the respondents stated they did not have any knowledge of the Norwegian language when they immigrated to Norway.

The researcher finds a significant connection between the language proficiency level the respondents have at the moment and the fact that all of them are holding managerial positions within the hospitality industry in Norway.

### **Current position at the hotel**

The data on the current position the respondents of the survey questionnaire have and the hotel department they work at was collected. All the major hotel departments were represented:

Table 14

*Managerial Positions within the Hospitality Industry Held by the Respondents of the Questionnaire*

Position Title	Frequency	Valid percent
Housekeeping Manager	3	20 %
Front Office Manager	2	13.3 %
Food and Beverage Manager	2	13.3 %
General Manager	4	26.7 %
Kitchen Manager	2	13.3 %
Human Resource Manager	1	6.7 %
Chairman	1	6.7 %

Four respondents (26.7%) out of 15 hold position of a “General Manager”. The second largest group (20%) is represented by the respondents who are employed to be “Housekeeping Managers”. The groups of “Front office Managers”, “Food and beverage Managers” and “Kitchen Managers” are equally represented (13.3%).

A General Manager has overall responsibility for the operation of the hotel. A position as a General Manager is considered to be one of the highest positions one can hold when working within the hospitality industry. In order to find out interrelation between the number of years the respondent has been residing in Norway and the position he /she holds, the procedure of cross tabulation was applied.

Table 15

*Cross Tabulation: Length of Residence in Norway & Current Position at the Hotel*

		Current Position at the Hotel							Total
		Chairman	Food & Beverage Manager	Front Office Manager	General Manager	Housekeeping Manager	Human Resource Manager	Kitchen Manager	
How many	1-4	0	2	0	0	2	1	1	6
years have you	10-14	0	0	0	2	0	0	0	2
been residing in	15-19	0	0	0	2	1	0	1	4
Norway?	25-29	0	0	1	0	0	0	0	1
	30-34	1	0	1	0	0	0	0	2
Total		1	2	2	4	3	1	2	15

Table 15 (see page 83) displays the fact that those who are holding the position of a General Manager (26.7% of all the respondents) have been living in Norway for a period of 10 to 19 years. This implies that in order to hold the position of a General Manager, one should have worked in the hospitality industry in Norway for a certain amount of time. The researcher believes that an extensive period of residence helps foreigners with immigrant background to assimilate into the social life of the host country, acquire language skills and “country-specific” work experience, thus, allowing access to high status jobs and successful employment.

Table 16

*Channels through Which the Managerial Position Was Obtained*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Have been working at this hotel before	4	26.7	28.6	28.6
	Applied for the opening	2	13.3	14.3	42.9
	Through existing social network	8	53.3	57.1	100.0
	Total	14	93.3	100.0	
Missing	System	1	6.7		
Total		15	100.0		

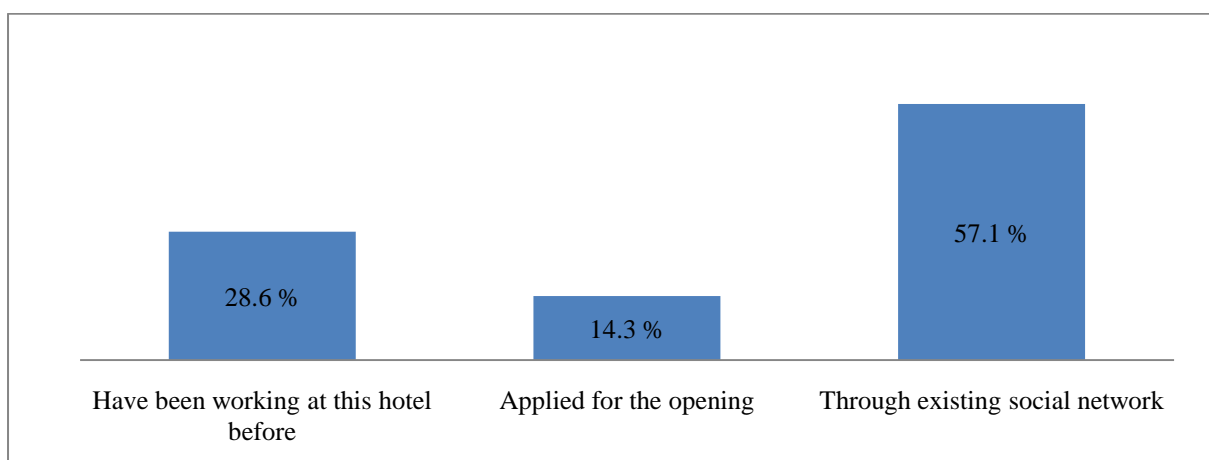


Figure 12: Distribution of channels through which the managerial positions were obtained

The researcher found it important to access the data on the channels the respondents of the survey questionnaire used in order to obtain managerial positions within the hospitality industry. Hypothesis 4 is based on the assumption that established social networks play a significant role in the process of employment.

Distribution of channels (through which the managerial position was obtained) presented in Figure 12 (see page 84) reflects that the majority of all the questionnaire respondents (57.1%) got access to the managerial position they hold now through the established social network (colleagues, friends, family). Twenty eight point six percent (28.6%) claimed that they “had been working at the hotel” before they got the position they hold now. Only two respondents (14.3%) out of 15 obtained access to the managerial position they hold now by “applying for the opening”.

The researcher concludes that a social network plays a significant role in enhancing immigrants’ employment opportunities and is an important factor for successful employment.

### **Educational background**

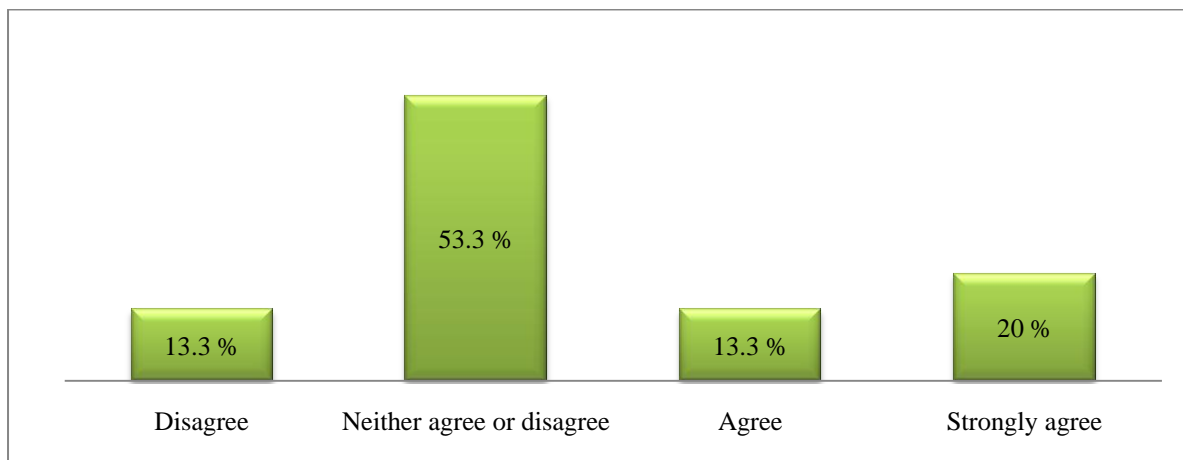
The participants of the questionnaire were asked to reveal their educational background in order for the researcher to analyze the framework of the abilities and skills the respondents had during the process of searching for employment. The data collected shows that only three respondents out of 15 (20%) have a degree in tourism or hotel leadership from one of the educational establishments of Norway. The majority of the respondents (86.7%) graduated from educational establishments that are situated outside of Norway. Hypothesis 2 proposed by the researcher provides an assumption that in order to hold managerial / leader positions in hospitality industry in Norway immigrants with multi-cultural background need to hold a university degree from Norway. However, it can be seen that 86.7% of all the respondents do not have “country-specific” education, but nonetheless are employed into managerial positions.

In order to find out the position the survey respondents have on the importance of the “country-specific” education for employment for a managerial position within the hospitality industry in Norway, a question with a five item Likert scale was used.

Table 17

*Immigrants Holding a Degree from Norway Have Greater Opportunities for Employment and Career Growth Rather than Immigrants with a Degree from Other Country*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	13.3	13.3	13.3
	Neither agree or disagree	8	53.3	53.3	66.7
	Agree	2	13.3	13.3	80.0
	Strongly agree	3	20.0	20.0	100.0
	Total	15	100.0	100.0	



*Figure 13: Distribution of responses to the question “Immigrants holding a degree from Norway have greater opportunities for employment and career growth rather than immigrants with a degree from other country”*

As stated by theorists, for example, Hernes and Knudsen (1976) and Rogoff Ramsøy (1977), a person’s educational background represents valuable resources in



relation to the labor market. According to Næss (1989), immigrants are usually perceived to have little or lack the type of education wanted by recruiters in a new host country.

As it can be seen in Figure 13 (see page 86), the majority of the survey participants (53.3%) described their uncertainty on the importance of education from Norway for employment to high-status jobs by answering “neither agree or disagree” to the statement that immigrants holding a degree from Norway have greater opportunities for employment and career growth rather than immigrants with a degree from home/other country. However, 33.3 % showed their agreement with the fact that a foreigner with an immigrant background having a degree from an educational establishment from Norway has more employment opportunities rather than an immigrant with a degree from his / her home country.

#### **Previous working experience**

The respondents of the survey questionnaire provided the researcher with the information on the previous work experience from Norway and other countries. It is necessary to note that 20% of all the respondents did not have any previous work experience within the hospitality industry. Four participants of the survey (26.7%) had managerial positions within the hospitality industry in other countries rather than Norway. Thirty three point three percent (33.3%) worked in non-management positions within the hospitality industry in Norway before obtaining the access a managerial position within the hospitality industry in Norway. Twenty percent (20 %) of the respondents had non-management positions within the hospitality industry in other countries before moving to Norway.

It was hypothesized (H2) that in order to hold managerial / leader positions in hospitality industry in Norway immigrants with multi-cultural background need to have previous work experience from Norway. However, as mentioned above, only 33.3% of the respondents had non-management positions within the hospitality industry in Norway before obtaining the access to the managerial/leader position.

The researcher considered it important to find out if the survey respondents find the “country-specific” working experience to be significant for employment for a managerial position within the hospitality industry in Norway. The results are presented in the Table 18.

Table 18

*Immigrants with Working Experience From Norway Have Greater Opportunities for Career Growth Rather than Immigrants with Working Experience From Other Countries*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	20.0	20.0	20.0
	Neither agree or disagree	4	26.7	26.7	46.7
	Agree	4	26.7	26.7	73.3
	Strongly agree	4	26.7	26.7	100.0
	Total	15	100.0	100.0	

#### Importance of work experience from Norway

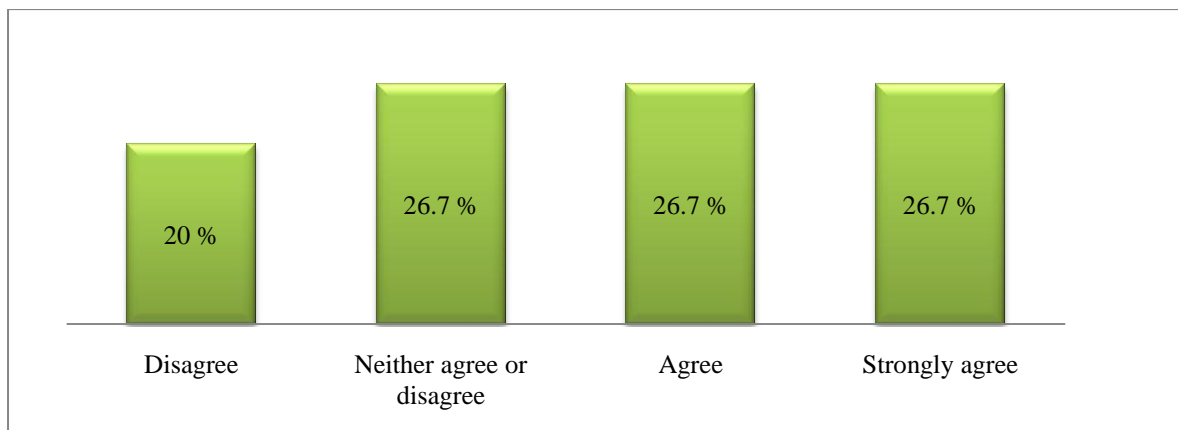


Figure 14: Distribution of responses to the question “Immigrants with working experience from Norway have greater opportunities for career growth rather than immigrants with working experience from other countries.”

Figure 14 illustrates the distribution of the respondents’ point of view on the importance of country specific working experience for successful employment of foreigners with immigrant background in Norway. As it can be seen, 20% of all the respondents

disagreed with the given statement. Twenty six point seven percent (26.7%) expressed their uncertainty by choosing the “agree or disagree” scale item. The majority of the questionnaire participants (53.4%) showed their agreement on the importance of the previous work experience from Norway for successful employment for high status jobs within the hospitality industry. According to theorists (Caroli & Van Reenan, 2001; Kaiser, 2001; Bresnahan, Brynjolfsson, & Hitt, 2002), lacking “country-specific” skills may place immigrants in the “less skilled worker” category, despite of their formal education.

In order to compare the results on the importance of a degree from an educational establishment in Norway and the importance of previous working experience from Norway for successful employment, the data was collected and presented in Figure 15.

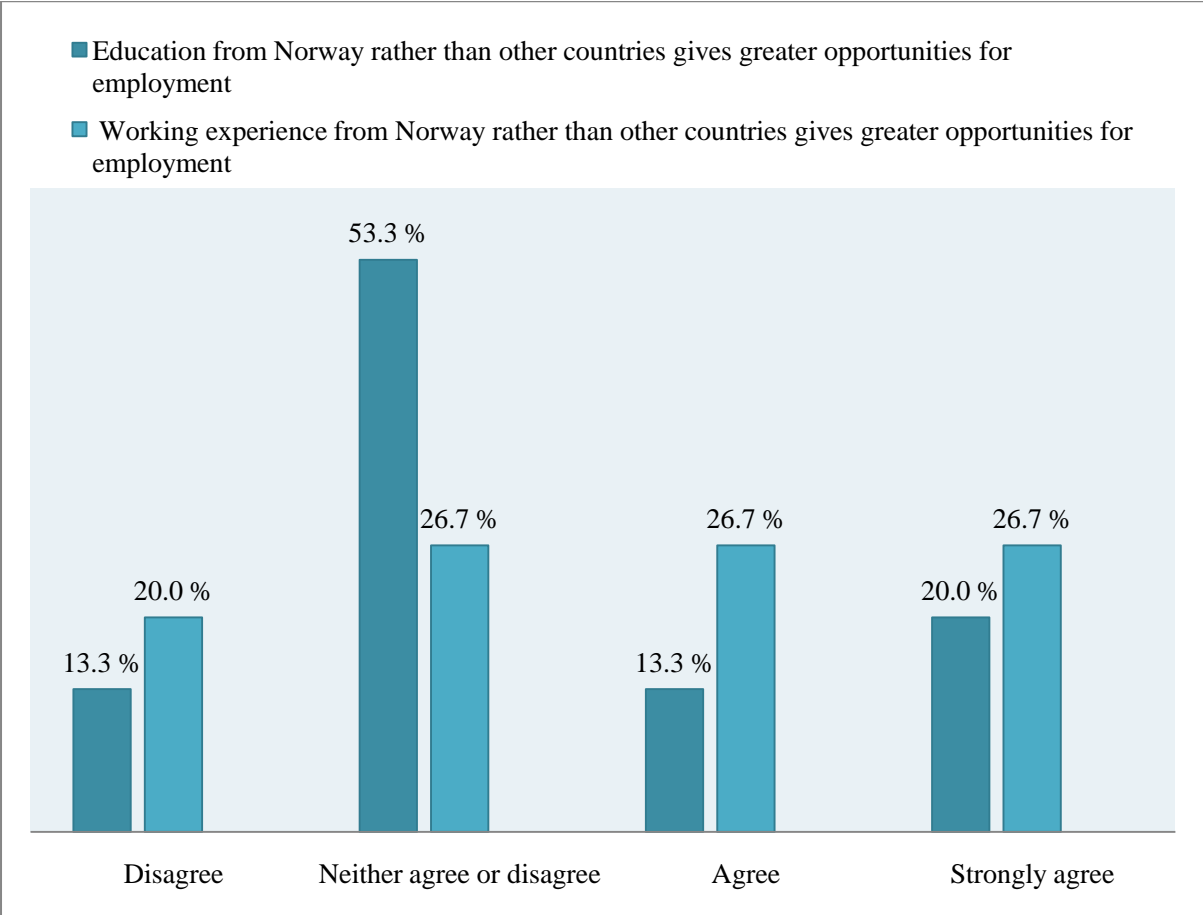


Figure 15: Distribution of importance of education and working experience from Norway rather than from other countries for successful employment in Norway

Figure 15 (see page 89) depicts that the importance of previous working experience was rated as a more significant item than education. Fifty three point three percent (53.3%) agreed that country specific work experience is important in comparison to 33.3 % of the respondents who agreed with the importance of education for future employment. The presented data shows that the respondents of the questionnaire (immigrants with managerial position within the hospitality industry in Norway) find previous working experience to be of greater importance for successful employment to managerial positions than education from Norway; however, the survey respondents do not decline the significance of education and see it as an important factor as well. Therefore, the researcher assumes that previous working experience can be seen as a more important factor influencing employment rather than the country specific education, while education is influencing and adding to the employment possibilities of immigrants residing in Norway.

Twenty percent (20%) of the questionnaire participants disagreed with the statement that working experience from Norway can be a decisive factor for future employment, while 13.3% showed their disagreement on the importance of education from Norway rather than other countries. However, the respondents of the survey contradict themselves by answering the questions, the results of which are presented in Figure 16.

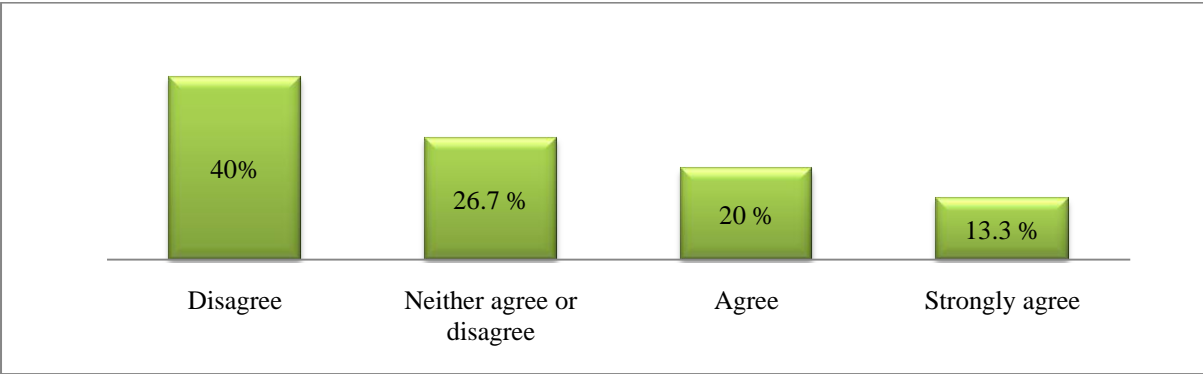
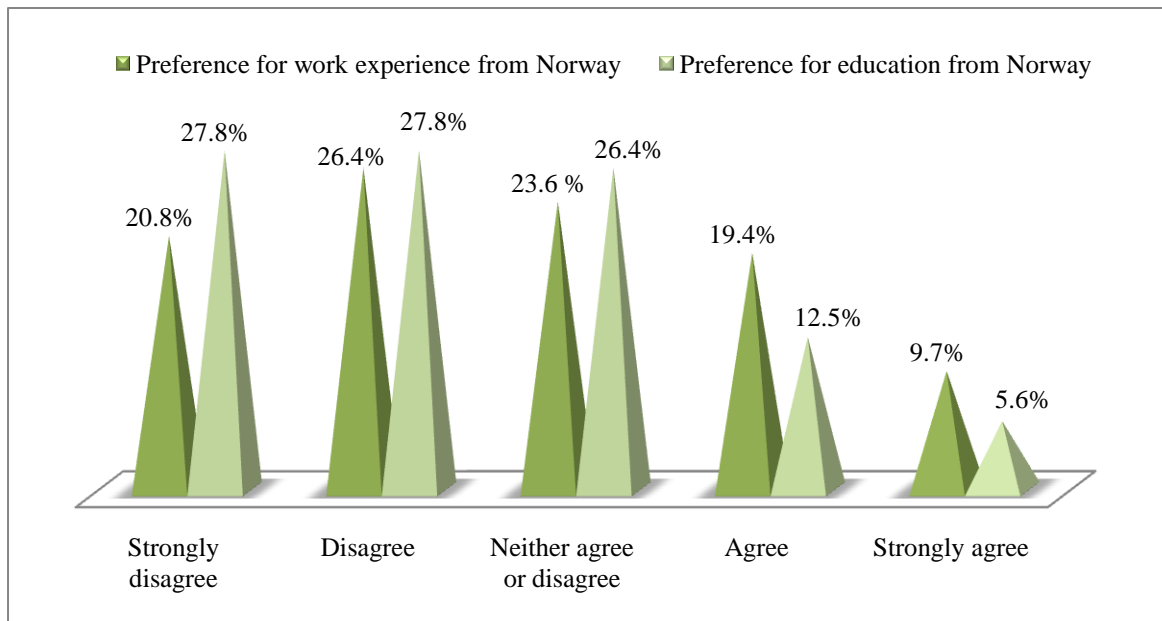


Figure 16: Distribution reflecting the level of agreement of the survey respondents to the statement: “Immigrants with a degree and working experience from Norway have the same opportunities for employment and career growth as do the immigrants with a degree and working experience from other countries”

Forty percent (40%) of all the survey respondents disagreed with the statement that “Immigrants with a degree and working experience from Norway have the same opportunities for employment and career growth as do the immigrants with a degree and working experience from other countries”. Only 33.3% of the questionnaire participants expressed their agreement with the statement that foreigners with immigrant background do not necessarily need country specific education or previous working experience in order to get access to employment.

The researcher concludes that immigrants, who reside in Norway and have previous work experience and education from Norway have better opportunities and possibilities for employment in Norway rather than immigrants who have education and work experience from other countries.

The researcher compared the results on the importance of working experience and education from Norway collected from the respondents of the questionnaire Part 2 (immigrants in Norway with managerial position within the hospitality industry) with the data collected from the respondents of the survey questionnaire Part 1 (General Managers or Human Resource Managers working at hotels in Norway).



*Figure 17:* Distribution, reflecting employers' preferences for work experience and education: "As an employer, I give preference to employees with a degree received at educational establishment in Norway and previous working experience from Norway rather than other countries"

Figure 17 presents the results reflecting the degree to which employers tend to prefer employees with education and working experience from Norway rather than other countries. A degree from an educational establishment from Norway was reported by 55.6 % of the respondents (General Managers and Human Resource Managers of hotels in Norway) to have no significant influence on their decisions during the process of employment. Forty seven point two percent (47.2%) expressed their disagreement with the statement that employer's preference for previous work experience from Norway rather than other countries in the process of employment of foreigners with immigrant background. However, 29.1 % of all the respondents acknowledged the fact that they give preference to the candidates with country specific work experience rather than to candidates with experience from other countries. Eighteen point one percent (18.1%) of all the respondents agreed that they prefer to employ candidates with a degree from educational establishment from Norway rather than other countries.

Analyzing the results from Figure 15 (see page 89), that reflects the point of view of job-seekers with immigrant background on the importance of education and working experience from Norway they perceive to be significant in the process of obtaining high status jobs within the hospitality industry, the researcher found out that 54.3% of the respondents consider previous country specific work experience to be essential, while 33.3 % find education from Norway to be important.

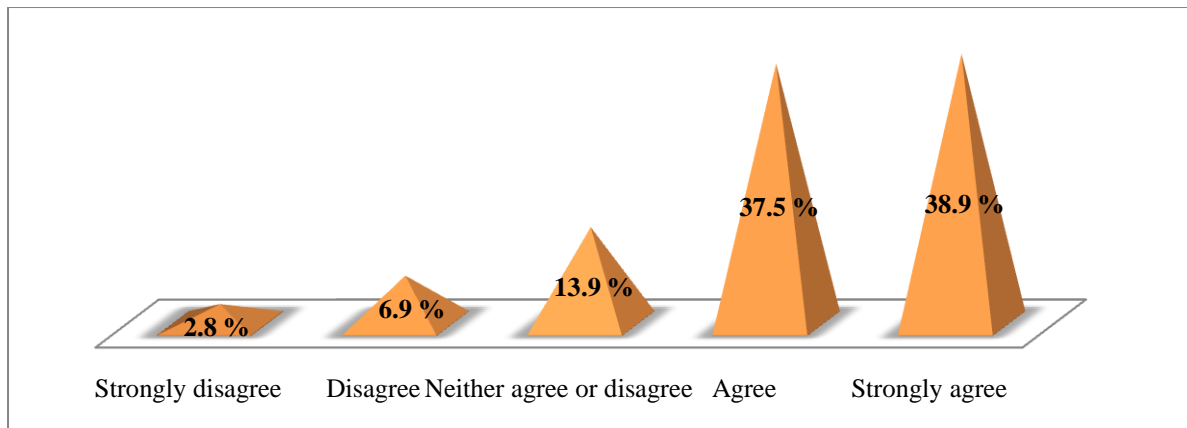
However, Figure 17 (see page 92) , reflecting the point of view of employers who are in charge of selecting new employees, shows that only 29.1 % give preference for employees with previous working experience from Norway, and 18.1 % favor job applicants with education from Norway rather than other countries.

The researcher distinguished a difference in perceptions of importance of the country specific education and working experience between employees and employers within the hospitality industry in Norway. The researcher assumes that the majority of the respondents, representing the viewpoint of General Managers and Human Resource managers, disagreed with the statement that they give special preference to job applicants with education and working experience from Norway in order not to express any signs of possible prejudicial treatment or distinction between job applicants in the process of employment.

Table 19

*As an Employer I Give Equal Opportunities to Native Citizens and Immigrants When Hiring New Employees*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	2.7	2.8	2.8
	Disagree	5	6.8	6.9	9.7
	Neither agree or disagree	10	13.5	13.9	23.6
	Agree	27	36.5	37.5	61.1
	Strongly agree	28	37.8	38.9	100.0
	Total		72	97.3	100.0
Missing	System	2	2.7		
Total		74	100.0		



*Figure 18: Distribution of the respondents' level of agreement with the statement "As an employer I give equal opportunities to native citizens and immigrants when hiring new employees"*

Figure 18 reveals the level of agreement and disagreement of the General Managers of hotels in Norway with the statement "As an employer I give equal opportunities to native citizens and immigrants when hiring new employees". Seventy six point four percent (74.6%) of all the respondents of the questionnaire Part 1 agreed that they do not differentiate between job applicants of native and foreign origin during the hiring process and give equal opportunities for each applicant.



However, the researcher found an inconsistency when analyzing the responses to the statement of the same character submitted by the participants of the survey questionnaire Part 2. The results presented in Figure 19 reflect the immigrants’ experiences in entering employment when coming to Norway.

Table 20

*Residents with Immigrant Background Have to Start "At the Bottom" of Their Careers When Starting Work Life in Norway*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	13.3	14.3	14.3
	Neither agree or disagree	5	33.3	35.7	50.0
	Agree	6	40.0	42.9	92.9
	Strongly agree	1	6.7	7.1	100.0
	Total	14	93.3	100.0	
Missing	System	1	6.7		
Total		15	100.0		

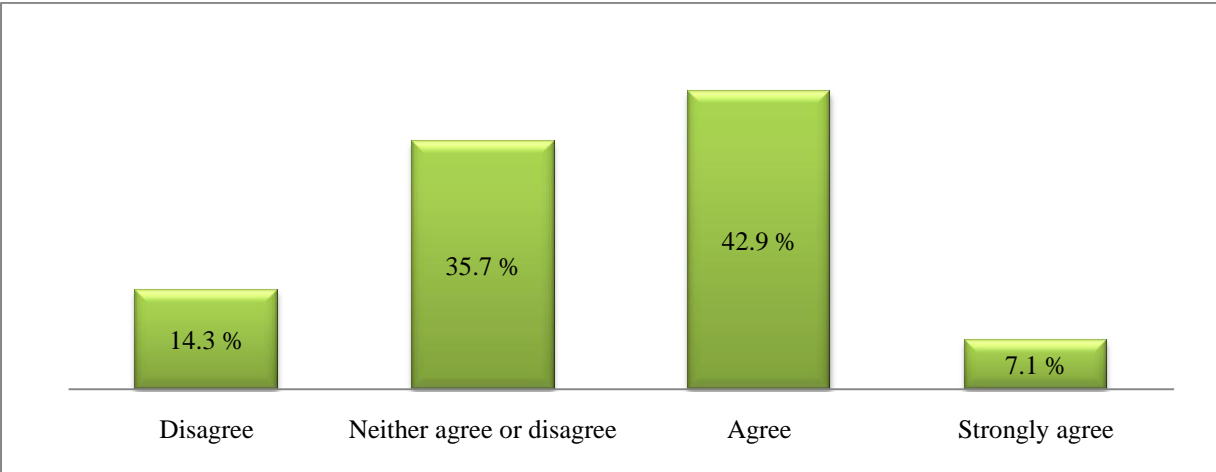


Figure 19: Distribution of the respondents’ level of agreement with the statement “Residents with immigrant background have to start "at the bottom" of their careers when starting work life in Norway”

As it can be seen in Figure 19 (see page 97), the majority of the respondents (50 %) consider that immigrants who are coming to Norway have to start “at the bottom” of their careers though most of them having degrees from Universities and years of experience in both non-managerial and managerial positions within the hospitality industry from their home or other countries rather than Norway. Only two respondents (14.3%) disagreed with the mentioned above statement.

It therefore can be seen that immigrants residing in Norway have difficulties in getting access to the positions related to their education and previous work experience. Though 76.4% of all the General Managers who participated in the questionnaire stated that they give equal opportunities to native citizens and immigrants, 50% of the survey participants (immigrants who hold managerial positions at the moment) experienced difficulties in finding employment corresponding to their skills and experience.

This inconsistency in answers between the employers and employees is found to be telling and is understood by the researcher through the idea that the General Managers and Human Resource Managers who participated in the research study answered the questions by following the rules of political correctness. Additionally, the researcher assumes that though the employers within the hospitality industry in Norway say they acknowledge foreign work experience education, they do not necessarily see it as equal and similar to the education and work experience of native citizens, thus giving preference for job applicants of Norwegian origin.

### **Barriers immigrants encounter**

In order to understand the difficulties foreigners with immigrant background face during the process of employment for positions within the hospitality industry in Norway, the researcher suggested the respondents of the survey to answer a set of four questions. The

survey participants could choose an answer from a 4-point Likert-type scale: “most significant barrier”, “significant barrier”, “less significant barrier” and “least significant barrier”.

It is important to note that four respondents out of 15, comprising 26.7 % from the total count of all the respondents of the survey questionnaire, decided not to participate in the question on the barriers they faced when searching for employment corresponding their education.

Table 21

*Barrier Significance: “Discrimination and Prejudices”*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Significant barrier	2	13.3	16.7	16.7
	Less significant barrier	2	13.3	16.7	33.3
	Least significant barrier	8	53.3	66.7	100.0
	Total	12	80.0	100.0	
Missing	System	3	20.0		
Total		15	100.0		

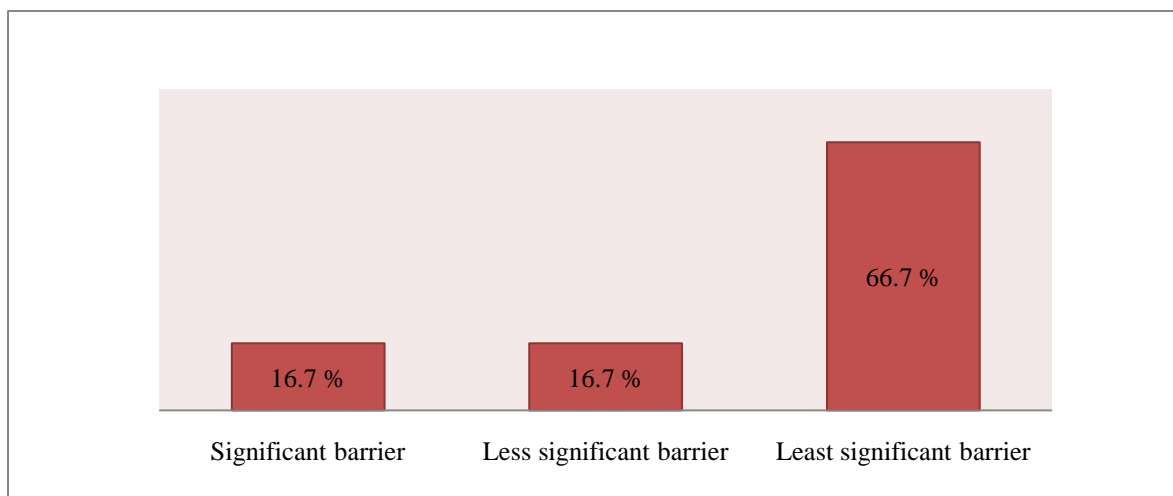


Figure 20: Distribution of the barrier significance “Discrimination and prejudices”

“Discrimination and prejudices” barrier was perceived as the least significant barrier by convincing majority of the survey respondents (66.7%). Only 16.7% of the questionnaire participants encountered discrimination and prejudices barrier and considered it to be an important obstacle during the process of employment in Norway (see Figure 20, page 97).

Table 22

*Barrier Significance: “Employer’s Preference for Work Experience and Degree from Norway”*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Significant barrier	4	26.7	36.4	36.4
	Less significant barrier	2	13.3	18.2	54.5
	Least significant barrier	5	33.3	45.5	100.0
	Total	11	73.3	100.0	
Missing	System	4	26.7		
Total		15	100.0		

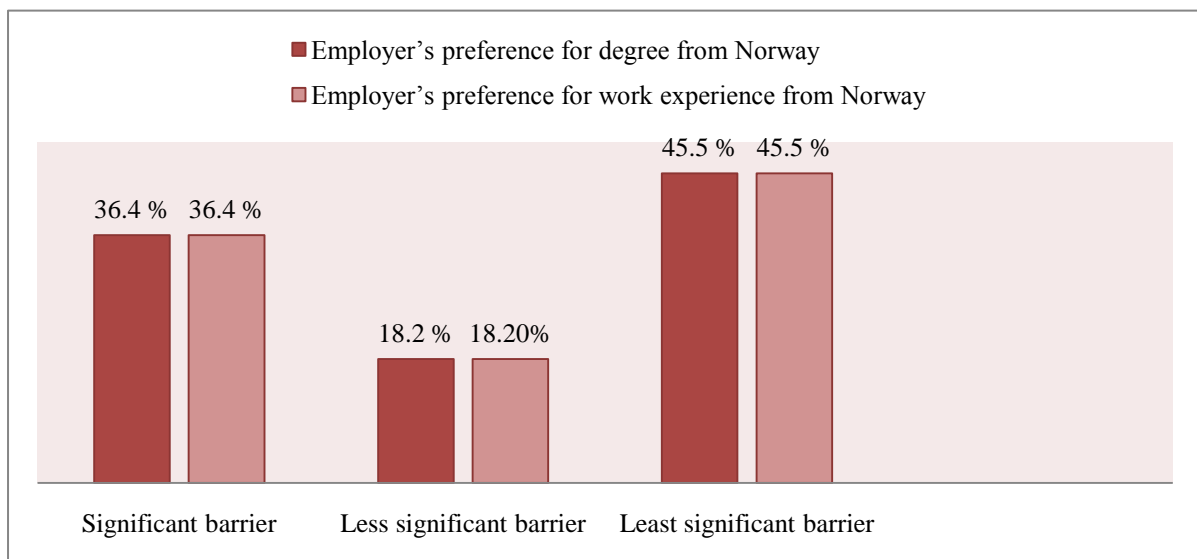


Figure 21: Distribution of the barrier significance “Employer’s preference for work experience and degree from Norway”

Identical results were collected for the questions on employer’s preference for work experience from Norway barrier and employer’s preference for degree from Norway barrier influencing the success of employment. Therefore, the results from both questions were combined and presented in Table and Figure.

Figure 21 (see page 98) illustrates that 36.4 % of the survey respondents find employer’s preference for degree and work experience to be a significant barrier for foreigners with immigrant background who are applying for a job. However, 45.5% of all the respondents find this factor to be least significant.

Table 23  
*Barrier Significance “Language Proficiency”*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	The most significant barrier	2	13.3	18.2	18.2
	Significant barrier	4	26.7	36.4	54.5
	Less significant barrier	3	20.0	27.3	81.8
	Least significant barrier	2	13.3	18.2	100.0
	Total	11	73.3	100.0	
Missing	System	4	26.7		
Total		15	100.0		

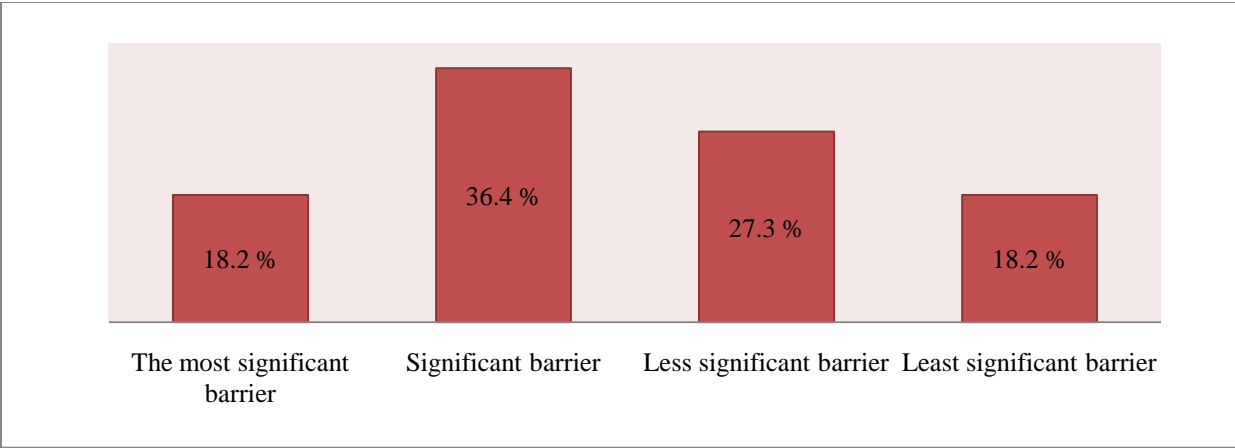


Figure 22: Distribution of the barrier significance “Language proficiency”

“Language proficiency” is the only barrier that was considered to be “the most significant” in comparison to the other three barriers discussed above (see Table 23, page 99). Additionally, 36.4% of the survey participants perceived the language proficiency to be “a significant barrier”. In total, the majority (54.6%) of respondents find the lack of language abilities to be a significant factor preventing foreign residents in Norway from obtaining high status jobs in hospitality industry.

The data collected from the questions about the barriers immigrants residing in Norway face when searching for employment within the hospitality industry was presented in Figure 23 for the sake of visibility and ability to compare the results.

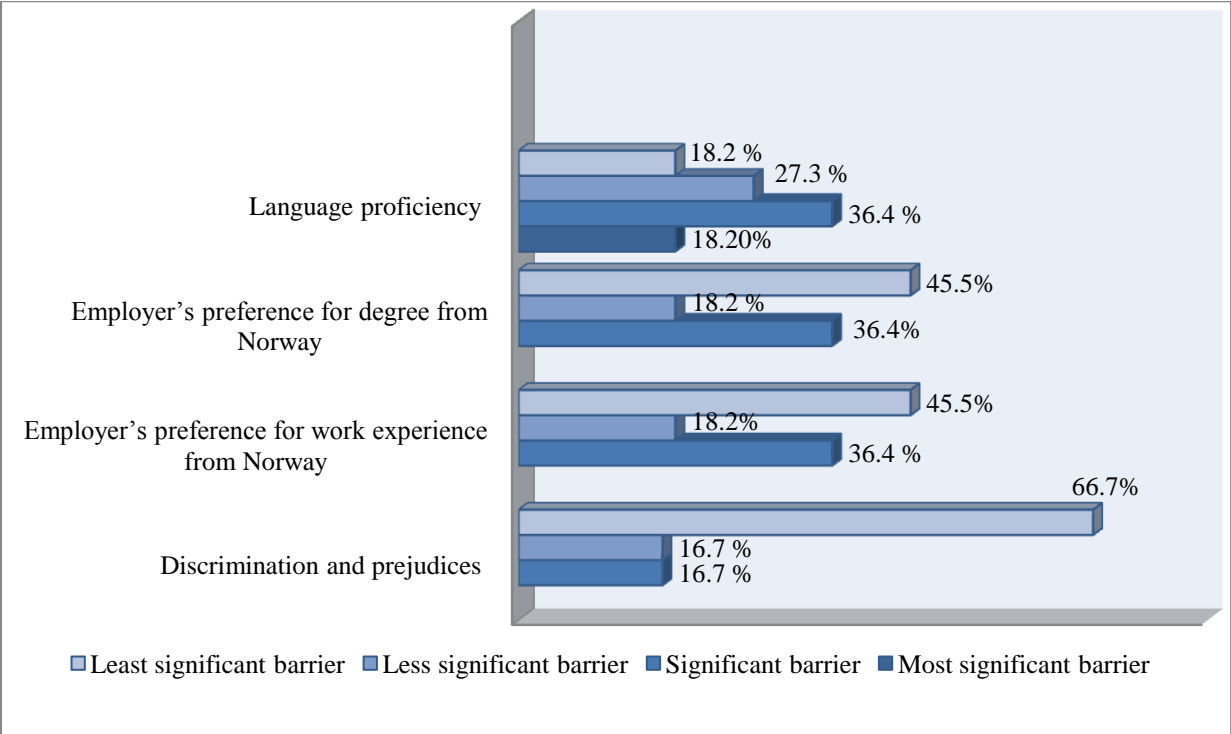


Figure 23: Distribution of barriers' significance influencing successful employment of immigrants in Norway

Figure 23 illustrates the distribution of barriers and their significant /non-significant influence on the process of employment of immigrants in Norway. The variables language proficiency, employer's preference for degree from Norway and employer's preference for

work experience from Norway were chosen by 36.4% of the respondents to represent “significant barrier” in the process of finding employment. Nevertheless, language proficiency was concluded to be the most significant barrier by 18.2% of the survey respondents. Discrimination was considered to be the least significant obstacle for employment by majority of respondents (66.7%).

The researcher concludes that the most significant barrier influencing successful employment of foreigners with immigrant background in Norway , or barrier 1, is the lack of proficiency in the Norwegian language; significant barrier or barrier 2 is represented by employer’s preference for education and previous working experience from Norway; while less significant barrier or barrier 3 is discrimination and prejudices encountered by the immigrants in Norway during the process of searching for employment.

#### **Factors essential for employment into managerial positions**

The researcher suggested the respondents of the survey to rate seven factors in accordance to the importance and significance of each factor influencing successful employment of foreigners with immigrant background for managerial positions within the hospitality industry in Norway.

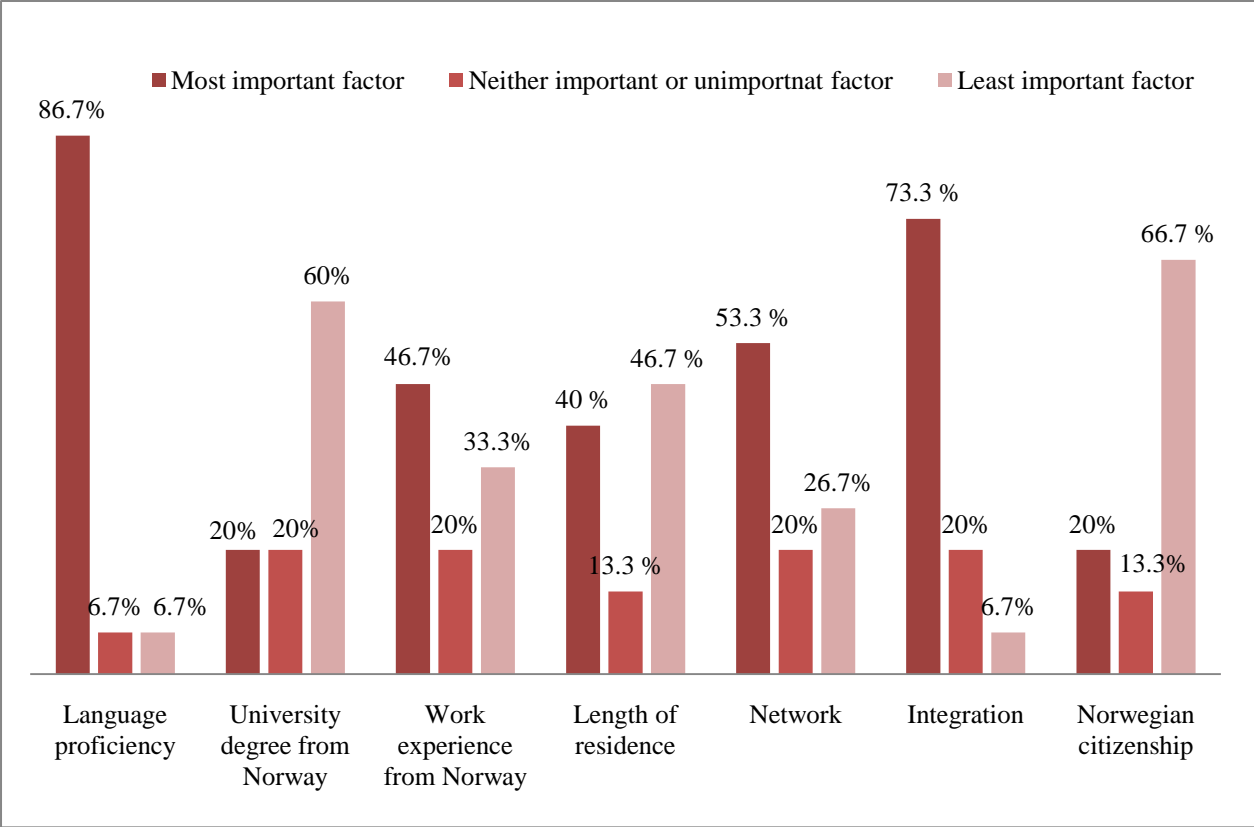


Figure 24: Distribution of factors important for employment into managerial positions

Figure 24 reflects the distribution of importance of each suggested factor (language proficiency, university degree from Norway, work experience from Norway, length of residence, network, integration and Norwegian citizenship) influencing successful employment. The researcher analyzed the collected data and ranged the factors in a decreasing order of significance, with the factor number 1 being the most important factor. The percentage reflects the valid percent of all the respondents of the survey questionnaire who chose the item as the “most important factor” in the process of employment:

1. Language proficiency (86.7%)
2. Integration (73.3%)
3. Network (53.3%)
4. Work experience from Norway (46.7%)
5. Length of residence (40%)



#### 6. University degree from Norway (20%) and Norwegian citizenship (20%)

As it can be seen, proficiency in the Norwegian language is considered to be the essential and most important factor for immigrants residing in Norway in order to get a job within the hospitality industry in Norway that corresponds to the job applicants' education and previous work experience. Integration (social and cultural) was found to be a very important factor by 73.3 % of all the respondents. Social networks or access to the information about the local job market was chosen as the third most important factor influencing employment. Though the factors as work experience from Norway, length of residence, university degree from Norway and Norwegian citizenship were not chosen by the majority of the questionnaire respondents to represent the "most important factor" for being employed, the researcher does not deny the positive influence of these factors on the process of employment. It is the combination of factors that determines a positive outcome.

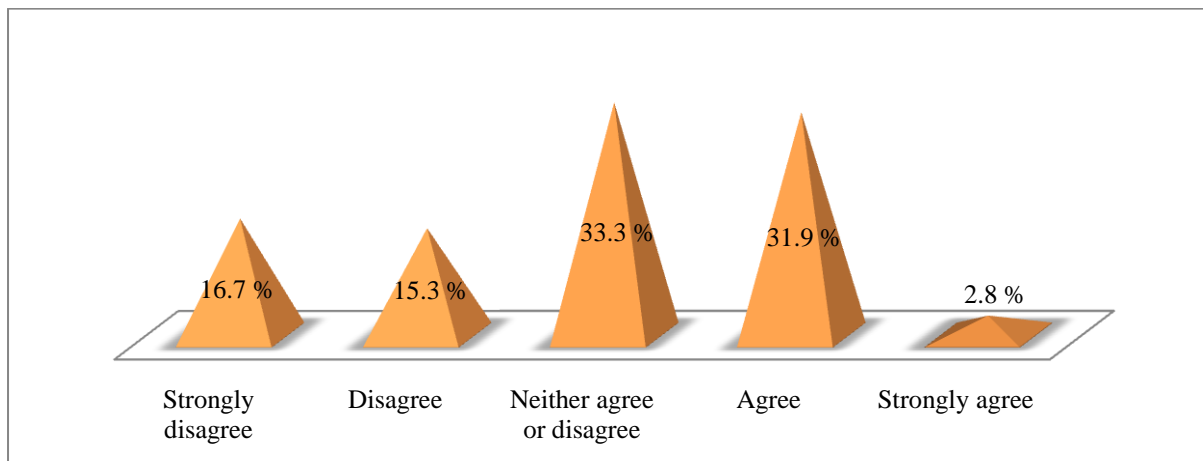
Having analyzed the "least important factors" in the process of employment, the researcher concluded that Norwegian citizenship and degree from educational establishment from Norway are considered to be the least important factors by the majority of the survey respondents.

In order to support the view of immigrants on the importance of social networks for successful employment, the researcher approached the employers' point of view on this subject. General Managers and Human Resource Managers (respondents of the survey questionnaire Part 1) were asked to state whether they find social networks to be important for getting access to a job position or not.

Table 24

*High Level Jobs are Likely to Be Obtained Through Established Social Networks” Recruiters’ Point of View*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	16.2	16.7	16.7
	Disagree	11	14.9	15.3	31.9
	Neither agree or disagree	24	32.4	33.3	65.3
	Agree	23	31.1	31.9	97.2
	Strongly agree	2	2.7	2.8	100.0
	Total	72	97.3	100.0	
Missing	System	2	2.7		
Total		74	100.0		



*Figure 25: Recruiters’ agreement with the statement “High level jobs are likely to be obtained through established social networks”*

Twenty five respondents (34.7%) expressed their agreement to the importance of social networks and their positive role in getting access to high-status jobs. Thirty two percent (32 %) of all the survey respondents disclosed their disagreement with the given statement.

The researcher hypothesized that established social networks are important for successful employment. In order to establish a social network an immigrant residing in Norway needs a certain period of time. As it was shown in Figure 25, the majority of General

Managers and Human Resource Managers who are responsible for the hiring process of new employees, agreed on the importance of social networks.

Furthermore, the researcher collected data on the employers' agreement and disagreement with the statement that foreigners with immigrant background residing in Norway have weaker social networks than the native citizens. The results are depicted in the Figure 26.

Table 25

*Immigrants in Norway Have Weaker Social Networks than the Citizens of Native Origin*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	2.7	2.8	2.8
	Disagree	7	9.5	9.7	12.5
	Neither agree or disagree	27	36.5	37.5	50.0
	Agree	25	33.8	34.7	84.7
	Strongly agree	11	14.9	15.3	100.0
	Total		72	97.3	100.0
Missing	System	2	2.7		
Total		74	100.0		

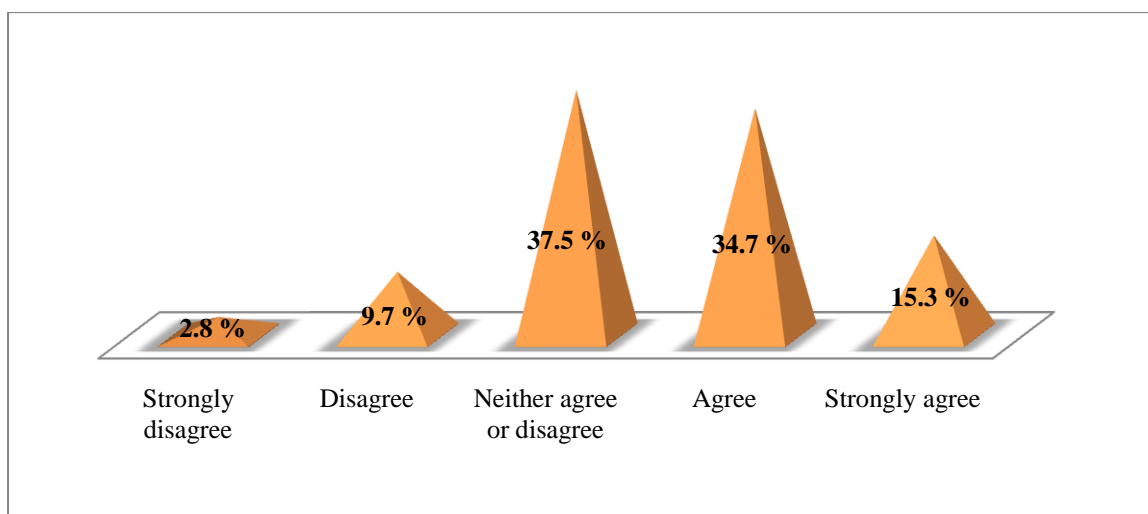


Figure 26: Recruiters' agreement with the statement "Immigrants in Norway have weaker social networks than the citizens of native origin"

Table 25 (see page 105) depicts that the majority of the questionnaire participants (50%) agreed with the fact that native citizens have bigger social networks and, therefore, higher chances of having access to the information about the job openings when searching for employment within the hospitality industry in Norway. Foreigners with immigrant background experience difficulties and challenges in accessing employment during the early periods of residency in Norway due to the lack of social contacts and established social network. (Please, see Appendix E for additional information and explanations of the data collected).

### **Correlation Analysis**

The correlation analysis was conducted with the purpose of describing strength and direction of the linear relationship between seven variables - factors, the researcher assumed to be influential for employment of foreign nationals with immigrant background residing in Norway: "language proficiency", "university degree from Norway", "work experience from Norway", "length of residence", "network", "social and cultural integration" and "Norwegian citizenship".

The Pearson correlation coefficients were found to be significant at the 0.05 or 0.01 levels. The correlation analysis (see Table 26 in page 108) demonstrates a strong correlation between the variables "Norwegian language proficiency" and "Norwegian citizenship", reflecting a negative correlation coefficient of  $-0.520$  at the .05 level. The negative sign of the correlation coefficient explains the negative correlation between the variables: if an immigrant is holding Norwegian citizenship, he/she is likely to experience less difficulties in the Norwegian language. An immigrant who has been residing in Norway and has Norwegian citizenship (in order to apply for Norwegian citizenship one should have lived in Norway for a period of up to seven years) would have acquired intermediate/proficiency level in the

Norwegian language. The strength of the relationship can be described as a strong correlation.

Furthermore, the correlation analysis demonstrated a strong positive correlation between the variables “length of residence in Norway” and “Norwegian citizenship” with a correlation coefficient .671 at the 0.01 level. The strength of the relationship can be described as strong. If an immigrant has been residing in Norway for a long period of time, he/she is likely to hold Norwegian citizenship.

Table 26

*Correlation Analysis between the Independent Variables “Factors Influencing Employment Possibilities”*

		Norwegian language proficiency	University degree from Norway	Previous work experience within the hospitality industry in Norway	Length of residence in Norway	Established social network	Social and cultural integration	Norwegian citizenship
Norwegian language proficiency	Pearson Correlation	1	.277	-.362	-.424	-.029	.000	<b>-.520*</b>
	Sig. (2-tailed)		.318	.185	.115	.919	1.000	.047
	N	15	15	15	15	15	15	15
University degree from Norway	Pearson Correlation	.277	1	.358	.413	.351	-.140	.228
	Sig. (2-tailed)	.318		.190	.126	.199	.619	.415
	N	15	15	15	15	15	15	15
Previous work experience within the hospitality industry in Norway	Pearson Correlation	-.362	.358	1	.417	.306	.084	.368
	Sig. (2-tailed)	.185	.190		.122	.267	.765	.177
	N	15	15	15	15	15	15	15
Length of residence in Norway	Pearson Correlation	-.424	.413	.417	1	.359	-.040	.671**
	Sig. (2-tailed)	.115	.126	.122		.189	.887	.006
	N	15	15	15	15	15	15	15
Established social network	Pearson Correlation	-.029	.351	.306	.359	1	.437	.278
	Sig. (2-tailed)	.919	.199	.267	.189		.104	.316
	N	15	15	15	15	15	15	15
Social and cultural integration	Pearson Correlation	.000	-.140	.084	-.040	.437	1	-.046
	Sig. (2-tailed)	1.000	.619	.765	.887	.104		.870
	N	15	15	15	15	15	15	15
Norwegian citizenship	Pearson Correlation	<b>-.520*</b>	.228	.368	<b>.671**</b>	.278	-.046	1
	Sig. (2-tailed)	.047	.415	.177	.006	.316	.870	
	N	15	15	15	15	15	15	15

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 27

*Correlation Analysis between Independent Variables*

		Immigrants holding a degree from Norway have greater opportunities for employment and career growth rather than immigrants with a degree from home/other country	Residents with immigrant background have to start "at the bottom" of their careers when starting work life in Norway	An immigrant is likely to be judged on the average characteristics of the group he/she belongs to rather than on his/her own personal characteristics
Immigrants holding a degree from Norway have greater opportunities for employment and career growth rather than immigrants with a degree from home/other country	Pearson	1	<b>.749**</b>	<b>.764**</b>
	Correlation			
	Sig. (2-tailed)		.002	.001
	N	15	14	15
Residents with immigrant background have to start "at the bottom" of their careers when starting work life in Norway	Pearson	<b>.749**</b>	1	<b>.837**</b>
	Correlation			
	Sig. (2-tailed)	.002		.000
	N	14	14	14
An immigrant is likely to be judged on the average characteristics of the group he/she belongs to rather than on his/her own personal characteristics	Pearson	<b>.764**</b>	<b>.837**</b>	1
	Correlation			
	Sig. (2-tailed)	.001	.000	
	N	15	14	15

Note: \*\*. Correlation is significant at the 0.01 level (2-tailed).

Table 27 (see page 109) represents a correlation analysis conducted with three variables: “immigrants holding a degree from Norway have greater opportunities for employment and career growth rather than immigrants with a degree from home/other country”, “residents with immigrant background have to start "at the bottom" of their careers when starting work life in Norway” and “an immigrant is likely to be judged on the average characteristics of the group he/she belongs to rather than on his/her own personal characteristics”.

As it can be seen in Table 27, the correlation analysis detected a strong positive correlation coefficient of 0.837 at the 0.01 significance level between the variables of “starting “at the bottom” of the career” and “prejudicial judgment by the employer”. This means that an immigrant who is being judged by the employer on the average characteristics of the group he/she belongs to rather than on his/her own personal characteristics experiences difficulties in getting access to high status jobs during the early period of residence in Norway (though having the necessary qualifications) and feels he/ she needs to start “at the bottom” of the career in order to get a higher position in the future.

Another significant positive correlation was discovered between the variables of “prejudicial judgment by the employer” and “necessity for education from Norway”. Correlation coefficient of .764 at the .001 significance level defines a positive strong relationship between the variables. The results of the correlation shows that if an immigrant is being judged by the employer on the average characteristics of the group he/she belongs to rather than on his/her own personal characteristics during the employment process, the immigrant with a degree from an educational establishment from Norway will have more opportunities for employment rather than an immigrant with education from other countries.

A significant positive correlation with correlation coefficient of .749 at the .001 significance level reflects a strong relationship between the variables of “starting “at the



bottom” and “necessity for education from Norway”. The relationship reflects the fact that residents with immigrant background, who experienced difficulties in getting access to the job positions according to their qualifications and had to begin from lower positions when starting work life in Norway, consider that a degree from Norway gives greater opportunities for employment and career growth rather than a degree from home/other country.

### **Multiple Regression Analysis**

Multiple regression analysis was used by the researcher in order to explore the relationship between dependent and a number of independent variables with the purpose of finding out the strength of the relationships between the variables and relative contribution of each variable.

Table 28 (see page 113) presents a multiple regression analysis conducted by the researcher in order to examine the relationship of independent variables - barriers foreigners with immigrant background residing in Norway encounter during the process of employment (discrimination and prejudices, employer’s preference for work experience from Norway, employer’s preference for educational degree from Norway and Norwegian language proficiency) with a single dependent variable “An immigrant is likely to be judged on the average characteristics of the group he/she belongs to rather than on his/her own personal characteristics”.

Value R Square of .679 presented in the Model Summary box and should explain 67.9 % of the importance of the predictors (independent variables) for dependent variable. However, due to the fact that a small sample was involved, the R square value is considered by the researcher to be an overestimation of the true value in population, therefore, the Adjusted R square value of .465 provides a better estimate of the true population value.

The Beta values reflect the contribution of each independent variable. The largest beta coefficient (-.499) belongs to the independent variable “discrimination and prejudices”,

making the strongest contribution to explaining the dependent variable “An immigrant is likely to be judged on the average characteristics of the group he/she belongs to rather than on his/her own personal characteristics”. The second largest beta coefficient (-.448) was received by the independent variable “employers preference for a degree from Norway”. This variable contributes significantly into explaining the dependent variable. “Language barrier” was represented by the beta coefficient of .403.

Table 28

*Multiple Regression Analysis with Barriers Encountered by Immigrants Against “An Immigrant Is Likely to Be Judged on the Average Characteristics of the Group He/ She Belongs to Rather Than on His/ Her Own Personal characteristics”*

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 <sup>a</sup>	.679	.465	.926

a. Predictors: (Constant), Language proficiency barrier , Discrimination and prejudices barrier, Employer’s preference for degree from Norway barrier, Employer’s preference for work experience from Norway barrier

b. Dependent Variable: An immigrant is likely to be judged on the average characteristics of the group he/she belongs to rather than on his/her own personal characteristics

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.828	1.663		3.505	.013
	Discrimination and prejudices barrier	-.770	.367	-.499	-2.098	.081
	Employer’s preference for work experience from Norway barrier	.154	.384	.115	.402	.702
	Employer’s preference for degree from Norway barrier	-.600	.378	-.448	-1.585	.164
	Language proficiency barrier	.492	.290	.403	1.695	.141

a. Dependent Variable: An immigrant is likely to be judged on the average characteristics of the group he/she belongs to rather than on his/her own personal characteristics

### **Qualitative Results**

In addition to the set of quantitative data collected with the help of the survey questionnaire, the researcher conducted four personal interviews with foreign nationals of immigrant background who hold managerial positions within the hotel industry in Norway. The respondents were given an alternative in choosing either email or telephone interview. Two out of four respondents answered the interview questions via email. Two other respondents showed preference for a telephone interview.

The interview questions were designed in order to have a deeper understanding of the problem, to have extended answers to questions that were similar to those answered in the survey questionnaire Part 2, and to have an insight into the respondents' attitudes towards future career possibilities in the hospitality industry in Norway.

Participants of the interview showed a high degree of interpersonal involvement in the study project and provided the researcher with interesting valuable data.

The researcher found interviews to be of high significance for the project, adding value and explanations to the quantitative data collected. Moreover, the researcher felt the importance of the study undertaken. The respondent 1 expressed his opinion on the research project saying: "I have been residing in Norway since 1996, and finally there is someone who is talking about the issue which is so important. I have worked with several talented colleagues (foreigners) and can say that it is not always easy for them to find the right job / position. A lot of qualified foreign workers have low paid jobs, and this is a pity, because without immigrant workforce hospitality industry would not be able to reach the standard it has now. When we advertise new opening positions, we can see that applicants with immigrant background are the most skilled ones, and in addition they have the right work ethic, willpower, loyalty and desire to learn new things".

This study was motivated by the research questions on the barriers immigrants in Norway face during the process of employment, as well as factors immigrants with multicultural background consider to be of great significance, influencing successful employment for high-status positions within the hospitality industry in Norway. To examine the data collected with the help of personal interviews, the researcher divided the interview findings into categories presented below.

### **Important factors influencing employment to a managerial position**

Interview participants were asked about the most important factor that played a decisive role in the process of obtaining a managerial position within the hospitality industry they hold now. Three factors were suggested by the researcher: “education”, “work experience” and “knowledge of the Norwegian language”. Interview participants rated the factors from 1 to 3 with 1 being the most important factor. Additional comments were provided.

Respondent 1 stated that the knowledge of the Norwegian language was the most important factor in order to obtain a managerial position in Norway. Besides, the respondent rated foreign language skills and international experience as important factors. Education was rated as “not important but it counts anyway”. Respondent 2 found social networks and experience to be the most important factors that influenced successful employment in Norway. Education was rated as an important factor; however, Norwegian language skills received 0 rating. (This distribution of factor importance can be explained through the fact that the interview respondent is a citizen of Denmark and, therefore, had good language skills when she immigrated to Norway). Respondent 3 considered experience to be the most important factor; Norwegian language abilities received rating of an important factor, while education was found to be the least important factor. Working experience was the most important factor influencing successful employment into a managerial position of the

interview respondent 4. Education was considered to be an important factor, while the knowledge of the Norwegian language was not so important.

Three out of four interview respondents rated “work experience” as the most important factor in the process of obtaining access to a managerial position within the hospitality industry in Norway. Three out of four participants rated “education” as an important factor, however, having less significance in comparison to the “work experience” factor. It is interesting to note that though each respondent pointed out great significance of the language ability during the early period of residence in Norway and the process of obtaining first employment, only one interview participant determined “knowledge of the Norwegian language” to be the most important factor. The researcher assumes that the Norwegian language skills played a meaningful role in order to obtain the first job in Norway; however, by the time the interview respondents gained access to managerial positions, most of them had good command of the Norwegian language, therefore, they did not see the “knowledge of the Norwegian language” factor to have played a significant role in the process of obtaining managerial positions within the hospitality industry.

#### **Difficulties faced during the process of finding employment**

The interview participant 1 experienced a negative influence of substantial qualifications and rich experience on the process of finding employment in Norway. “My biggest challenge was my qualifications: I had too many years of international experience in the hospitality industry, too many diplomas, and the fact that I am a multilingual person created many difficulties for me. I was always told that I was overqualified or a possible competitor for the position of a General Manager”. Respondent 2 met the biggest challenge in the form of lacking ability in the Norwegian language. Respondent 4 acknowledged that he did not experience significant difficulties in finding a job corresponding to his qualifications in Norway, explaining that the hospitality industry in

Norway is experiencing shortage of skilled and qualified workers. The interview participant commented on the general situation of employment of foreign nationals with immigrant background: “There are a number of challenges related to the uncertainty an employer has towards a foreigner with immigrant background. Therefore, foreigners are often “tested” in low positions and need to put great efforts in order “to convince” employers of their competence and their abilities to do a good job”.

Overqualification, or being skilled beyond what is necessary for a position; the lack of the Norwegian language abilities, and a certain degree of discrimination from employers in nonrecognition of the qualifications of job applicants with immigrant background were chosen to represent the main difficulties the interview participants faced during the process of accessing the managerial position in the hospitality industry they hold at the present moment.

#### **Experience of working in a position being not related or lower than the previous experience**

Interview participants were asked if they worked in a position that is not related or lower than the previous experience they had when they immigrated to Norway. Respondent 1 who holds the position of a General Manager at the moment noted that he had to start as a waiter, though he had been working in leader positions for several years before coming to Norway. However, he sees a positive effect of this experience: “It took me just four months to be promoted. I look at it from the positive side and as an opportunity given me to learn about the hotel operations”. Three respondents out of four reported that they did not have to start in a position that was lower than their qualifications. “This is my first job in Norway” respondent 3 replied when asked if she worked in lower positions than her qualifications allowed her to. Respondent 4 stated that he began on the acceptable level within the hospitality industry in Norway, despite the fact that the position he obtained was very operational.

Only one interview respondent had to start at a lower position when he immigrated to Norway. Three respondents out of four began their career in the hospitality industry in Norway at an acceptable level, and obtained positions corresponding to their previous experience and qualifications.

### **Knowledge of the Norwegian language and its importance at the working place**

It was hypothesized (H1) that in order to hold a leader position in the hospitality industry in Norway immigrants with multi-cultural background need to speak the Norwegian language fluently. According to the interview participant 1, Norwegian language skills are of high importance in order to get a managerial position. He noted that the little knowledge of the language he had when getting the position of a waiter was sufficient during the first period. At the present moment the respondent holds the position of a General Manager and can speak Norwegian fluently.

“Norwegian language skills are not very important, but it is of great advantage if you speak a Scandinavian language. Otherwise, English is the primary language”. The quotation reflects the opinion of the respondent 2 on the importance of the Norwegian language at the work place. It is important to note that the respondent is the citizen of Denmark. As it was mentioned before, Scandinavian languages have significant similarities; Norwegian and Danish as written languages are considered to be very much alike. Therefore, the researcher predicts that the respondent did not experience significant language barriers in Norway due to having Danish as mother tongue. Respondent 3 admits the importance of the Norwegian language at the work place. The respondent uses Norwegian most of the time, though he can speak fluent English as well: “I can state that my level of the Norwegian language at the moment can be described as 80% fluent”.

“It is important to have Norwegian language skills when your profession is connected with service. Moreover, knowledge of the Norwegian language plays a significant role in our



profession because the largest part of the experience the customer gets comes from the personal contact between the consumer and the provider of the service”, says respondent 4. Respondent notes that he could speak fluent Norwegian when he was offered the position of a General Manager. However, during the early period of residence and employment in Norway the respondent combined both Norwegian and English languages for communication purposes.

The interview results show that the knowledge of the Norwegian language plays a significant role in accessing high status jobs. All the respondents, holding managerial positions, speak Norwegian fluently, though had poor language abilities during the early period of residence in Norway. The researcher predicts that the knowledge of the Norwegian language is prerequisite for a foreign national with immigrant background in order to obtain a managerial position within the hospitality industry in Norway.

#### **Importance of social networks**

The researcher examined the importance of having extensive social networks in order for an immigrant to be employed in a leader position within the hospitality industry in Norway. Respondent 1 expressed his viewpoint on the topic by saying: “I have a big social network in Norway; fortunately, I work in the hospitality industry. Hospitality industry provides me with an opportunity to meet new people. Through my network connections I got access to the position I hold now. After my first job in Norway I was offered several positions at hotels in Oslo and Trondheim”.

Respondent 3 admitted that he has a big social network and its significance: “It is important to have a social network in Norway due to the fact that the hospitality industry in Norway is quite small”. Respondents 3 and 4 stated that they have big social networks, limited mostly to colleagues and job. Additionally, respondent 4 pointed out that “Social network works for you; I was often suggested job offers through my network”.

All interview respondents indicated great significance of social networks in the process of getting access to high status jobs within the hospitality industry in Norway.

### **Foreign national with immigrant background as an equal member of society**

The researcher was interested whether the interview respondents feel themselves being a part of society in Norway. Respondent 1 showed his agreement with the question, stating that he integrated into the local community at an early stage of residence in Norway.

Additionally, the respondent 1 illustrated an example from his personal experience: “Some of my acquaintances have difficulties in integrating into the society in Norway and face challenges in daily life due to their skin color and foreign non-typical Norwegian names, even though having good qualifications and skills”.

Respondent 2 noted that she feels herself as a part of society, though she does not think so much about it as she has plans to move back to her home country. Respondent 3 compared Norway where he feels as a part of the society with the residence in another country where he lived for five years due to work commitments, and though having no language difficulties, he did not feel himself as an equal member of society. Respondent 4 agreed that he feels as a part of society and its equal member. As it can be seen, all the interview respondents feel themselves as a part of society and its equal member.

The researcher considered personal interviews to be of high value for this study project. The findings provide explanations and additional information on the questions asked in the survey questionnaire Part 2 expanding the data collected. Interview participants helped the researcher to get an insight into the experiences, challenges and barriers the respondents faced on the way towards the employment into managerial positions within the hospitality industry in Norway.

## Discussion

This part of the research paper presents a discussion of the findings described in the data analysis chapter. Theoretical and methodological implications of the findings are discussed and presented together with the weaknesses and strengths of the research paper. Limitations of the research are specified.

Recent studies reflect different barriers newcomers usually face during their settlement process in a new country and difficulties connected with the employment access. The present master thesis research examined the experiences of foreign nationals with immigrant background encountered during the process of being employed into a managerial position within the hospitality industry in Norway. Barriers negatively influencing the process of employment were identified and discussed. Factors that are considered by immigrants to be of great importance for successful employment for high-status positions within the hospitality industry in Norway were reviewed.

The data collected with the help of the researcher developed survey questionnaire and personal interviews provided grounds for discussion of the hypotheses proposed.

### **The Importance of the Norwegian Language**

*H1: "In order to hold managerial / leader positions in hospitality industry in Norway immigrants with multi-cultural background need to speak the Norwegian language fluently".*

Both qualitative and quantitative data accumulated on the importance of the Norwegian language ability indicated that the knowledge of the language played a decisive role in the process of obtaining a high status position within the hospitality industry by immigrants in Norway.

Lack of the Norwegian language proficiency was considered to be the most important barrier (barrier #1) encountered by the majority of the survey respondents. Moreover,

language proficiency was rated as the most important factor influencing positive outcome of the hiring process of foreigners with immigrant background.

The researcher discovered that almost 80% of all the respondents had basic or no skills of the Norwegian language when they immigrated to Norway. However, approximately 92.9% of the immigrants (participants in the survey) holding managerial positions within the hospitality industry in Norway at the moment described their language level as proficient or intermediate. The language level of the respondents has significantly improved during the period from the moment of immigration to holding a managerial position.

The majority of the survey respondents (86.7%) indicated that they could speak English fluently when they immigrated to Norway. Though the Norwegian language is the only official language in Norway, English is spoken by majority of the population, particularly by professionals within the hospitality industry of Norway that is oriented not only on local travelers but international tourists as well. Therefore, the researcher believes that the English language was used as a substitute language to the lacking ability of Norwegian during the early period of residence of foreigners with immigrant background in Norway.

The findings suggest that immigrants from Scandinavian countries (Denmark and Sweden) experience minor difficulties in the Norwegian language when immigrating to Norway in comparison to the representatives from other countries. As stated before, Swedish, Danish and Norwegian languages are very similar, so the speakers of one language can easily read and understand the other two languages. Therefore, the researcher predicts that due to the language ability immigrants from Denmark and Sweden have higher advantages to be successfully employed into high status jobs during the early period of residence in Norway in comparison to immigrants from other countries. However, with time spent in Norway, all foreigners with immigrant background are likely to improve their knowledge of the

Norwegian language necessary to be employed into a managerial position within the hospitality industry.

Norwegian language skills were recognized to be essential in the hospitality industry by the survey respondents, due to the fact that the largest part of the experience the customer gets comes from the personal contact between the consumer and the provider of the service.

The findings on the importance of the Norwegian language ability support the prediction that the knowledge of the Norwegian language is a prerequisite for a foreign national with immigrant background in order to obtain a managerial position within the hospitality industry in Norway.

### **The Importance of the Previous Work Experience and Education From Norway**

*H2: “In order to hold managerial / leader positions in hospitality industry in Norway immigrants with multi-cultural background need to have previous work experience within the hospitality industry in Norway”.*

*H3: “In order to hold managerial/leader positions in hospitality industry in Norway immigrants with multi-cultural background need to hold a degree from an educational establishment from Norway”.*

The researcher found it appropriate to address the data collected on the importance of the previous work experience from Norway within the hospitality industry and a degree from an educational establishment from Norway simultaneously.

As stated by Liu (2006), the main barriers immigrants face when moving to a new country are represented by employers' unfamiliarity with the foreign credentials and lack of the “country-specific” work experience. Human capital theory recognizes technical difficulties in translating immigrants' human capital in appropriate employment.

The majority of the General Managers and Human Resource Managers within the hospitality industry in Norway who participated in the study (76.4%) stated that they provide

equal opportunities to native citizens and immigrants during the hiring process. However, the researcher identified incongruity in the form of the answers collected from the immigrants holding managerial position at the moment, saying that the majority of them (50%) experienced difficulties in finding employment corresponding to their skills and experience and felt they had to start “at the bottom” of their career.

It was assumed by the researcher that employers do not acknowledge foreign work experience and foreign educational credentials of people with immigrant background. This assumption was tested with the help of the survey questions both to employers (Hotel General Managers and Human Resource Managers) and to job applicants (foreign nationals with immigrant background). The results showed a difference in perceptions of employers and job applicants with immigrant background on the importance of the country specific work experience and education. Twenty nine point one percent (29.1 %) of all the General Managers and Human Resource Managers acknowledged that they give preference to the candidates with country specific work experience rather than to candidates with experience from other countries. Furthermore, 18.1% of the survey respondents agreed that they prefer to employ candidates with a degree from an educational establishment in Norway rather than other countries. However, the majority of the respondents (immigrants) (53.4%) faced the necessity and importance for the country specific work experience, while 33.3% agreed on the significance of education from Norway for successful employment. Moreover, 40% of the immigrants holding managerial positions within the hospitality industry in Norway who participated in the research disagreed with the statement that “Immigrants with a degree and working experience from Norway have the same opportunities for employment and career growth as do the immigrants with a degree and working experience from other countries”.

Employers are disposed to acknowledge foreign work experience; however, they would not consider it necessarily equal to the country specific work experience (Liu, 2006).

It would appear that General Managers during the moment of participation in the survey questionnaire did not want to disclose possible prejudicial treatment in any form towards immigrants applying to opening positions; therefore, the answers to the questions were formulated based on principles of political correctness. The research illustrates that foreigners with immigrant background in Norway are exposed to a certain form of prejudicial treatment by employers who are in charge of the hiring process and decisions on the choice of the suitable job applicant to be made.

Foreign nationals with immigrant background who participated in the research survey rated previous work experience to be of greater importance for successful employment into managerial positions rather than education from Norway. However, the researcher should underline the fact that the importance of education was not rejected as an unnecessary prerequisite, but justified to have a certain influential role.

According to the data collected, only 33.3% of the respondents had non-management positions within the hospitality industry in Norway before obtaining the access to the managerial/leader positions. Moreover, only 20% of the immigrants who hold managerial positions at one of the hotels in Norway at the moment have a degree in tourism or hotel leadership from one of the educational establishments of Norway.

Contrary to the researcher's expectations, previous work experience and a degree from an educational establishment in Norway do not represent an absolute prerequisite in order to be employed into a managerial position within the hospitality industry in Norway. Findings of the research reflect that the majority of immigrants residing in Norway were employed into managerial positions without having any previous country specific work experience or education. Due to the fact that the absolute majority of the research participants originally came from the European countries situated in a relatively close distance to Norway, it would

appear that the General Managers and Human Resource Managers who participated in the survey were aware of the education quality and work standards of these countries.

Nevertheless, the researcher can believe that country specific work experience and education from Norway give a beneficial advantage for foreigners with immigrant background during the employment process. Additionally, it is important to state that the data collected provides support to the fact that country specific work experience is a more important factor than education.

### **The Importance of Social Networks**

*H4: "Established social networks play a significant role in the process of employment".*

Brekke and Mastekaasa (2008) argued that high status jobs with high income are likely to be accessed through social networks. Immigrants who recently arrived in a new country are likely to have weaker social networks than the native citizens do. Therefore, connection to a network with a high proportion of employed members is important in order to get access to information about job openings. According to Liu (2006) the majority of jobs are never advertised and hiring strategies are usually restricted to informal contacts and referrals, bringing new employees to the company.

It is believed that social integration and cultural assimilation can positively influence the chances for employment and career growth of foreign nationals with immigrant background. The research findings show that the majority of the survey respondents who hold managerial positions within the hospitality industry are in a relationship with or married to a citizen of Norway. Furtado and Theodoropoulos (2009) suggested that people acquire new contacts upon marriage and expand their networks. The researcher believes that marriage or relationship with a native citizen influences the process of integration, gives access to social networks and opportunities to master the Norwegian language.



It would appear that access to a new social network, obtained through marriage to or a relationship with a native citizen of Norway, expands opportunities of immigrants in the employment process by means of providing information about the local job market and latest job openings. Immigrants who are married to a native citizen get an access to a network with relatively more natives rather than immigrants who are in a relationship with other immigrants.

Fifty seven point one percent (57.1%) of all the managers with immigrant background working within the hospitality industry in Norway got access to the leader positions they hold now through the established social network of colleagues, friends and family. Furthermore, 53.3 % of the respondents rated “Social network” as the third most important factor influencing employment. Almost one third of the General Managers and Human Resource Managers who participated in the study expressed their agreement on the importance of social networks.

The researcher can state with certainty that social networks play a significant role in the process of employment of foreign nationals with immigrant background residing in Norway. The research findings provide evidence to the fact that networks are necessary in order to get access to a high status job in the hospitality industry in Norway. “Social networks work for you”, as one of the interview participants said.

### **Recognition of Human Capital of Foreigners with Immigrant Background by Employers**

*H5: “Employers within the hospitality industry in Norway do not recognize the human capital of workers with foreign background (work experience, level of education) during the hiring process for high-status jobs”.*

The researcher proposed that the main human capital variables (level of education and work experience) of immigrants are not being recognized by employers in the new country of residence. According to Liu (2006), though immigrants and native citizens might have the

same accumulated amount of education and working experience, the immigrant population will be lacking “country-specific” human capital.

In order to find out the position of recruiters (General Managers and Human Resource Managers) within the hospitality industry on the hiring preferences, a statement for evaluation was suggested to the survey respondents: “As an employer, I give preference to employees with a degree received at educational establishment in Norway and previous working experience from Norway rather than other countries”. The findings showed that 29.1 % of all the respondents acknowledged that they give preference to candidates with country specific work experience rather than to candidates with work experience from other countries and 18 % agreed that they prefer to employ candidates with a degree from educational establishment in Norway rather than from other countries. Whereas the majority of employees with immigrant background who participated in the survey questionnaire (54.3%) stated that previous country specific work experience is essential and necessary in order to be employed; 33.3% of the respondents found education from Norway to be important.

The obtained data and generated results show the researcher an existing divergence of opinions among recruiters and job applicants. Though the majority of the General Managers stated that they recognize the human capital of immigrants accumulated in home countries, immigrants experienced difficulties in obtaining employment corresponding to their qualifications. The researcher can believe that General Managers did not provide the researcher with reliable information on their hiring preferences in order not to disclose any tendencies to prejudicial treatment of foreign nationals with immigrant background, particularly in this research that was distributed by the Norwegian Hospitality Organization which works close with the questions of employment law and employee rights within the hospitality industry of Norway. This explanation is of course a speculation on the researcher’s side and needs to be examined closely in future studies. Therefore, the researcher does not

have enough of evidence to draw a conclusion whether the employers within the hospitality industry in Norway recognize the human capital of workers with foreign background or not.

### **Barriers Encountered During the Process of Employment**

The findings with respect to the barriers and their significant /non-significant influence on the process of employment of immigrants in Norway seem rather clear. The researcher concludes that the most significant barrier influencing successful employment of foreigners with immigrant background in Norway is the lack of proficiency in the Norwegian language; significant barrier is represented by employer's preference for education and previous working experience from Norway; while less significant barrier is discrimination and prejudices encountered by the immigrants in Norway during the process of searching for employment. As expected, the knowledge of the Norwegian language is perceived by foreign nationals with immigrant background to be of essential importance in successful employment into high status jobs within the hospitality industry in Norway. Therefore, the lack of the language ability is seen to be the most significant barrier by immigrants residing in Norway.

### **Factors Influencing Successful Employment**

The findings from the research illustrate distribution of factors considered to be of great significance by immigrants with multi-cultural background in the process of employment for high-status positions within the Hospitality industry in Norway: 1. Language proficiency; 2. Integration; 3. Social network; 4. Work experience from Norway; 5. Length of residence; 6. University degree from Norway and Norwegian citizenship.

Language proficiency, the process of integration in the social and cultural life of Norway as well as established social networks were found to be the most significant factors by the respondents of the survey questionnaire who hold managerial positions within the hospitality industry in Norway at the moment. It is unclear why previous work experience and a degree from an educational establishment from Norway were given less significance than

expected by the researcher. It could be that the majority of survey respondents, who came from the European countries situated in a relatively close proximity to Norway, possessed the human capital in the form of education and previous work experience that could be transferred to the context of Norway and applied effectively in the new workplace.

The researcher strongly believes that all the factors, influencing successful employment of immigrants in Norway within the hospitality industry, which are analyzed in this study, are in a close interconnection with each other, where one factor will influence another factor. The researcher assumes that integration of foreign nationals with immigrant background into the culture and social life of Norway is impossible without having a good level of the Norwegian language, while one cannot become fluent in Norwegian without using it on a daily basis with the native speakers of the language. Moreover, a degree in tourism leadership or hospitality management from one of the educational establishments in Norway is likely to provide an immigrant residing in Norway with a big social network of professionals - classmates, teachers and hotels of the region working together in order to prepare specialists needed for profitable development of the hospitality industry in the region and Norway in general. In its turn, such social networks will provide job applicants (with immigrant background) with valuable opportunities for employment in the industry.

Based on the data collected, the researcher contends that the length of residence and foreign residents' abilities to assimilate into the society of Norway could be decisive on how quickly a foreigner with immigrant background will obtain a managerial position within the hospitality industry in Norway if having all the necessary qualifications and experience. Moreover, not only the set of acquired competences in the form of education, work experience, language abilities would be essential for the employment process into a hospitality manager. The researcher speculates that personal characteristics and qualities of

each job applicant would be also matched with the requirements necessary to perform a particular job by the recruiters in the hospitality industry.

### **Implications**

The research findings offer a number of implications for the hospitality industry of Norway and the Norwegian Directorate of immigration.

The obtained results of the study can be used by foreign nationals with immigrant background who are planning to or already reside in Norway and are in the process of finding employment corresponding to their skills and competences. The identified factors that positively influence successful employment of immigrants into managerial positions within the hospitality industry in Norway can be used as a starting point in evaluating the presence or absence of one's lacking competencies necessary for employment.

Furthermore, the study contributes to the awareness of the recruiters within the hospitality industry in Norway (General Managers and Human Resource Managers) on the existing challenges foreign nationals with immigrant background meet when searching for employment.

It is a known fact that labor migration has been beneficial to the economy of Norway. Therefore, this research study should be of great importance and interest to the Norwegian Directorate of immigration due to the latest trends reflecting a significant decline in the number of immigrant workers coming to Norway.

The Confederation of Norwegian Enterprise is working on the project "Global Future" that is aimed at attracting persons with multi-cultural background with ambition for professional advancement in Norway that is becoming a multi-cultural society. A replicated study with considerable sample attained will provide the organization with an insight into the difficulties encountered by foreigners with immigrant background during the employment process in Norway. The collected data will be used to analyze the future steps necessary in

order to increase recruitment of persons with a minority background to relevant jobs and to contribute to integration of qualified individuals with multi-cultural background to managerial and executive jobs. The Norwegian Hospitality organization will be able to apply the research findings into the hospitality industry in Norway.

### **Limitations**

The issue of sampling was perceived by the researcher to be of high importance. Due to the lack of sufficient time and resources in order to conduct the study, access to individuals who could have potentially been included in the research was not obtained. Moreover, very small amount of foreign nationals were predicted to hold managerial positions within the hospitality industry in Norway.

Non-response can endanger a well-crafted sample the failure of individuals to participate in the research. As a result of the small sample of this study, the researcher was unable to find significant relationships by running statistical tests, as statistical analysis requires a larger sample size in order to justify that a particular phenomenon did not happen by chance alone. A greater accuracy in results interpretation would be achieved by reaching a larger sample. Extra channels for survey distribution should be used.

### **Recommendations for Future Research**

The survey questionnaire instrument designed by the researcher will benefit from continued testing and refinement. The questionnaire Part 1 that was developed to be answered by General Managers and Human Resource Managers needs revision and additional development in order to obtain a complete view on the recruiters' preferences for job applicants and decisions made based on what factors during the hiring process. The questionnaire Part 2 developed to be answered by foreign nationals with immigrant background who reside in Norway and hold managerial positions within the hospitality

industry, needs refinement and addition of questions that will reflect the complete spectrum of experiences and prerequisites necessary for successful employment.

The researcher believes that three studies can be developed in order for results to be compared and conclusions made: 1. a study on recruiter's preferences for job applicants within the hospitality industry; 2. a study on the experiences and barriers encountered by foreign nationals with immigrant background residing in Norway during the process of employment for managerial positions within the hospitality industry; 3. A study on the experiences and barriers encountered by native citizens of Norway during the process of employment for managerial positions within the hospitality industry.

### **Conclusion**

This research paper focused on employment experiences and challenges immigrants encounter coming to Norway. Factors influencing successfully obtaining managerial hotel positions were examined and the main barriers immigrants face while finding employment were analyzed.

The findings of the research indicated that fluency in Norwegian is a prerequisite for immigrants seeking managerial positions within the Norwegian hospitality industry. Lack of the Norwegian language ability was found to be the most important barrier immigrants face during the process of finding employment.

Research suggests that access to influential social networks is essential to build social capital and obtain managerial positions within the hospitality industry in Norway.

Immigrants coming to Norway face a barrier of transferability of human capital accumulated in other countries. Employers are likely to recognize and accept foreign credentials from countries of close proximity to Norway, rather than from geographically and culturally distant regions.

The research illustrated that immigrants in Norway are exposed to a certain form of prejudicial treatment by employers who are in charge of the hiring process. Analyses demonstrated that previous Norwegian work experience and education provide immigrants competitive advantages in the hiring process, although, not representing an absolute prerequisite for being employed into hotel managerial positions in Norway.

Future research is needed in order to develop and provide suggestions for public policy on assisting immigrants coming to Norway in the processes of integration and assimilation, as well as finding their way into the labor market.



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**Appendices**

**Appendix A*****Survey Questionnaire. English Version***

*University of Stavanger Master Thesis Research*

*I am a master student at the University of Stavanger, and am conducting research for my master thesis. I invite you to participate in my survey, which focuses on employment experiences of immigrants within the hospitality industry in Norway. Your participation is valuable and necessary for the research project.*

***Your answers will remain anonymous. Your identity and personal information will be kept confidential and the information used only in the aggregate for research purposes.***

**Survey 1****For General Manager / Human Resources Manager**

The purpose of this questionnaire is to find out how many employees at the hotel with immigrant origin have managerial / leader positions and positions with responsibilities over other employees.

**Hotel name, city, administrative county**\_\_\_\_\_

**Total number of employees working at the hotel**\_\_\_\_\_

**State if there are immigrants working at your hotel who hold leadership/ managerial positions (with responsibilities over other employees). Specify position title and hotel department. .**

*Example: 1. Reception Manager, Front Office Department; Name \_\_\_\_\_ E-mail \_\_\_\_\_*

1 \_\_\_\_\_ name \_\_\_\_\_ e-mail \_\_\_\_\_

2 \_\_\_\_\_ name \_\_\_\_\_ e-mail \_\_\_\_\_

3 \_\_\_\_\_ name \_\_\_\_\_ e-mail \_\_\_\_\_

**N.B! Please, leave each employee’s name and email (or telephone number)if possible . The 2<sup>nd</sup> developed survey of my research will be emailed to them. If you are not able to provide such information, please, forward the survey number 2 to the employees with immigrant background who hold leading / managerial positions at your hotel**

**Please, state if there are other immigrants that are not in managerial roles working at your hotel. Specify position title (non-leadership positions) and hotel department.**

*Example: Housekeeping assistant, Housekeeping Department*

\_1 \_\_\_\_\_

\_2 \_\_\_\_\_

\_3 \_\_\_\_\_

\_4 \_\_\_\_\_

\_5 \_\_\_\_\_

**Indicate your agreement with the statements by placing a check in the corresponding box. Use the following scale:**

**1= Strongly Disagree 2= Disagree 3= Neither Agree or Disagree 4= Agree 5= Strongly Agree**

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1. Hospitality industry in Norway is experiencing a shortage of skilled labor.	1	2	3	4	5
2. I seek diversity and inclusiveness of different cultures and nationalities as I understand its potential benefits for the hotel's future.	1	2	3	4	5
3. High level jobs are likely to be obtained through established social networks.	1	2	3	4	5
4. Immigrants in Norway have weaker social networks than the citizens of native origin.	1	2	3	4	5
5. As an employer, I give preference to employees with a degree received at educational establishment in Norway rather than other countries.	1	2	3	4	5

6. As an employer, I give preference to candidates with the working experience from Norway rather than from other countries.	1	2	3	4	5
7. As an employer, I give equal opportunities to native citizens and immigrants when hiring new employees.	1	2	3	4	5

*Thank you for your participation in my project!*

**Survey 2**

**Gender**    Male    Female            **Year of birth**\_\_\_\_\_

**Marital Status:**            Single    In a relationship    Married    Divorced  
                                          Partner's nationality\_\_\_\_\_

**Country of origin / Nationality** \_\_\_\_\_

**Do you have Norwegian citizenship?**            yes            no

**How many years have you been residing in Norway?** \_\_\_\_\_

**Educational Background:**

Education completed in Norway

High School \_\_\_\_\_

College \_\_\_\_\_

Bachelor in \_\_\_\_\_

Master degree in \_\_\_\_\_

Doctor degree in \_\_\_\_\_

Education completed in other countries (specify the country )

High school \_\_\_\_\_

College \_\_\_\_\_

Bachelor degree in \_\_\_\_\_

Master degree in \_\_\_\_\_

Doctor degree in \_\_\_\_\_

**Previous working experience within the Hotel Industry**

**(specify position title / department, number of years or months):**

Position / Title / department

Country ( specify)

Number of Years

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Current position at the hotel** \_\_\_\_\_

**How did you get the position you have now?**

have been working at this hotel before ( \_ months / \_ years) \_\_\_\_\_

applied for the opening \_\_\_\_\_ through existing social network ( friends, colleagues) \_\_\_\_\_

**Languages spoken fluently:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**What level of the Norwegian language did you have when immigrated to Norway?**

None          Basic                  Intermediate          Proficiency

**What level of the Norwegian language do you have now?**

None          Basic                  Intermediate          Proficiency

**What was your reason for immigration to Norway?**

Education          Work                  Marriage                  Reunion with the family          Other ( explain)

**Did you come to Norway alone?**          Yes                  no (specify)\_\_\_\_\_

**What are your plans for the future?**

-move to home country / other \_\_\_\_\_          continue working and living in Norway\_\_\_\_\_

**Indicate your agreement with the statements by placing a check in the corresponding box. Use the following scale:**

**1= Strongly Disagree    2= Disagree    3= Neither Agree or Disagree    4= Agree    5= Strongly Agree**

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1. I feel that my employer values me and the job I do.	1	2	3	4	5
2. I see opportunities for my future career growth within the hospitality industry.	1	2	3	4	5



- |                                                                                                                                                                                                             |   |   |   |   |   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 3. I, as a foreign-born resident, experienced difficulties in the form of time and effort during the process of gaining access to the position I hold now.                                                  | 1 | 2 | 3 | 4 | 5 |
| 4. I feel like an important part of my workplace                                                                                                                                                            | 1 | 2 | 3 | 4 | 5 |
| 5. Immigrants holding a degree from Norway have greater opportunities for employment and career growth rather than immigrants with a degree from home / other country.                                      | 1 | 2 | 3 | 4 | 5 |
| 6. Immigrants with working experience from Norway have greater opportunities for career growth rather than immigrants with working experience from other countries.                                         | 1 | 2 | 3 | 4 | 5 |
| 7. Immigrants with a degree and working experience from Norway have the same opportunities for employment and career growth as do the immigrants with a degree and working experience from other countries. | 1 | 2 | 3 | 4 | 5 |
| 8. Residents with immigrant background have to start “at the bottom” of their careers when starting work life in Norway.                                                                                    | 1 | 2 | 3 | 4 | 5 |

- |                                                                                                                                                           |   |   |   |   |   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 9. An immigrant is likely to be judged on the average characteristics of the group he/she belongs to rather than on his/her own personal characteristics. | 1 | 2 | 3 | 4 | 5 |
| 10. Differences between native citizens and immigrants decline with the time of residency.                                                                | 1 | 2 | 3 | 4 | 5 |
| 11. I, as a foreign –born resident, feel as an equal member of society.                                                                                   | 1 | 2 | 3 | 4 | 5 |

**Have you ever faced barriers when searching for employment that corresponds your education? If yes, please, rate each barrier on a scale from 1 to 4, where 1 = the most significant barrier, 4= the least significant barrier.**

Discrimination and prejudices \_\_\_\_\_

Employer's preference for work experience from Norway \_\_\_\_\_

Employer's preference for degree from Norway \_\_\_\_\_

Language proficiency \_\_\_\_\_

**Choose factors that you consider to be essential for employment for managerial positions within the hospitality industry in Norway. Give rating from 1 to 7 for each factor, with 1=being the most important factor, 7= the least important factor**

Norwegian Language proficiency\_\_\_\_\_

University degree from Norway\_\_\_\_\_

Previous experience from the hospitality industry in Norway\_\_\_\_\_

Duration / length of residence in Norway\_\_\_\_\_

Access to the information about new openings (established social network)\_\_\_\_\_

Social and cultural integration\_\_\_\_\_

Norwegian citizenship\_\_\_\_\_

Please, leave your email address if you are willing to participate in a personal interview\_\_\_\_\_

*Thank you for your participation in my research project!*

**Appendix B***Survey Questionnaire. Norwegian Version*

*Universitetet i Stavanger Master Thesis Research*

*Jeg er masterstudent ved Universitetet i Stavanger, og driver et forskningsprosjekt i forbindelse med masteroppgaven min. Jeg inviterer deg til å delta i undersøkelsen min som fokuserer på erfaringer innvandrere har med å være ansatt innen hotellbransjen i Norge. Din deltakelse er verdifull og viktig for mitt forskningsprosjekt.*

*Dine svar vil være anonyme. Din identitet og dine personopplysninger vil bli holdt konfidensielt og informasjonen vil kun brukes til forskningsformål.*

**Spørreskjema 1****Til hotelldirektør / personalansvarlig**

Hensikten med dette spørreskjemaet er å finne ut hvor mange ansatte med innvandringsbakgrunn som har lederstillinger / stillinger med ansvar for andre ansatte på hotellet

**Hotell, by, fylke** \_\_\_\_\_

**Antall ansatte på hotellet** \_\_\_\_\_

**Skriv ned hvis det er innvandrere med lederstillinger (med ansvar over andre ansatte) som jobber på hotellet. Vennligst oppgi posisjon, tittel og hotellavdeling.**

*Eksempel: Resepsjonsavdeling, Front Office Department*

1 \_\_\_\_\_ navn \_\_\_\_\_ e-post \_\_\_\_\_

2 \_\_\_\_\_ navn \_\_\_\_\_ e-post \_\_\_\_\_

3 \_\_\_\_\_ navn \_\_\_\_\_ e-post \_\_\_\_\_

**Vennligst oppgi navn på ansatte og e-post hvis mulig. Den andre undersøkelsen utarbeidet for dette forskningsprosjektet vil bli sendt til dem. Hvis du ikke har anledning til å oppgi denne informasjonen, vennligst send undersøkelse nummer 2 til alle innvandrere med lederstillinger som jobber på hotellet.**

**Vennligst oppgi hvis det er andre innvandrere (*med ikke- lederstillinger*) som arbeider på hotellet. Angi posisjon, tittel (ikke - lederstillinger) og hotellavdeling.**

*Eksempel: Rengjøringsmedarbeider, Housekeeping Department*

\_1 \_\_\_\_\_

\_2 \_\_\_\_\_

\_3 \_\_\_\_\_

**Kryss av for hvor enig eller uenig du er i de påstandene som blir beskrevet nedenfor**

**Bruk følgende skala**

1= Helt uenig 2= Delvis uenig 3= Verken enig eller uenig 4= Delvis enig 5= Helt enig

	Helt uenig	Delvis uenig	Verken enig eller uenig	Delvis enig	Helt enig
1. Reiselivsbransjen i Norge opplever mangel på faglært arbeidskraft	1	2	3	4	5
2. Jeg søker mangfold og inkludering av forskjellige kulturer og nasjonaliteter for jeg forstår de potensielle fordelene når det gjelder hotellets fremtid.	1	2	3	4	5
3. Lederstillinger blir som regel besatt via sosiale nettverk	1	2	3	4	5
3. Innvandrere som bor i Norge har som regel svakere sosiale nettverk enn nordmenn.	1	2	3	4	5
4. Som arbeidsgiver, ansetter jeg mennesker som er uteksaminert fra Norge snarere enn fra utlandet.	1	2	3	4	5

- |                                                                                                                             |   |   |   |   |   |
|-----------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 5. Som arbeidsgiver, ansetter jeg mennesker med arbeidserfaring fra Norge snarere enn fra utlandet.                         | 1 | 2 | 3 | 4 | 5 |
| 6. Som arbeidsgiver, gir jeg like muligheter både til norske statsborgere og innvandrere ved ansettelse av nye medarbeider. | 1 | 2 | 3 | 4 | 5 |

*Takk for din deltakelse i mitt forskningsprosjekt!*

### Spørreskjema 2

**Kjønn**    Mann    Kvinne                    **Fødselsdato** \_\_\_\_\_

**Sivil status:**                    Singel    I et forhold    Gift    Skilt  
 Samboer/ Ektefelle's nasjonalitet \_\_\_\_\_

**Hjemland / Nasjonalitet** \_\_\_\_\_

**Har du norsk statsborgerskap?**            Ja (antall år) \_\_\_\_\_            Nei

**I hvor mange år har du vært bosatt i Norge?** \_\_\_\_\_

**Utdanning (oppgi studieretning)**Utdanning fullført i Norge

Videregående \_\_\_\_\_

Høgskole \_\_\_\_\_

Bachelorgrad \_\_\_\_\_

Mastergrad \_\_\_\_\_

Doktorgrad \_\_\_\_\_

Utdanning fullført i andre land ( oppgi land)

Videregående \_\_\_\_\_

Høgskole \_\_\_\_\_

Bachelorgrad \_\_\_\_\_

Mastergrad \_\_\_\_\_

Doktorgrad \_\_\_\_\_

**Tidligere arbeidserfaring innen hotellbransjen (oppgi stilling / hotellavdeling, antall år/ måneder):***Stilling / Avdeling**Land ( spesifiser)**Antall År*

_____	_____	_____
_____	_____	_____
_____	_____	_____

**Nåværende stilling på hotellet** \_\_\_\_\_**Hvordan fikk du den stillingen du har nå?**

Vært ansatt på dette hotellet tidligere ( \_ måneder / \_ år)

Søkte jobben når stillingen ble utlyst

Gjennom mitt sosiale nettverk (venner, kolleger)

**Oppgi språk du behersker (flytende /meget god både skriftlig og muntlig )**

\_\_\_\_\_

\_\_\_\_\_



**Hvilket nivå lå dine norske språkkunnskaper på når du flyttet hit?**

Inget            Forstår            Godt            Flytende

**Hvilket nivå ligger dine norske språkkunnskaper på nå?**

Inget            Forstår            Godt            Flytende

**Hva var grunnen til at du flyttet til Norge?**

Utdannelse            Jobb            Ekteskap            Familiegjeningforening    Annet ( Spesifiser)

**Kom du til Norge alene?**            Ja            nei (spesifiser)**Hva er dine planer for fremtiden?**

- Flytte til hjemland / andre land \_\_\_\_\_ - forsette å arbeide og bo i Norge \_\_\_\_\_

**Kryss av for hvor enig eller uenig du er i følgende påstander.****Bruk følgende skala**

1= Helt uenig    2= Delvis uenig    3= Verken enig eller uenig    4= Delvis enig    5= Helt enig

	Helt uenig	Delvis uenig	Verken enig eller uenig	Delvis enig	Helt enig
1. Jeg føler at min arbeidsgiver setter pris på meg og den jobben jeg gjør.	1	2	3	4	5
2. Jeg føler at jeg har muligheter for min fremtidige karriere vekst innen hotellyrket .	1	2	3	4	5

3. Jeg som ikke er av norsk opprinnelse opplever vanskeligheter i form av tid og krefter i prosessen for å oppnå den stillingen jeg har i dag.	1	2	3	4	5
4. Jeg føler at jeg er en viktig del av min arbeidsplass.	1	2	3	4	5
5. Innvandrere som har en utdanning fra Norge, har større sjanser for å bli ansatt enn de innvandrere som har en utenlandsk utdanning.	1	2	3	4	5
6. Innvandrere med arbeidserfaring fra Norge har større jobbmuligheter enn innvandrere med arbeidserfaring fra andre land.	1	2	3	4	5
7. Innvandrere som har utdanning og arbeidserfaring fra Norge har de samme jobbmuligheter som innvandrere med utenlandsk utdanning og arbeidserfaring fra andre land	1	2	3	4	5
8. Innvandrere med immigrasjonsbakgrunn må starte sin karriere i Norge fra bunnen av.	1	2	3	4	5

9. En innvandrere blir som regel forhåndsdomt for sin nasjonalitetsgjennomsnittegenskaper han / hun tilhører til istedenfor sine personlige egenskaper.	1	2	3	4	5
10. Forskjeller mellom norske Statsborgere og innvandrere blir mindre jo lengre man bor i Norge.	1	2	3	4	5
11. Jeg som ikke er av norsk opprinnelse føler meg som et likeverdige medlem i samfunnet.	1	2	3	4	5

**Har du noen gang møtt barrierer med å søke arbeid som tilsvarer din utdanning? Hvis ja, vennligst grader hver barriere på en skala fra 1 til 4, hvor 1 = den viktigste barrieren, 4 = minst betydelige barrierer.**

Diskriminering og fordommer \_\_\_\_\_

Arbeidsgivers preferanse for arbeidserfaring fra Norge \_\_\_\_\_

Arbeidsgivers preferanse for utdanning fra Norge \_\_\_\_\_

Språkkunnskaper

**Velg faktorer som du anser å være avgjørende for ansettelse i lederstillinger innenfor hotellbransjen i Norge. Gi gradering fra 1 til 7 for hver faktor, med 1 = å være den viktigste faktoren, 7 = den minst viktige faktoren**

Norsk språkferdigheter\_\_\_\_\_

Utdannelse fra Norge\_\_\_\_\_

Arbeidserfaring innen hotellbransjen fra Norge\_\_\_\_\_

Varigheten av oppholdet i Norge\_\_\_\_\_

Tilgang til informasjon om nye stillinger (etablert sosialt nettverk)\_\_\_\_\_

Sosial og kulturell integrering

Norsk statsborgerskap\_\_\_\_\_

Vennligst oppgi din e-post adresse, hvis du er villig til å delta i et personlig intervju\_\_\_\_\_

***Takk for din deltakelse i mitt forskningsprosjekt!***

## Appendix C

### *Invitation for Interview Participation: English & Norwegian Versions*

*Hei,*

*Takk for din deltakelse i min undersøkelse og at du vil delta i et personlig intervju.  
Her er de spørsmålene jeg tenkte å bruke:*

1. Du har en lederstilling innen hotellbransjen i Norge for øyeblikket. Hva mener du var den viktigste faktoren / forutsetningen for å få denne stillingen?  
  
Hvis du graderer på en skala fra 1 til 3, hvor 1 – er den viktigste faktoren:  
Hva var den viktigste faktoren for å få den stillingen du har nå?  
Utdanning - Erfaring – Norske språkkunnskaper  
  
Møtte du noen utfordringer med å finne jobb i Norge som samsvarer med dine kvalifikasjoner? Hva var mest utfordrende? Hva var den største barrieren med å få jobb?
2. Jobbet du i en posisjon i Norge som ikke var relatert til din erfaring / lavere enn dine erfaringer?
3. Hvor viktig er norske språkkunnskaper på arbeidsplassen? Kunne du snakke flytende norsk når du fikk den lederstillingen du har nå? Snakker du flytende norsk nå?
4. Hvordan ser du for deg din fremtidige karrierevekst innenfor hotellyrket i Norge?
5. Hva tror du er det mest utfordrende ved den jobben du gjør? Interessant?
6. Føler du at du er en del av samfunnet i Norge? Hvorfor eller hvorfor ikke?
7. Har du et stort sosialt nettverk her i Norge? Hjalp nettverket ditt deg på noen måte å finne den stillingen du har nå?

*Du kan enten svare på disse spørsmålene via e-post eller kan jeg ringe i det tidspunktet som passer deg.*

*Håper å høre fra dere snart.*

*Med vennlig hilsen,  
Tatiana Flotskaya  
Universitetet I Stavanger*

*Hi!*

*Thank you so much for your participation in my survey research and thank you for your desire to participate in a personal interview as well.*

*Here are the questions I was thinking to use during the interview:*

1. You are holding a management position within the hotel industry in Norway at the moment. What do you feel was the most important factor / prerequisite for getting this position?

If you rate from 1 to 3 with 1 being the most important factor: what was the most important factor of getting the job position you hold now? Education – Experience - Knowledge of the Norwegian Language.

Did you face any difficulties in finding employment according to your qualifications in Norway? What was the most challenging? What was the main barrier?

2. Did you work in a position that is not related or lower than your previous experience in Norway?
3. How important is the knowledge of the Norwegian language at the working place? Did you speak fluent Norwegian when you got the management position you are holding now? Do you speak Norwegian fluently now?
4. How do you see your future career growth within the hospitality industry in Norway?
5. What do you think is the most challenging about the job you do? Interesting?
6. Do you feel yourself as a part of society in Norway? Why or why not?
7. Do you have an extensive social network here in Norway? Did the network in any way help you in finding the position you hold now?

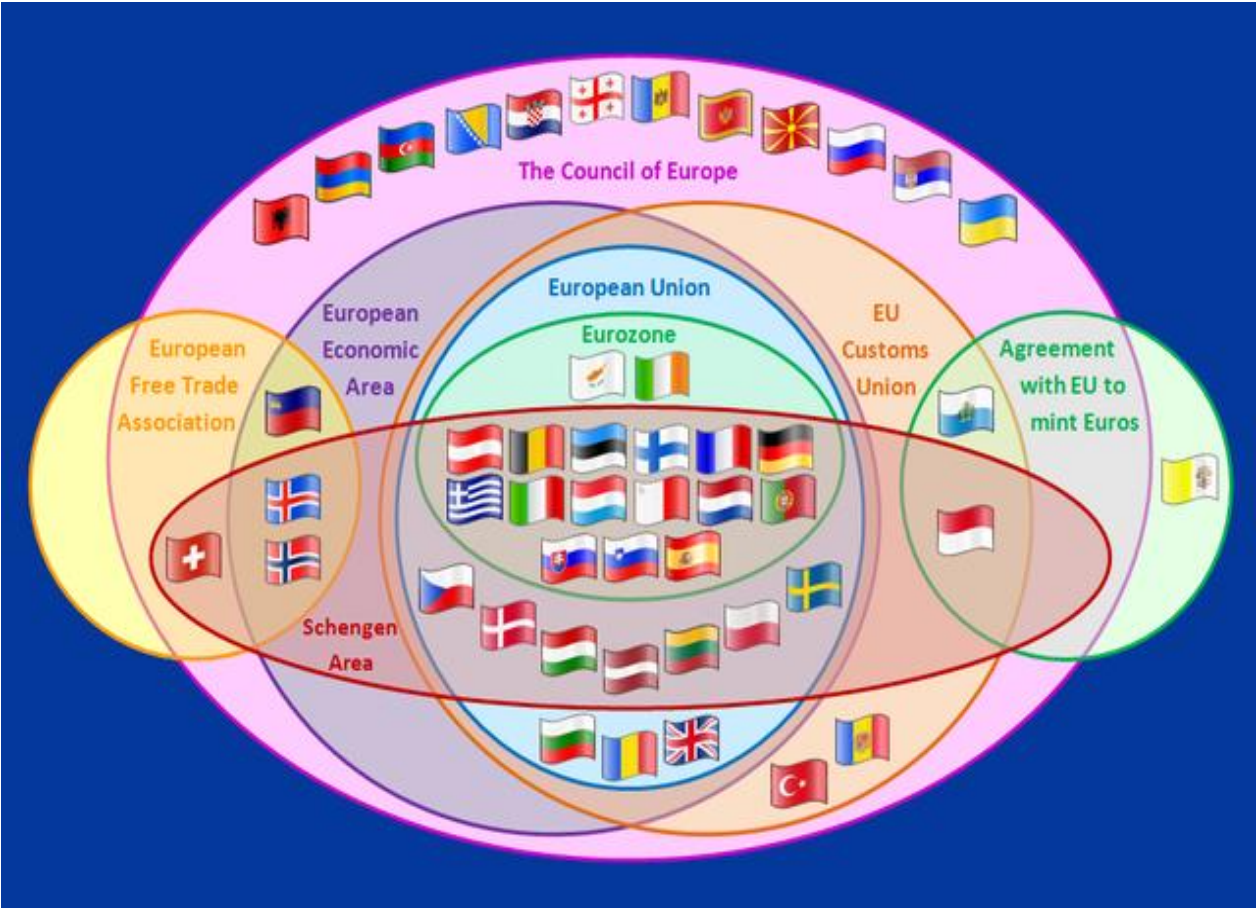
*You can answer these questions either via e-mail or I can call you when it suits you.*

*Hope to hear from you soon!*

*With best regards,  
Tatiana Flotskaya  
Universitetet I Stavanger*

Appendix D

*EU, EEA & EFTA Countries*



Appendix E

Table E.1

*I Feel that My Employer Values Me and the Job I Do*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	6.7	6.7	6.7
	Neither agree or disagree	1	6.7	6.7	13.3
	Agree	3	20.0	20.0	33.3
	Strongly agree	10	66.7	66.7	100.0
	Total	15	100.0	100.0	

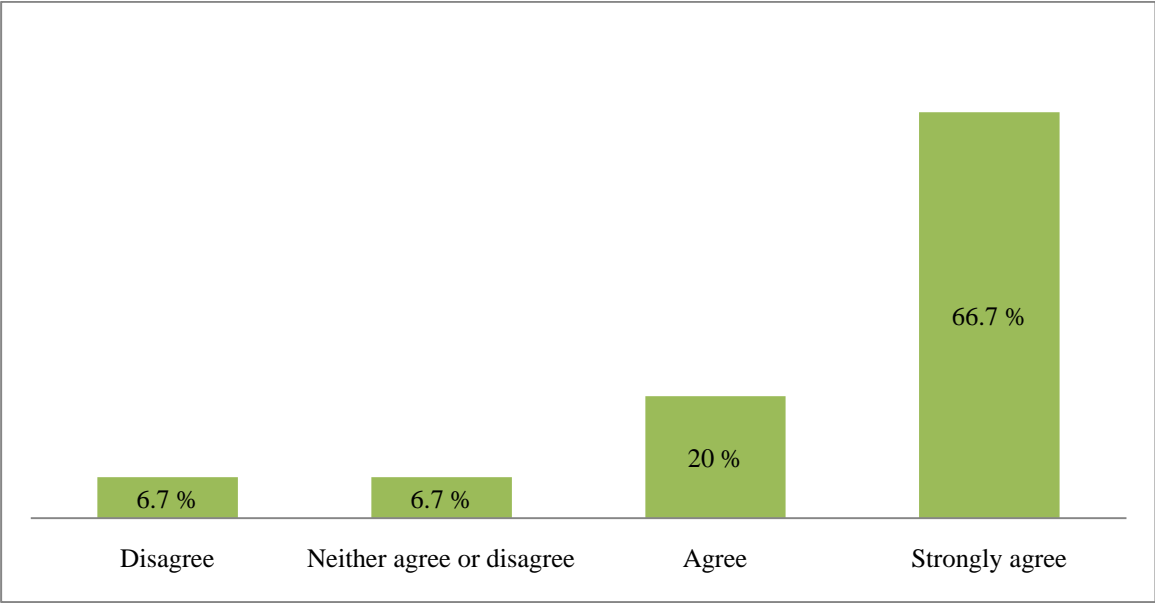


Figure E. 1: Respondents agreement with the statement “I feel that my employer values me and the job I do”



Table E.2

*I Feel Like an Important Part of My Workplace*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	6.7	6.7	6.7
	Agree	3	20.0	20.0	26.7
	Strongly agree	11	73.3	73.3	100.0
	Total	15	100.0	100.0	

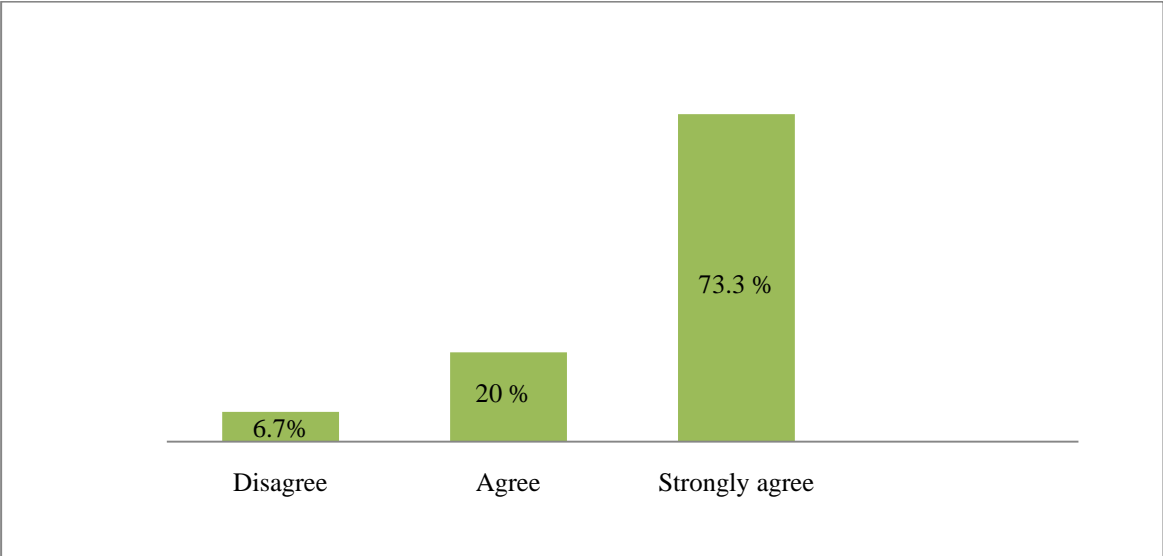
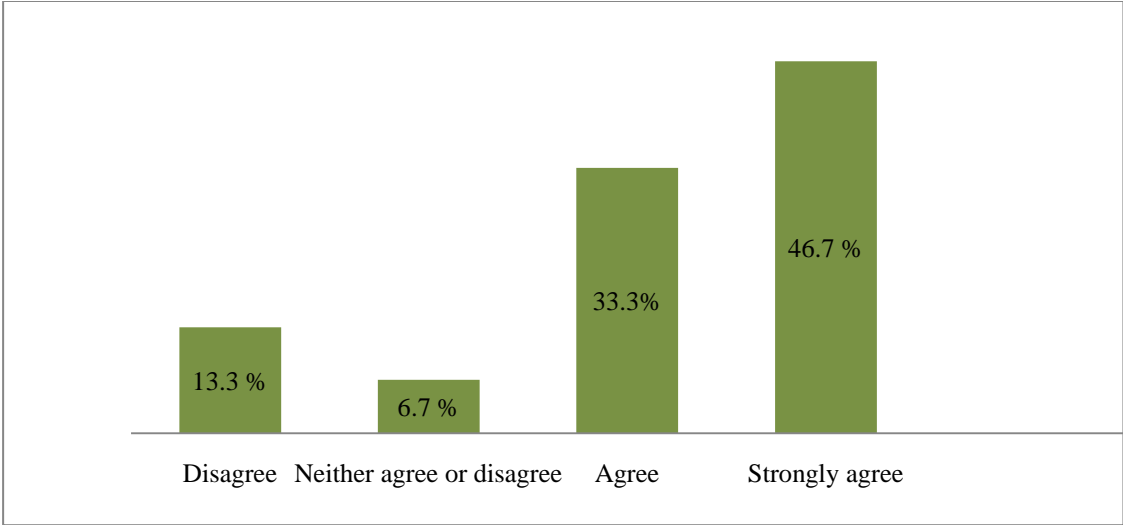


Figure E. 2: Respondents agreement with the statement “I feel like an important part of my workplace”

Table E. 3

*I, as a Foreign-born Resident, Feel as an Equal Member of Society*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	13.3	13.3	13.3
	Neither agree or disagree	1	6.7	6.7	20.0
	Agree	5	33.3	33.3	53.3
	Strongly agree	7	46.7	46.7	100.0
Total		15	100.0	100.0	

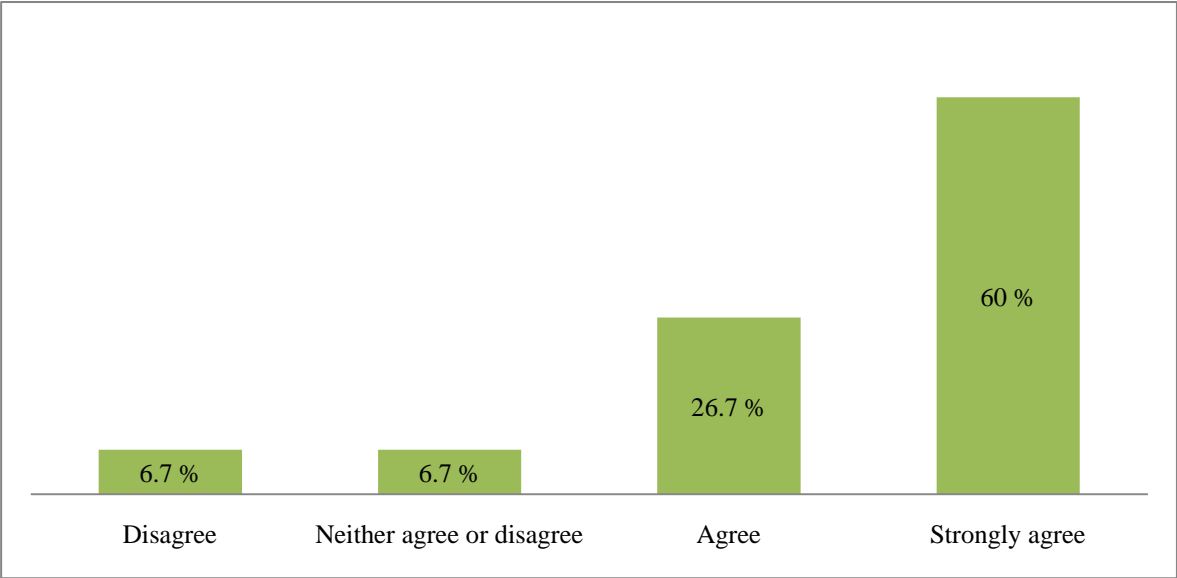


*Figure E. 3:* Respondents agreement with the statement “I, as a foreign-born resident, feel as an equal member of society”

Table E. 4

*I See Opportunities for My Future Career Growth within the Hospitality Industry*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	6.7	6.7	6.7
	Neither agree or disagree	1	6.7	6.7	13.3
	Agree	4	26.7	26.7	40.0
	Strongly agree	9	60.0	60.0	100.0
Total		15	100.0	100.0	

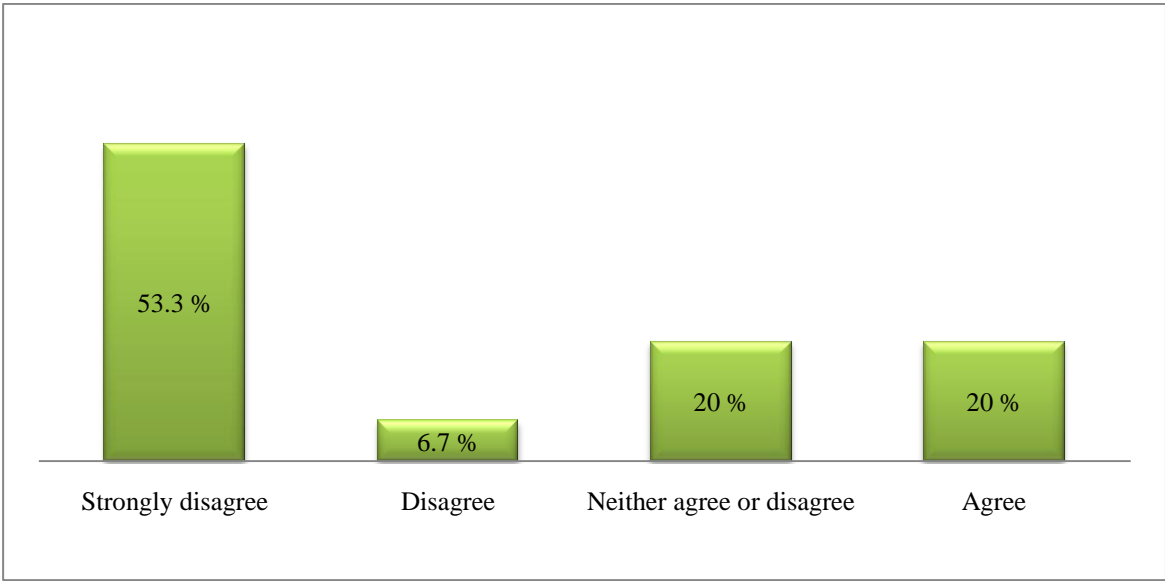


*Figure E. 4: Respondents agreement with the statement “I see opportunities for my future career growth within the hospitality industry”*

Table E. 5

*I, as a Foreign-born Resident, Experienced Difficulties in the Form of Time and Effort During the Process of Gaining Access to the Position I Hold Now*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	53.3	53.3	53.3
	Disagree	1	6.7	6.7	60.0
	Neither agree or disagree	3	20.0	20.0	80.0
	Agree	3	20.0	20.0	100.0
Total		15	100.0	100.0	



*Figure E. 5:* Respondents agreement with the statement “I, as a foreign born resident, experienced difficulties in the form of time and effort during the process of gaining access to the position I hold now”

Table E. 6

*Hospitality Industry in Norway is Experiencing a Shortage of Skilled Labor. Recruiters' Point of View*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2.7	2.8	2.8
	Neither agree or disagree	6	8.1	8.3	11.1
	Agree	36	48.6	50.0	61.1
	Strongly agree	28	37.8	38.9	100.0
	Total	72	97.3	100.0	
Missing	System	2	2.7		
Total		74	100.0		

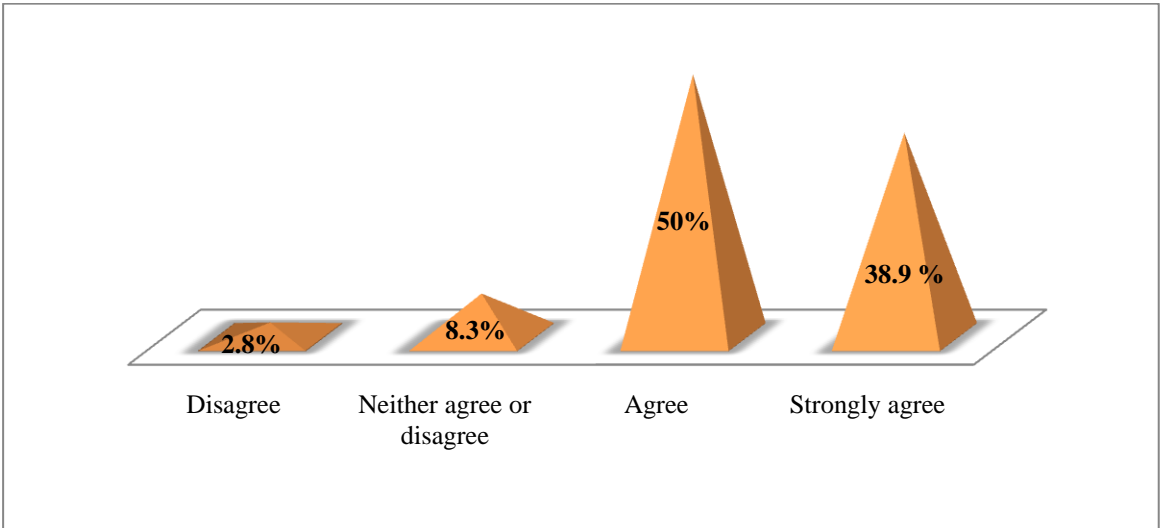


Figure E. 6: Respondents agreement with the statement “Hospitality industry in Norway is experiencing a shortage of skilled labor”

Table E. 7

*I Seek Diversity and Inclusiveness of Different Cultures as I Understand it's Potential Benefits for the Hotel's Future. Recruiters' Point of View*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	2.7	2.8	2.8
	Disagree	4	5.4	5.6	8.3
	Neither agree or disagree	22	29.7	30.6	38.9
	Agree	29	39.2	40.3	79.2
	Strongly agree	15	20.3	20.8	100.0
	Total	72	97.3	100.0	
Missing	System	2	2.7		
Total		74	100.0		

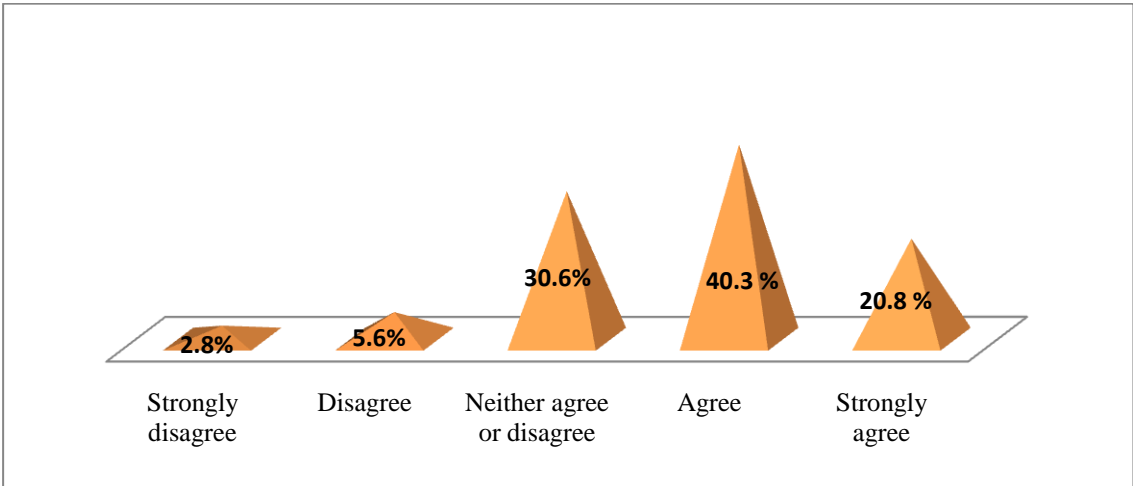
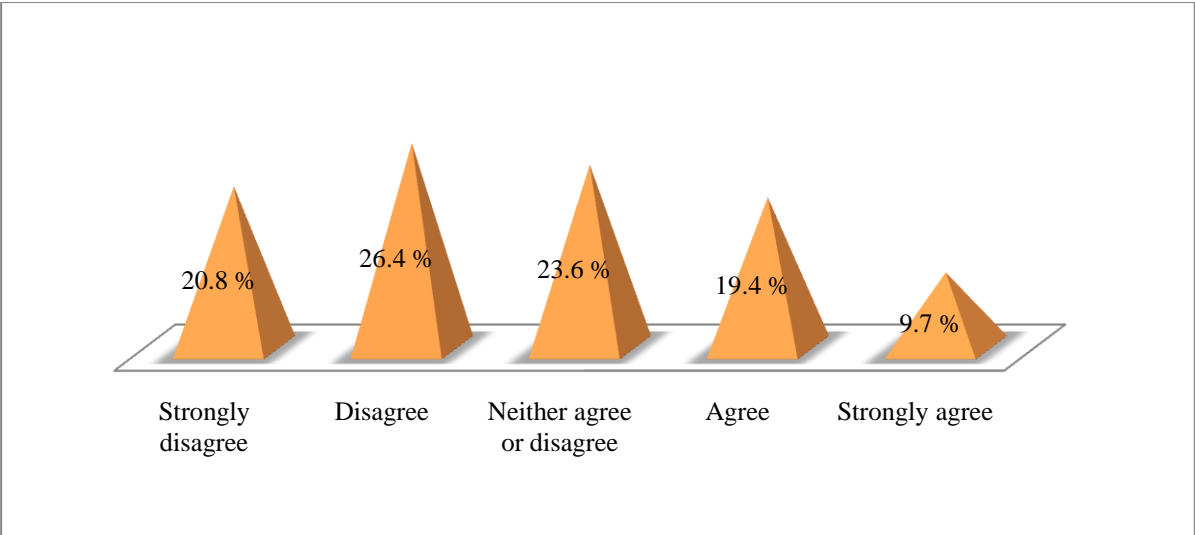


Figure E.7: Respondents agreement with the statement I seek diversity and inclusiveness of different cultures as I understand it's potential benefits for the hotel's future

Table E. 8

*As an Employer, I Give Preference to Candidates with Working Experience from Norway rather than Other Countries*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	15	20.3	20.8	20.8
	Disagree	19	25.7	26.4	47.2
	Neither agree or disagree	17	23.0	23.6	70.8
	Agree	14	18.9	19.4	90.3
	Strongly agree	7	9.5	9.7	100.0
	Total		72	97.3	100.0
Missing	System	2	2.7		
Total		74	100.0		

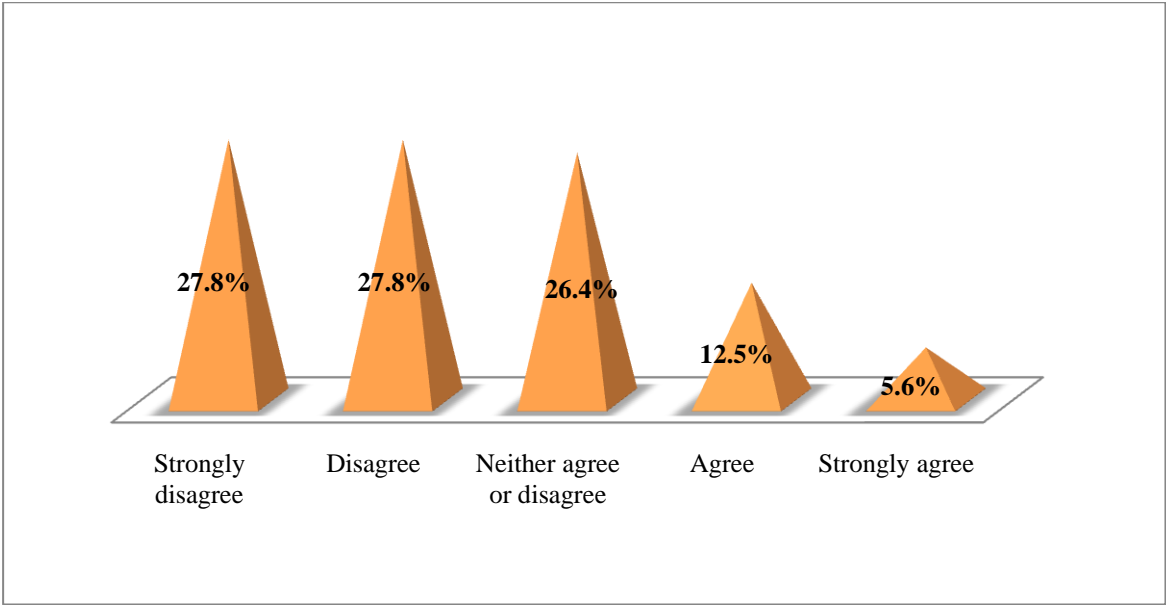


*Figure E. 8: As an employer, I give preference to candidates with working experience from Norway rather than other countries*

Table E. 9

*As an Employer, I Give Preference to Employees with a Degree Received at Educational Establishment in Norway rather than Other Countries*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	27.0	27.8	27.8
	Disagree	20	27.0	27.8	55.6
	Neither agree or disagree	19	25.7	26.4	81.9
	Agree	9	12.2	12.5	94.4
	Strongly agree	4	5.4	5.6	100.0
	Total		72	97.3	100.0
Missing	Sytem	2	2.7		
Total		74	100.0		



*Figure E. 9: As an employer, I give preference to employees with a degree received at educational establishment in Norway rather than other countries*