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TITLE:

-A study that examines Safety Culture, Risk Management and Safety Management in Hospitality Industry

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-A study that examines Safety Culture, Risk Management and Safety Management in Hospitality Industry

Chapter 1

Introduction

Safety is an important part of our lives. It refers to the feeling of being safe from internal and external factors. Internal factors refer to safe practices, quality of food and services, and psychological aspects that support safe behaviour. External factors refer to safety procedures, policies and standards of hotel. At organizational level safety is a behaviour related perception. According to Oakes (2009) safety standard is different for every situation, it depends on what is expected and what is acceptable.

1.1 History and background

Management of safety protects us from many dangerous situations. Hospitality industry is a part of service industry. Hotels, lodges and restaurants are the main parts of hospitality industry. Hospitality industry is a very old industry. Man has been fond of traveling since thousands of years. One popular reason for traveling was trade. In ancient times people used to provide these services (accommodation) to travellers. Then guest houses and inns were constructed, which provided food and accommodation to the traders and travellers. Now world has become a global village due to the fast ways of transportation. Hospitality industry is flourishing and providing outstanding facilities to its guest. Due to internet it has become easy to book rooms online now

a day. Many offers according to the affordability are available and shown with details of facilities.

With all these comforts, some risks are also associated with hospitality industry. In recent years hospitality industry is under many risks or threats. Terrorism attacks in hotels and salmonella infection which reach guests through food and water are famous example from past years. Marriott hotel Islamabad bombing in September 2008 is the worst incident. 54 people were killed and 266 got injured in the result of terrorism attack. Marriott hotel was the most prestigious hotel of that area at that time. One recent incident happened in Lahore, in May 2018 fire broke out in a banquet hall of Pearl Continental hotel. Pearl Continental hotel is the largest five-star hotel chain in Pakistan. The work of welding was being done at the time when the banquet caught fire. Fire spread rapidly and was controlled by fire fighters. Property got damaged, but luckily no injury or loss of life was reported.

1.2 Problem statement and research question

Safety in hospitality industry has become a big issue in present time. Accidents, fire incidents, terrorism attacks and food poisoning are commonly seen threats for hotel safety in recent years. Many research studies in hospitality industry are available that focus on safety issues. But most of these researches target post incident consequences. There are hardly any studies available that helps the industry to control risk in advance before an accident happen.

This thesis will help management of hotels to understand that which are the factors that have influence on safety culture of their hotel, and which elements are critical during safety management; and how they can manage the risk before an incident happen.

This thesis focus on the safety of hospitality industry in Pakistan. There are two main research questions for this thesis, which are following: whether safety culture, safety management and risk management are related or connected to each other or not? And do these variables (safety

culture, safety management and risk management) support each other or not? I have tried to answer these questions by examining hotel managers perceptions about the main concepts (safety culture, safety management and risk management) of this thesis.

Past incidents motivated me to write my thesis on safety of hospitality industry. Most of the previous literature that emphasis on safety in hospitality industry are more focused on post-accident researches. The aim of this thesis research is to provide detailed knowledge to evaluate and handle risky situation before an incident happen.

1.3 Introductions of main topics (safety culture, safety management and risk management)

Safety culture is not a new phrase. The term of "safety culture" was first used in 1986 by the International Nuclear Safety Advisory Group (INSAG) in a report about Chernobyl nuclear power plant disaster (Edwards, Davey, & Armstrong, 2013).

Various definitions of safety culture are presented in literature. Lee (1996) (as cited in (Guldenmund, 2000)) said that the safety culture of an organization is "the product of individual and group values, attitudes, perceptions, competencies and patterns of behaviour that determine the commitment to and the style and proficiency of an organization's health and safety management" (p.228). It presents that safety culture is a product of organizational culture. Ostrom, Wilhelmsen, and Kaplan (1993) (as cited in (Guldenmund, 2000)) described safety culture as "the concept that the organization's beliefs and attitudes, manifested in actions, policies and procedures, affect its safety performance" (p.228). According to Cox and Cox (1991) (as cited in (Guldenmund, 2000)) safety "cultures reflect the attitudes, beliefs, perceptions, and values that employees share in relation to safety" (p.228). Safety culture studies establish that disasters happen when policies and procedures of organization are disrupted, and safety issues are overlooked.

Safety management process is an ongoing process intended to manage safety at workplace. At a specific time (monthly or yearly) meeting is held. Usually top management and security personnel take decisions and develop strategies about how to manage safety at workplace. At operational level safety department implement the plans to manage safety and so that operations take place according to policies and procedures of hotel. Different types of safety trainings are a part of safety management process. Management support and worker involvement are considered the most effective factors of safety management (DeJoy, 2005).

Sorensen (2002) mentioned in the literature about safety management that there is an agreement among researchers that employee attitudes towards safety make a difference. However, the mechanism is unclear that how attitudes or safety culture have influence on safety of operations (Sorensen, 2002) (p.203).

Risk management tend to be a continuous process. This process involves all the employees of hotel and specially the safety department. According to Hubbard (2009) risk management deals with identifying, assessing and prioritizing the risk; and a cost-effective use of resources to minimize, monitor and control the likelihood of risk and its bad impacts (p.46). Identification of potential risk is a difficult step, with the involvement and participation of all employees the probability of risk identification increases. Once a risk is identified then it is assessed that how critical is it and if there are two risks identified at same time then it is examined that which one is more crucial and need immediate action. Then actions are taken to control the situation before an accident happen.

In this study employee involvement in safety evaluation process and their views about safety and safe operations are discussed. However, the influence of safety management and risk management on safety culture are parts of this thesis.

Due to the advancement and several accidents in hotel industry in recent years plenty of research has been done on how to manage critical situation (Chen, 2011; Henderson, 2005; Jurowski, 2010; Roughton & Crutchfield, 2013). But these researches are limited to the management of situation after accident happened (Roni, 2011). There is a need for research to find out how to manage risk in hotel industry before an incident happen. These both concepts safety management and risk management need to be taken positively and should be discussed with employees to find out the best practice, rather than dealing it as an evil force which cannot be handled in advance. In this study these all points are considered.

Consequences of an incidents are always costly. After every incident a team is formed to evaluate the situation and to find out possible reasons and solve it so that the same situation would never happen again in organization. Hotel has to bear the consequences for instance, financial loss, bad reputation and negative impact on hotel image. Both hotels that took part in this research take full responsibility of employee in case of any accident at work. The medical treatment in case of injury and financial allowance are given to the affected person. From formation of team till solution a huge amount of money and resources is used. So, it is always better for hotel or any organization to take care of safety and security in advance.

Safe environment improves productivity of employees. They don't need to worry about work related risk and unsafe situation. In most cases accidents does not happen due to drastic changes. Instead a usual reason behind many accidents is carelessness, avoiding safe practices and unavailability of adequate equipment.

Safety management and risk management involve understanding and managing risk and ensure safety. Minimized level of involved risk increase employee satisfaction and it leads to employee loyalty towards organization. Same is the case with customer. Safe environment increases the level of satisfaction that direct to customer loyalty.

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1.4 Introduction to thesis chapters

The very next chapter is literature review, which present the main variables safety culture, safety management and risk management with the help of previous literature and theory. research model is presented, and links or variables are revealed with the support of previous studies.

Chapter three discuss the methodology used in this research. Qualitative research approach is adopted. Semi-structured interview technique is used for the purpose of data collection. Seven stages of interview by Brinkman and Kvale (2015) are used as a design. These stages includes: thematizing; designing; interviewing; transcribing; analysing; verifying and reporting (Brinkman & Kvale, 2015).

Chapter four highlight the empirical findings of this research. results of both hotels are presented separately. Findings are divided according to background, safety culture, safety management and risk management.

Whereas chapter five demonstrate brief discussion about the findings and observations. These discussions are the same sequence as followed in findings chapter.

Finally, chapter 6 present the conclusion of this thesis, contributions for industry and literature and recommendation for future research.

Chapter 2

Literature Review

Short summary

This chapter introduce three variables (safety culture, safety management and risk management) of this thesis with the help of literature and theory. Safety culture has become a popular topic in present time. Since safety issues are increasing in hospitality industry, it has become significant to focus on safety and security. Safety management start with top management and cover whole organization to improve safety. However, risk management start with risk evaluation and preventive actions are taken to handle the risk.

2.1 Introduction

Safety is a state of being protected from risk, harm and dangers. It is very important to understand the nature of risk involved in a job to manage safety. Without understand the nature risk it is not possible to control or fix it.

When we talk about hospitality industry there are many risks involved. Basically, hospitality industry deal with human beings. So, the focus of management is on safety of guests and employees. For human beings' safety is something that protect us from physical harm.

Management of safety is a difficult task. For the reason that it is very hard to control or change human behaviour. There are many elements that influence employee's behaviour for instance, norms, beliefs and attitudes. These elements are considerable within an organization to manage safety.

Safety has become top-of-the-mind matter for management in hotel industry to ensure guest and employee safety. Lack of sufficient attention towards safety from management can cause critical safety issues, injuries and hazardous situations. Companies are taking serious actions to manage safety and risk. Ignorance towards safety can be dangerous for society and might lead company towards increased cost.

2.2 Safety culture

Safety is a complicated topic. Safety culture refers that sufficient attention is always given to safety issues in the organization. Development of safety culture is very interesting. This journey start with the management when they address safety issues, continues with employees who learn that how to complete their task safely. Employees learn from management, co-workers, and safety rules and regulations of company. They start following the rules and processes which are not only safe for them but also for company and other employees.

Numerous definitions of safety culture are available in literature. Roughton and Crutchfield (2013) stated that it is very important to agree on a definition of safety to improve safety culture.

Available definition of safety in dictionary include:

Definition 1: "The condition of being safe; freedom from danger, risk, or injury." (Safety, n.d.)

Definition 2: "The state of being safe from the risk of experiencing or causing injury, danger, or loss." (Safety, n.d.)

Definition 3: "The concept that the organization's beliefs and attitudes, manifested in actions, policies and procedures, affect its safety performance." (Ostrom et al., 1993)

Definition 4: "The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies and patterns of behaviour that determine the

commitment to and the style and proficiency of an organization's health and safety management." (Lee, 1996)

First two definitions are for safety and last two definitions are for safety culture. In all these definitions beliefs, attitudes, perceptions and behaviours are highlighted as instruments of safety culture. Here beliefs refer to the level of trust towards something that does not have a proof for its truth, attitude refer to mental and emotional unit that characterise a person, perceptions refer to knowledge and awareness about anything, and behaviours refer to the actions of individual.

According to The U.K. Health and Safety Commission organizations that have positive safety culture are indicated by: positive communication based on mutual trust; common perception (agreement) about importance of safety: and confidence on protective actions.

Here the most important elements about safety culture are values, attitudes, beliefs, and behaviour. All these elements are also a part of organizational culture. Safety culture is a product of organizational culture. Employees must understand that whatever they do in organization it should be in favour of organization and employees. They learn to put common interest of employees and whole organization before their own interest. They cannot repeat actions that are not safe for organization and co-workers. From safety training, procedures and rules they learn about the practices which are safe for organization, colleagues and themselves.

Communication is an important component of safety culture. Accurate, honest and to the point communication between management and employee decrease the probability of misunderstandings. Right type and amount of communication also reduces the chances of risky situation that can occur as a result of miscommunication. Every nation has different communication style whether it is verbal or not verbal communication. Same is the case with language and communication. There are various interpretations of common words. People are

very hospitable here. Communication is considered a good gesture. Sometimes communication put people in difficulty. For example, if two people are talking and one has to finish conversation soon. If he says it straight it might be considered rude.

Roughton and Crutchfield (2013) said that the progress and feasibility of safety culture in a work environment demands a multi-disciplinary approach that involves understanding the work settings, safety perceptions, consent, safety management systems, human error performance, communications, etc (p.3). Multi-disciplinary approach is also needed to manage safety and identify risk. All the risks within industry are not same.

DeJoy (2005), A R Hale, Guldenmund, Loenhout, and Oh (2010) and (Nielsen, 2014) stated that the framework for safety culture in available literature regarding safety research is underdeveloped yet. A lot of work need to be done in this area.

Safety culture deal with safety issues in an organization and it has close connection with management and supervisory system inside the organization. The main emphasize of safety culture is on employees of the organization, their behaviour that how they handle critical situations. Blazsin and Guldenmund (2015) stated that perception of organization's safety culture and its connection with safety in field worker's mind is unclear. So basically, safety culture is the concept that has link with upper management.

As safety culture is a part of organizational culture, it is essential to understand organizational culture. Organizational culture is a specific culture that exist within an organization. Schein (2012) described organizational culture as "a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration; that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems". However Choudhry, Fang, and Mohamed (2007) said that organizational culture is

collaboration among organization and individuals. The behaviour might be change through mutual understanding and interaction (Choudhry et al., 2007). Whereas Williams, Dobson, and Walters (1989) presented organizational culture replicates shared behaviour, beliefs, attitudes and values.

Organizational culture is considered a part of safety culture. For this purpose the understanding of the concept organizational culture is significant. Guldenmund (2000) said that in spite of the fact that organizational culture play an important role in success or failure of an organization; still it seems like there is no clear agreement that describe organizational culture.

G Hofstede (2000) stated that organizational culture is understood as the business of top management. Top management basically focus on task and goals of organization. Cooper Ph. D (2000) says that organizational culture is the product of many goal-oriented interactions among people, jobs and the organizations.

However, employee behaviour is a critical part for both organizational culture and safety culture. Choudhry, Fang, and Mohamed (2006) explained that organizational culture is the cooperation between organization and individuals; however, employee's behaviour might change due to common interest, understanding and cooperation. Langford, Rowlinson, and Sawacha (2000) said that when employees believe that management is concerned about their safety then they become more willing and cooperative to practices that improve safety.

Andrew R Hale (2000) has enlisted the important elements for good safety culture that includes: importance to safety; involvement of employees at all levels; role of safety staff; the caring trust; openness to communication; brief in safety improvements; and integration of safety into the organization. The above-mentioned element seems like parts of organizational culture.

2.3 Safety management

Safety management is frequently understood as applying a set of rules, measures, regulations, or processes that protect employees from the bad consequences that are a result of unsafe actions, practices, products or services. There are no specific rules for safety management. These are always according to the situation. Rules in one situation may not be applicable in other circumstances. For these reasons it is important to understand the nature of risk first and then take actions accordingly.

Sidorov, Beregovaya, and Khanzhina (2016) described safety management and stated that "by occupational safety management we mean a task-oriented process to identify, establish and maintain such a state of work environment in which there are no possible effects of hazardous and harmful factors, or their influence does not go beyond certain limits".

Since this thesis focus on hospitality industry that why the safety of everyone at hotel is of great importance to protect employees and guests form unforeseen situations. A good safety team is required to work to ensure that people at hotel are not at risk.

Kennedy and Kirwan (1998) said explained that safety management is viewed as detailed and formalized system that control risk and harm; policy, procedures, training, instructions and resources are a part of this system. Sloan (2007) identified four steps of safety management process: (1) identify hazards, (2) develop method to control hazard (3) implement selected method, and (4) monitor results/ make changes.

According to Choudhry et al. (2006) tools for the measurement of safety management system can be safety audit and employee. A significant safety problem related to safety environment, safety management and employee safety behaviour is that these have tendency to get ignored (Choudhry et al., 2006).

Meanwhile hospitality industry is a services based industry that's why behaviour based safety management is of utmost important. DeJoy (2005) stated that behaviour-based safety management is a bottom-up approach and is best seen as a continuous process. Primary attention in safety management is usually given to safety related behaviours which are performed by frontline employees (Krause, Hidley, & Lareau, 1984). After noticing any fault for unsafe practice upper management take preventive action. So, safety management process starts at bottom level.

Financing safety or other decisions has to do with organizational structure. However, according to Sloan (2007) safety management is not involved in financing decisions and it require commitment from top-management.

There are four rules of safety management process: (1) need involvement of line supervisor, (2) has limited involvement of accounting, (3) require top-management commitment, and (4) require feedback from first line and middle-level management for monitoring (Sloan, 2007).

2.4 Risk management

Risk management aims to manage risk before a risky situation occur. Hubbard (2009) stated that risk management identify, assess and prioritize the risk; and economical use of resources to eliminate, monitor and control the chances of unforeseen events. Risk can arise from various sources for example market situation, product/service quality and accidents.

Tragedies due to industrial, natural, technological, or from cautious sources for instance terrorism and crime are unavoidable and its increase in numbers (Perrow, 2008).

Presence of risks cannot be denied but it is possible to manage risks that are constantly present, as in they can be controlled, minimised and mitigated (Roni, 2011). Perrow (2008) further stated that despite the fact we focus on protecting and defending and minimising the damage to people,

but still it's not enough because establishments are not up to it and lean towards avoiding the basic strategy.

Hotel industry has been through hard times in recent years. Uncertain situations for instance; terrorism attacks, food poisoning (salmonella), fire in hotel rooms and management related issues were major issues for hotel industry. Risk management involve financing decisions about safety and it require involvement of top-management (Sloan, 2007). Insurance policies is an example of financial decision.

Sloan (2007) identified five steps of risk management: (1) identify and analyse risk exposure, (2) check most suitable alternative risk management technique, (3) select best suitable technique, (4) implement chosen technique, and (5) monitor results.

Risk management process has four rules: (1) need involvement of top-management, (2) need assistance from accounting department for financing, (3) need top-management commitment (involvement), and (4) need mid-level and top-management for monitoring (Sloan, 2007).
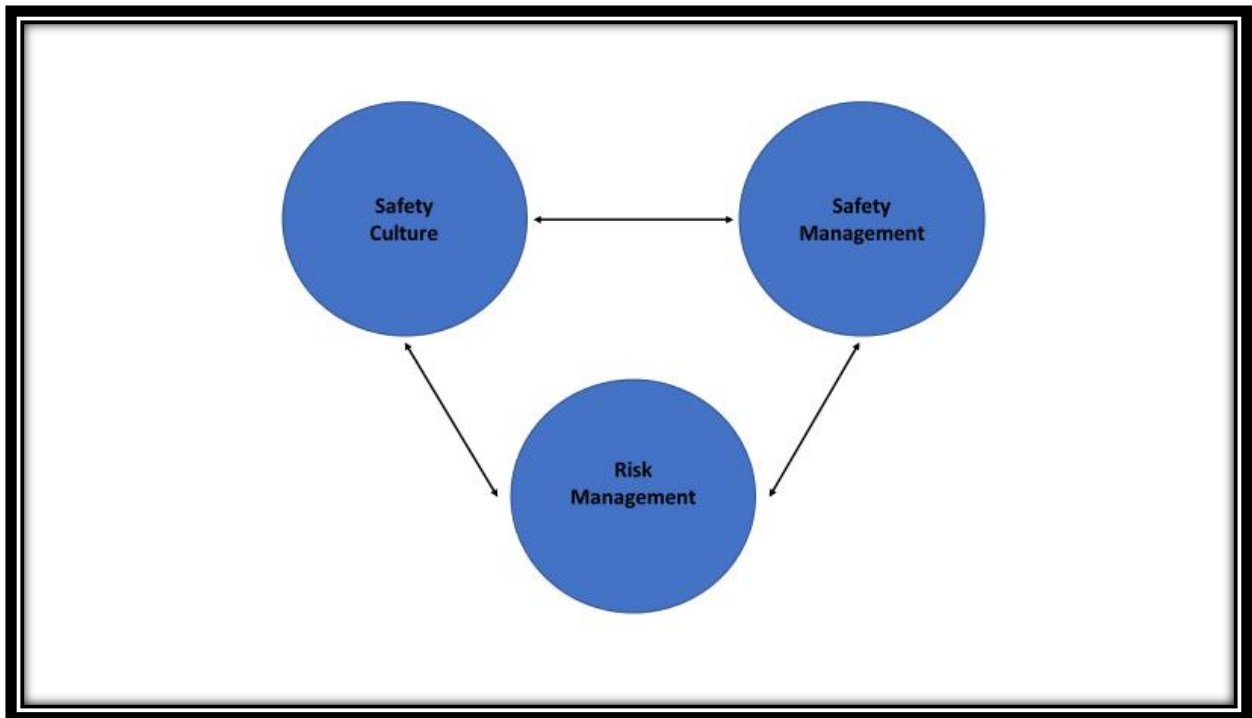
Figure 1: Research Model

The presented model elaborates that safety culture, safety management and risk management are presented are the main variables in this study. Variables are linked to each other and might support each other.

2.5 Safety management and safety culture

Safety management and safety culture has close connection. Because they work together and ensure that process is going smoothly and safely. Håvold (2010); Gordon, Kirwan, and Perrin (2007); Flin, Mearns, O'Connor, and Bryden (2000); and Geert Hofstede (1986) mentioned that safety management has a close link with safety culture and likewise agrees on the point that safety management is a feature of safety culture. Safety management and safety culture works conjointly to achieve safe practice at workplace (Gordon et al., 2007).

According to Gordon et al. (2007) it can be noticed that safety culture and safety management work together to accomplish safe practices within an organization. (Pierre (2013)) mentioned

safety culture as an "informed culture" and made clear that its sophistication can be shown through the management of safety related information.

Gill and Shergill (2004) said that in literature safety management system and safety culture are commonly discussed while explaining high-tech and the area where risk is involved. These both concepts (safety culture and safety management system) are commonly used together because they ensure safety (Gill & Shergill, 2004).

According to IMO International Maritime Organization, safety culture and safety management in ship building industry is ingrained in the professionalism of mariners. Håvold (2010) argued that safety at sea is dependent on the leadership of senior officers working on board and onshore. These arguments present a strong link between safety culture and safety management to implement safety.

2.6 Risk management and safety culture

There is lack of standard definition of risk management in available literature because it is dependent on the type of risk (Roni, 2011). Nonetheless different author revealed different aspects of risk management. Enz and Taylor (2002) declared that safety and security standards are made of two elements that includes physical safety attributes; organizational system and plan to guarantee safety operations.

Rutherford and O'Fallon (2007) stated that at international level risk management plan might involve examining cost and decide whether to close down depending on market research that illustrates that occupancy will not strong enough. Van der Smissen (1990) said that although it is not possible to minimize the potential suits; but the risk management plan can support to recognise, document, and minimise potential risk; and it may diminish the chance of being sued. Pierre (2013) claimed that a competent risk management must not start only after the assessment of an accident rather it should be started at the point where there is a possibility to avoid the

critical situation and accident can be avoided. It shows that risk management has clear concern with safety culture of an organization. Even the whole risk management process consider safety at every step. Risk management process does not involve the forecast of uncertain situation, comparatively it involves the process of evaluation and seeing the possible results, and ensure that action plan is working and adequately fixing the conditions as an unpredicted condition appear (Doody, 2009).

2.7 Safety management and risk management

Safety management and risk management are alike disciplines. Their main goal is to reduce loss (Sloan, 2007). Head and Horn (1997) (as cited in (Sloan, 2007)) described loss as "an unintentional mishap that does not stem from the organization's intentional act" (p.2). There are many kinds of losses that can happen in hospitality industry. For example: waste of resources, damage of property and injuries. One important difference between safety management and risk management is that risk management finance the loss whereas safety management does not finance loss (Sloan, 2007). The main work of safety management and risk management is similar. Safety is connected to risk, the factors that affect risk should be understood (Lann, 2017). The processes for safety management and risk management are similar to some extent. That's why safety management and risk management are somehow related to each other.

Chapter 3

Methodology

Short summary

Interview as a research technique empowers the researcher to explore the explanations through the verbal and nonverbal expressions of interviewee. The aim of this chapter is to discuss the methodology used to explore the main topics through selected questions and finally answer the main research questions.

3.1 Research approach

The overall decision about the selection of research approach is based on two factors: the topic of research and main research questions. Research questions are the most important part of research. Research questions determine the type of research. Gelling (2015) stated that research question leads the research. The research question for this study is, the variables safety culture, safety management and risk management are inter-related to each other and support each other. There are many research approaches that are suitable for every research work according to its nature. Nunkoo, Hall, and Ladsawut (2017) enlisted four methods that consist of (1) qualitative; (2) quantitative; (3) mixed method; and (4) conceptual.

Qualitative research method is used for this thesis research. According to Gelling (2015) qualitative research method is commonly used method for data collection, which enables a researcher to gather and analyse data with subjects or participants. Qualitative data is subjective and provide every single detail about the topic.

According to Bricki and Green (2007) qualitative research method is distinguished by its objective which helps to understand social life from different angles. Qualitative method helps

to explore and study the research topic deeply. Opinions and suggestions from participants help to find hidden aspects of the topic. This method also assists to identify and explore the new trends in the industry. Qualitative research support to understand the emotions and attitudes of participants towards social issues or research topic. It also brings to light the possible strategic directions for instance the potential communication directions. Questions of interview help to explore the main subject area of research. The opinions and suggestions given by the participants helps to gain the in-depth knowledge.

The reason behind the selection of qualitative research method is the nature of study. More specifically the exploratory approach is adopted to examine the main research question that how safety culture, safety management and risk management are inter-related to each other or how they support each other in hospitality industry. Exploratory research aims to respond to the research question in the form of subjective and detailed answer.

Step by step technique is suitable for the exploratory research because it helps to introduce main topics and refine them to construct a research design (Bechhofer & Paterson, 2012). It is very important to adopt a suitable design. Research design works like a bridge between the initial questions and findings. Therefore, it is desirable to have a research design before starting the process of data collection.

Brinkman and Kvale (2015) have proposed seven stages of interview investigation which includes: thematizing; designing; interviewing; transcribing; analysing; verifying and reporting. For this research study these seven stages from Brinkman and Kvale (2015) are used as research design.

3.2. Thematizing

This step starts before the actual interview. The purpose of research is established at this stage and the main concepts and topics are described (Brinkman & Kvale, 2015). Thematising stage is divided into steps. Firstly, explain and specify the reason of conducting the study; secondly:

obtain the maximum knowledge of the main topic that will help to understand which area of topic may be investigated further, and finally adopt the most relevant technique for research.

The main purpose of this study and the description of topics and concepts (of safety culture, safety management and risk management) are discussed in previous chapter. After thematizing planning process for the whole study start.

3.3. Designing

Designing refer to whole planning process of interview and make sure that everything is going according to the plan. It includes gathering the intended knowledge and highlight the moral findings of the study (Brinkman & Kvale, 2015). Now the question is how this intended knowledge will be gathered? For this purpose, an interview is prepared, and the most suitable questions are selected that create ground to explore what is supposed to be explored. These questions for interview are a blend of different types of questions for instance introductory questions, follow up questions, direct and indirect questions, problem solving questions, specifying questions. In design phase it is ensured that the interview should enable researcher to reach the conclusion. It is very important to select most suitable sample population. Sample size is also decided after preparing interview guide. Lack of research design might involve researcher in never ending research process.

Subsequently after designing of study, next step is to prepare a guideline for interview.

3.3.1. Questions for interview

According to Agee (2009) an accurate selection of questions for an interview is very important because a poorly designed set of question might create problems for researcher at every level of research process. Unclear or bad wording of question has tendency to waste participant's time as well as researcher's time and might lead the research to wrong direction (Gelling, 2015).

26 number of questions are used in this research study, which are taken from previous literature or self-constructed according to main research questions and variables. Only a few questions require a little explanation from researcher in order to keep the research on track and to get the most relevant and clear answers. Other than that, all the questions are clear enough for almost all the participants.

Preparation of guideline is a time taking process. It requires adequate attention so that only those questions are selected which are helpful to answer the main research questions afterwards. When guideline is prepared, next step is to conduct interviews.

3.4. Interviewing

According to Brinkman and Kvale (2015) interviews are conducted based on prepared guideline in a suitable way to get the desired knowledge through observing interview situation. Interview that contained 26 questions was prepared for this research study. Only the interview guide (that contained the main concepts of thesis) and the letter from thesis supervisor was sent to the respondents in advance.

There are three types of interviews: structured, semi-structured and unstructured interviews (Bricki & Green, 2007). Structured interview is formal and organized but participants are not interrupted during the interview even if they switch from main topic. Unstructured interview is very informal; for instance, participants are asked to tell about their views through a story. There are no such prepared questions. Semi-structured interview is more suitable for social science and special for exploratory research work. Question are prepared which helps the research to focus on the relevant topic. For this thesis research semi-structured interview technique is used for the data collection. Questions were prepared in advance that helped to focus on main topic.

Initially a short description of topics of research study and explanation about recording of interview is given to participant. This demonstration helps to make the interview situation a bit

relaxed and harmonious. Meanwhile researcher prepare report, behave nicely to the participant, dress formally, use most appropriate words, keep eye-contact and keep recording device ready. All these points were considered and followed carefully to get the best and honest responses from the respondents.

The Semi structured interview is an old technique and is suitable when it is pre-decided that interview will be about some specific incident; researchers collect information from direct source and secondary sources for instance newspaper and media to design interview to find further links by interviewing the people responsible of or involved in that specific situation or incident (Bechhofer & Paterson, 2012). In our case focus interview is the most relevant technique. Interviews were conducted in a formal way. Sample population for this research study consist of 8 managers from 2 different hotels in Lahore. The reason for specifically choosing managers of hotel is that they have experience in hospitality industry and have insight in our main research area. And only managers know all the details about safety, security, risk, safety culture, organizational culture in their industry at higher level. Both hotels are very famous and have positive reputation. All the managers were very cooperative during interviews.

Kvale (2008) recommended following key points for successful interview: good quality sound recorder; explain the unclear questions; display question that subject can easily understand; listen attentively the answer and the way it is said; consider the voice, pauses, sigh because it might be due to the importance and sensitivity of that topic; follow up the main topic with another question; avoid unnecessary talk during interview; pay attention to the style of question, and its positive or negative influences; be aware of verbal and written language differences; consider when new perception comes up during the interview recording; and avoid too personal or critical questions. All these steps are taken seriously in this study. Every single detail of interview is recorded. Verbal and non-verbal communication of respondents including facial expressions was noted down.

Next step after conducting interviews is coding and preparation of material for analysis. Coding is a long process.

3.5. Transcribing

Brinkman and Kvale (2015) said that transcribing refers to assembling the collected data and prepare it for analysis, usually this comprise writing down the recorded interview. Each and every single detail of the whole interview is written down and then coded. Data was divided into small sections. A code was assigned to each question. Now at this stage it is easy to find answers of main research questions in objective style.

Reliability testing of interview is also a part of transcribing stage. According to Gelling (2015) it is essential to validate the qualitative research so that reader can trust the research method and the results of study. Reliability and validity is discussed in details in section 3.7. Sale (2008); Ryan-Nicholls and Will (2009); and Adeline Cooney (2011) expressed that unluckily validity of scientific rigour in qualitative research is repeatedly denied in published researches and its findings. Validity and reliability helps the research and its findings to be trustworthy for the reader. Once transcribing is complete, data is ready for analysis.

3.6. Analysing

The decision about the selection of appropriate method of analysis for interview depend on several factors that include: purpose of study; topic; and nature of interview material (Brinkman & Kvale, 2015). The researcher's struggle towards avoiding biased behaviour when there are various illustrations of the text and selecting only relevant illustration according to the main research question make the research work appealing. During coding written material is categorised. There are various categories for coding of material. For example: taken from previous literature, linked to research question and acquired from data. All three categories are used for coding process. Questions are very straightforward and linked to four main variable of

the study safety culture, safety management and risk management. Empirical findings are presented in chapter four. However complete analysis of data is presented in chapter five.

As soon as analysis of data is complete, verification is done. At this point it is inspected that research analyse what was expected to be analysed.

3.7. Verifying

According to Brinkman and Kvale (2015) verifying stage determine the generalizability, reliability, and validity of results; where reliability presents the level that how logical the findings are and the research study examined what was planned and supposed to be examined. Reliability, validity and researcher's position is very important that is required to be discussed in detail.

After verifying stage, reliability and validity is checked which is connected to the trustworthiness of data and research.

3.7.1 Reliability

Reliability refers to the fact that if the same research is conducted again then the findings will be more or less same. I tempted to minimize the risk of double interpretation by explaining difficult questions. A few participants preferred to answer the question in Urdu language instead of English language. Later I translated the answers to English. The reason is that I wanted clear answer whether in Urdu or English. It is also an informal way of answering, which presents that participants are comfortable and not under any pressure. Another important detail is that before interview the managers asked me to read their document regarding safety and security that they follow. Those documents helped me to understand the broader picture about what they believe and practice in actual work routine. I also the work environment of the hotels because I got a chance to go through different places in the hotels which a guest or visitor never get a chance to explore. For example, kitchen areas, basement where laundry is done. I would say that I am

trying to be transparent and honest during this whole research study so that reader can trust the finding of my thesis research.

3.7.2 Validity

According to Kirk and Miller (1986) validity emphasize on the fact that research must give accurate answers to the questions. The focus is on truth and accuracy of answers of respondents. Now it is very important to understand, what are those things that add value to the validity, reliability and trustworthiness.

Dependability, confirmability, credibility and transferability normally express trustworthiness (Denzin & Lincoln, 1994). Dependability refers to the quality the process of data collection. Confirmability is about the issue that the research presents the accurate viewpoint of respondents. Credibility shows that results are believable. Transferability is related to the degree to which results are generalizable.

Dependability has connection with reliability. It presents that if the same study is repeated by another researcher then results will be same. This is difficult because it is obvious that the interpretations of findings by two researchers will not be same. Each will interpret according to his/her knowledge. I established a chain of evidence with the help of detailed description of the research process.

Confirmability has close connection with objectivity. Objectivity is not really possible in qualitative research. But researcher's own viewpoint should not have impact on research and researcher should adopt non-biased behaviour. As a researcher I have tried to be open about my own dispositions and have tried to clarify my position as a researcher. My dispositions might have impact on the questions I asked and the interpretations I made. This is why I tried to support my arguments with the help of theory. This whole process shows that in the same or similar context we can expect similar findings. Researcher can explain in detail why any

specific approach is chosen. How it is helpful to answer the main researchers? It will present the findings are non-biased from researcher's own view point.

Credibility shows that the final results presents the same thing which was intended to be studied. It is very important and sometimes a little difficult to focus on main research area. Sometimes researcher start finding and studying concepts far away from actual concept and topic. It is helpful to write main area of research and topic on paper and read it every time before start working on research.

Transferability means that the findings of research can be applicable to similar studies or contexts. Another aspect of transferability is that same theory is aplite to similar or different situation then probably the findings will be same. An additional aspect refers that replication of same study will provide the same findings and even their findings will be comparable in the context of time.

3.7.3 Clarifying my position as a researcher

In a qualitative research, researcher's background and experience play an important role in interpretation of data. It also helps reader to understand that how much he/she can rely on the results because her level of understanding about commutation and possible meanings of certain questions might have an impact on results due to biased interpretation. I would like to clarify my position as a researcher and highlight the conditions that might have influence on the answer I got from respondents and how I interpreted them while coding. My former experience is based on my background. I am a privileged citizen of Pakistan. I visited Europe and middle east during my youth at different time periods. Then for my higher education I decided to move to Norway and I spend some years here in different parts of Norway. I studied and work with people from different nationalities. It was a great honour for me. Meanwhile I worked on my previous master's degree thesis with title "The impacts of national culture and organizational culture on

safety culture and safety behaviour in a Norwegian shipping company". That was a good chance to utilize my experience in research. This thesis is the next step because I applied my previous experience current knowledge in hospitality industry which is the main focus of my master's degree. The new thing is that I am focusing on hospitality industry in Pakistan. The reason is that I have lived most of my life here. I know the culture and how things are done here. I tried my level best to understand the most relevant interpretation of interviews. It is not possible to get 100% exact meaning, but I could get the main idea. My national and international academic and work experience equipped me with better understanding during the interpretation. I have tried my level best to avoid biased behaviour towards data, responses, interpretation and off course during the whole research. Because I understand that the trustworthiness of my research is based on fairness of interpretations and findings.

3.8. Reporting

In the reporting stage make sure that these four exercises are performed; (1) the results of study are conveyed, (2) only scientific methods are used in the study, (3) ethical aspects of results are considered and (4) research finding are reliable (Brinkman & Kvale, 2015). All these steps are followed carefully. The results are presented in chapter 4. Scientific research methods for qualitative research are pursued. Ethical aspects of research are taken seriously that includes confidentiality of participants and their identity. It is helpful to get reliable and honest answers from respondents.

Confidentiality and trust is very important for a piece of research. It has apparently two aspects. First aspect is from participants which lead to honest answers, because participants do not have to worry about the reputation of their business and practices. Second aspect is at researcher's end, he/she is bound to keep the details of participants anonymous and present the findings in

an honest, logical and reliable way so that readers can trust the findings. These two aspects are considered and practiced carefully during the whole period of this research.

3.9. Limitations

Gelling (2015) declared qualitative research is a scientific method allow researcher to analyse human experience, social background and then provide better understanding of elements involved in that experience. During the whole data collection period from arrangement to actual interview both positive and negative aspect of human interactions were noticed. I contacted the management of different hotels and conveyed the purpose and area of my research work, presented the letter from my supervisor which also highlights the purpose of my study. For instance, the management of some of hotels was very cooperative and they give importance to time whether it's their or interviewer time. However, from some hotels communication and interaction was not very satisfying. They did not arrange meetings with managers to conduct interviews.

According to Gelling (2015) if arrangements of interview is not done properly then there is a possibility that data will be biased and might have an impact on value of research work. The management of hotels where these interviews were done was very cooperative. They took all the necessary details and sent to managers. And meetings regarding interview took place on given time. Respondents were highly qualified managers. They understood the importance of their responses. And the confirmation about the confidentiality increased their confidence.

During interviews some of the participants preferred to use Urdu language to answer the interview questions instead of English language. I recorded the interviews as it is. Afterwards I translated all those Urdu language parts of interviews in English. I tried my level best to not be biased during translation. Thus, it was easy to complete this task with fairness.

It was time consuming to reach hotels for data collection. Every interview was arranged on a different day according to the availability of managers. However, in the end I had valuable data. It was worth traveling for.

Chapter 4

Empirical Findings

Short summary

This chapter presents the results of this thesis research. After conducting interviews whole data was processed and coded. Now it is in a presentable form. Results from both hotel are presented by mentioning hotel 1 and hotel 2. Variable names (safety culture, safety management and risk management) are also mentioned to make it easy to understand.

4.1 Introduction

The empirical findings are presented in a thematic and logical way to make it easy for the reader to understand. This way it become easy for reader to differentiate and compare the results of both hotels. The main research questions are that if safety culture, safety management and risk management are related to one another. And if they support each other or not. The main focus of research is on hospitality industry.

For the purpose of data collection 8 managers participated in this research. These participants work at two different hotels. These hotels are located in the city centre of Lahore. Both are medium size of hotels with restaurants, conference rooms and banquet halls. These hotels are not a part of chain. Their managerial structure is also same. So, it can be said that these two hotels are competitors.

4.2 Background

4.2.1 Hotel 1

Hotel 1 has more than one hundred years of history and has a unique position is market due to its Mughal traditional style with combination of modern comfort. Prime location in the city centre increase its strength. Variety of different types of rooms with wide range of services, restaurants, banquet halls and conference rooms are available. Leisure facilities for example, gym, coffee shop, tuck shop, sauna, steam rooms, swimming pool and hairdressing saloon services are also offered. All kind of events are managed with specialized services depending on customer requirement for example special theme decoration, cinematography, music and etc.

Four participants from hotel 1 are at managerial positions; (1) Head of human resources department, (2) Head of finance department, (3) Head of security department, and (4) Head of housekeeping department. They have been working within hospitality industry for 3 to10 years. All of them are male.

4.2.2 Hotel 2

Hotel two also has more than hundred years of history. Its style and architecture present a blend of old and new and has lively memories from history. This hotel has the honour of hosting most famous personalities from national history of Pakistan. Hotel has wide range of rooms with different services, banquet halls, meeting rooms, conference rooms, bakery, restaurants, swimming pool and other leisure facilities are available. small to big events are managed with service like photography, wedding cakes and music.

The participants from hotel 2 are also working at managerial positions; (1) Head of human resources department, (2) Supervisor of supplies and supportive staff; (3) Head of finance

department, and (4) Head of security department. They are working within hospitality industry since 3 to 7 years. Only one manager is female and the rest of three are male.

4.3 Safety culture

4.3.1 Hotel 1

Safety culture is very formal at hotel. Employees behaviour and attitude towards safety is very positive. They are willing to learn about doing things safely. Their perceptions about their own and others safety are clear. Employees understand that why management is strict about safety culture. However organizational culture is flexible. Time allocation is moderately flexible at hotel. Communication flow from top-to-bottom. General manager gives instructions to all the department heads. And managers work accordingly. Usually deadlines are not given to department heads instead it depends on the nature of project. That presents that every department has different time to complete their task. Managers have independence and they take their time to complete task. For instance, if HR manager have to conduct interviews to hire new people then he plans his time in a different way and finance manager has different time plan to issue finance to any projects because he need to follow the formal procedure. However, head of security department said that his duty is different. Most of the times he has to take immediate actions. All the managers work independently after taking instruction from general manager. I also noted that all employees were working in a free environment. There was no apparent element of stress. Safety culture has two aspects. First one is internal environment which is controllable and second is outside forces which is mixed (controllable and uncontrollable). At department level managers are taking responsibility to ensure that employees are following safe practices and management determine employee behaviour towards safety. And they are actually working on it to ensure the safety of employees and

guests. The way participants talk about safety presents that how seriously safety is taken. For example: "Safety first. Safety is the most important" (Head of human resources department).

To ensure and safe practices certain things are done. Safety equipment are provided to employees and checked regularly. Fire, safety and first aid trainings are given to employees to prepare them for any unforeseen situation in advance. Employee attitude towards safety is positive. They take part in safety training sessions and are willing to learn new techniques. Security department provide training sessions. Duration of training is one hour which is repeated every month. Other type of trainings is given to employees on the basis of their department. Accidents are always reported and that is helpful in future. According to managers hardly any accident happens in the hotel. "We don't have much of accidents because we do follow a lot of precautionary rules and all the safety manuals" (Head of human resources department).

Record of accidents and near misses is very helpful. Because it became easy to understand the nature of safety issue and previous record provide the most suitable and relevant solutions. "Yes, accidents and near misses are always reported. During investigation, previous record is helpful" (Head of Finance department).

Head of safety department is responsible for the overall safety of hotel and safety trainings. Head of finance department and supervisor of supplies and supportive staff said that they are usually in direct contact with other department heads. Whereas head of human resources said he interact with whole organization and also new applicants because recruitment and hiring new employees is also a part of his duty. On the other hand, head of security department said that he provides training to all the employees of hotel, so he is regularly in contact with all of them and specially with general manager and all heads of departments. It shows that upper management is always in contact and united on their decisions.

There is a question in interview that, "If you could change one aspect of the way you interact with other functions, what would that be and please tell the reason?" and most of the respondents said that the common desirable change in interaction is focus more on the main topic. They want to focus on main topic. It shows that when they interact with other employees then usually they have long discussions and they might distract from main topic. And as managers they have more responsibilities on their shoulders and they want to utilize their time in a better way. From cultural aspect it is easy to understand. Every country has different culture and people usually behave according to their culture. Pakistani people are friendly and willing to communicate and discuss things in detail. This is a typical example of communication related cultural aspect that managers strictly want to focus on task related details during discussions, but other factors are creating disturbance probably. There is another reason that maybe managers are conscious about safety that's why they want to communicate to the point in order to avoid misunderstandings and miscommunications. However, head of finance manager want to change the whole management process. "I am in contact with whole finance department plus other departments for financial matters. I would like to change management process" (Head of Finance department).

There are no visible factors that show rise in safety issues due to management process. At this point I would like to mention two aspects of safety culture at hotel 1 from my observation. At the main gate all the cars that were entering the hotel were being checked properly to protect hotel property, employees and guests because terrorism attacks are not a rare thing in Pakistan. External aspect of safety culture is to protect employees and guests from outside forces. High security at main gates of hotels ensure safety of people at hotel. "Safety and security of guests and employees is the basic need and first priority of the hotel" (Head of security department).

Security department is working at its best to protect hotel from external threats. And if we talk about internal aspect then I would like to share my observation that in parking area I noticed

that frozen meat (without packaging or wrapper) was laying on floor. We all know that floor in parking area is not clean even if it looks clean. Probably meat was being transported at that time. But it should not be placed on floor without containers. Germs can easily transfer from floor to meat. And most probably they were going to prepare dishes with this meat and serve to guests.

4.3.2 Hotel 2

At hotel 2 top management is united and in contact. General manager provides directions to heads of departments regarding targets and projects. Department heads are responsible for their whole department. According to all managers time allocation for the completion of task is fine, which presents that they are given specific time period to finish any task. It shows that organizational culture is moderately flexible, and employees have freedom.

"Time allocation is good. Usually deadlines are daily or monthly basis" (Head of human resources department). It means their tasks are checked at given time and they have less independence in terms of time. However, safety culture is quite strict. Employee behaviour towards following safety rules is positive. All the necessary safety equipment is provided to employees and checked regularly. All the managers said that safety training is provided to employees but about duration of safety training everyone said something different. For example: "Safety training is provided for some hours in a week" (Head of security department). And "Duration of safety training is three to four days in a month" (Head of human resources department).

Whereas the remaining two managers said that safety training duration depends on department. Different answer about safety trainings presents that maybe they don't have safety trainings. This thing highlights two further points. First, maybe they don't have safety trainings which is

understandable. Second, maybe they are trying to cover it with false statement. Probably in their routine they follow this rule to get things done.

"Only incidents of employees on duty are reported" (Head of human resources department). Other managers also said that all the incidents and accidents at work are always reported which are helpful in future. General manager, security department head and security team are responsible for safety and security. Department heads are in regular contact with general manager and with other department heads and also employees of their own departments. But security department head is in contact specially with whole organization. "I am in contact with all personnel because during training we interact with them. And specially with the heads of department and general manager" (Head of security department).

As an answer of the question, ". If you could change one aspect of the way you interact with other functions, what would that be and please tell the reason?" participants notified that they wish to stick to the task and its details.

"Safety is very important, and we do not compromise on safety and security" (Head of security department). Again, this aspect of communication and interaction is about safety and culture. According to national culture it is understandable that long discussions and communications are taking place. Managers are conscious for safety and want to avoid long communications to avoid misunderstandings that might cause serious safety issues.

Here two aspects of safety culture at hotel 2 are important. Security and car checking at main gate of hotel was good. So, the security department is assuring safety of hotel from external factors. However, I also got a chance to walk through basement to reach the heads of different department. In the basement they had kitchen and laundry. Kitchen was fairly clean. But laundry (bedsheets) was kept in corridors. The corridors were very dirty. It means germs could easily transfer to laundry and reach hotel rooms and dining tables (through table covers and

napkins). This angle of hotel management showed that safety culture in this hotel is not very good.

4.4 Safety management

4.4.1 Hotel 1

Safety management process is very informal at hotel 1, it involves all personnel and management has safety security manuals according to HR manager. Whereas other three managers mentioned that it is very formal process. Hotel has safety certificates. Hazard identification and safety evaluation is done on the basis of safety checks, safety manuals and safety rehearsals. "Safety management process is very formal at the hotel we have safety certificates. Through safety rehearsals we ensure and keep our surrounding ready to handle any incidents. We keep in mind all aspects while deciding about safety, but we never compromise on safety" (Head of security department).

Safety management is done in a systematic way. Hotel 1 follow HACCP (Hazard Analysis and Critical Control Points). While making safety decisions all factors including resources, demand, news/media coverage are considered but the management of hotel never compromise on safety. Only HR manager mentioned that an incident happened recently in kitchen. "The guy who was cooking, opened the pressure cooker while steam was still there. So, it was his mistake and he admitted it. But he was burnt/ injured and immediately sent to hospital for treatment. The whole incident was discussed between the department heads and general managers and they changed all the pressure cookers and now new pressure cooker can only be opened when there is no steam inside" (Head of human resources department).

This incident is helpful to control any related incident in future. HR manager also stated that fire in kitchen is also a common thing and they have equipment to control it immediately. Since

safety management is a system that need approval from line supervisor immediately when an accident happens.

However, for monitoring safety issues safety management seek approval from line management and middle management. for instance, line management in case of fire in kitchen is head chef and middle management include security department head.

4.4.2 Hotel 2

Safety management process is formal at hotel. Hotel 2 also follow HACCP (Hazard Analysis and Critical Control Points). Safety certificates, operational work safety and policies are used for this process. Safety evaluation is done through training and checking at individual level and through standards and checks. Managers identify and evaluate safety issues at department level to ensure safety. "I evaluate safety at my level by assuring to provide good quality products at good price" (Supplies and supportive staff supervisor).

There are many factors that have impact on decisions about safety. Mainly resources are considered while making safety decisions, but all the equipment are according to law. Only HR manager mentioned an incident of fire that started in one of electricity generators. "It usually happens because as a result of regular electricity load shedding. We use electricity generators and when there is more load sometimes they start fire. Normally it is manageable fire and security team manage it otherwise we call fire fighters immediately" (Head of human resources department).

Incidents are discussed always but for electricity generators they don't have other solution for electricity generators. Their experience is always helpful for future incidents. According to managers fire in electricity generators is common at their hotel. But it is very critical issue.

According to management sometimes they need to call fire fighters to control the fire. In this case, line management is making decisions with help of safety department. There is no strategy to control this safety issue in long run.

4.5 Risk management

4.5.1 Hotel 1

Risk management basically identify and analyse risk exposure. Main risk involved in hotel are related to business risk, financial risk, fire and product quality. To deal with these risks training is provided to staff and always quality equipment are provided to employees.

"It's basically business risk, hotel risk and kitchen risk involved in this industry. People at kitchen are mostly at risk. We deal with it through training." (Head of housekeeping department).

All the human resources personnel and engineering & security department is involved in risk management process at the hotel. For the risk identification specifically, the engineering and security department is responsible but anyone who notice anything strange is liable to identify risk immediately and inform management about it.

"Engineering and security department identify and evaluate risk. Alarm system indicated risk." (Head of security department). Methods used for risk evaluation are studies & situations, alarm system and management reports that identify the level of risk. Overall risk management is done by security department but at department level all the heads of departments follow policies and procedures to manage risk to identify risk exposures.

"We don't have much of risk. We are not in such industry where risk is involved. We have very few risk factors. As I told you its only in kitchen." (Head of human resources department).

Since finance department and top management is involved in risk management. That's why hotel 1 has already invested in risk management and changed all equipment that could cause risk. For monitoring risk management need support from top and middle management. but basically, issue arise at production level.

4.5.2 Hotel 2

Main risks in hotel 2 are quality of services, food and product price. Management handle these risks with the help of trained staff that take care of all these possible risk factors.

"There are three types of risk involved in my daily work. First is internal quality of services, second is wastage of equipment and third is food" (Head of human resources department).

Risk management process involve all the employees at the organization and department heads. Risk identification related to safety is done by security staff and at department level head is responsible for it.

"Quality is standard to check risk" (Supplies and supportive staff supervisor). Quality, performance, relevant documents, alarm system are used as methods to evaluate risk. Whereas security department take care of overall risk management process. Fire in electricity generators is a big risk. since financing the safety decision is also a part of risk management. There is a possibility the hotel has ensured assets to trigger this risk. Because apparently there is no such long-term solution or other option to generate electricity at large scale.

Chapter 5

Discussion

Short summary

This chapter presents the analysis of this research work. All the variables are presented in the light of previous literature and findings are compared to check if the results are similar or different. The logical analysis of results is also done to presents that if results are according to logic or not. This whole process will help readers to understand that the results of this study are logical, and theory support the results.

5.1 Safety culture

Safety culture is a part of organizational culture. I would like to discuss about both (safety culture and organizational culture) and analyse them together.

Culture is a vast area. It takes time, patience and efforts from leadership to develop a culture within an organization. With the passage of time everyone starts following organizational culture. All new employees learn from the seniors that how things are done within the organization. Every organization has a different culture. Some are very strict and always work according to rules and regulations which are stated in their official documents. However other organizations are not that strict about it.

Respondents from both hotels that took part in this research have same structure. Time allocation for any task in hotel 1 is flexible whereas at hotel 2 is seems they have time schedule. It is totally fine to have time schedule to keep things working on time.

Enough equipment provided to employees in both hotels. Checking of all the equipment is done on regular basis. But towards safety training respondents did not answer same. Which presents that their behaviour about the safety training is not same.

On the one hand hotel 1 is more serious about safety training and on the other hand hotel 2 maybe do not even have safety training at all. Different opinions about duration of safety training displays a lot about it. One interpretation is that they do not have safety training that is why they are not sure about the duration of safety training and its details. However, another interpretation is that maybe the employees of hotel 2 tell a lie to handle situation and to get their work done. This is a dark side of their organizational culture. This behaviour and attitude is not good for safety probably because their perceptions about safety are not clear.

If we focus on how they interact with each other and what positive change they want to bring when they are interacting with other employees in organizations. Participants from both hotels mentioned that they want to focus on the main topic of discussion. It establishes that in both organizations there are communication issues. It can be understood that if an employee has finished his tasks he might be interested in chit chat, but it does not mean that other employee also has free time. Pakistani culture is different as compared to Norwegian culture, and it is considered slightly rude to say such things directly like as stick to the topic. And specially the participants are managers, so they have big responsibilities. Our all participants are at managerial posts and at same hierarchical levels.

According to Martin (2002) organizations are split into subgroups like as geography, departments and hierarchical levels (Martin, 2002). All these factors are involved and are working behind the behaviour of participants. Schein (2004) enlisted all above-mentioned elements as part of organizational culture. Employee perceptions and behaviour about communication can have a bad impact on safety. Misunderstand or miscommunication can cause serious safety issues.

According to Schein (2004) organizational culture might be studied as a dynamic phenomenon that 'surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behaviour, and a set of structures, routines, rules, and norms that guide and constrain behaviour'.

As already mentioned safety culture is a part of organizational culture. In case of both hotels they take it very seriously because most of the participants said safety is most important and it exist for their own and guest's protection (safety). It presents that they are working at these hotels for years and understand that their safety is taken as first priority. Their behaviour, attitudes and perceptions are developed accordingly. These findings are confirmed by previous literature. Lee (1996) explained that, "The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies and patterns of behaviour that determine the commitment to and the style and proficiency of an organization's health and safety management." Here values, attitudes, perceptions, competencies and patterns of behaviour are most important. Because they decide about the actions of employees. For instance, to what extent employees will take health and safety of the organization actively. Although there is doubt on safety training that probably there is no safety training in hotel two. Except for that all the rules and procedures are being followed for example incidents reporting, rapid action take place and investigation is started immediately to find out reasons and make sure that such incident never happens again. Each member think that they are responsible at their department level to maintain safety.

5.2 Safety management

Safety management is different than safety culture. safety culture focus on believes, attitudes, faith and behaviour. instead safety management is a process that identify safety issues, evaluate them, check possible methods to solve them and monitor results.

Safety management process is very formal at both hotels. Main security department, all department heads and general manager take part in this process. For the evaluation of safety almost every participant answered differently. Some safety said they have security checks, some said they follow and regulations, some said they have security certificates. Basically, safety department is responsible for evaluation and maintenance of safety and security. All the accidents and near misses are always reported in both hotels. There is less probability of accidents or incidents in hotel industry. Fire is the main element that cause accidents. For the overall safety security head and is team is responsible. This is understandable for safety from outside factors or threats.

Only two participants (one from each hotel) highlighted incidents of fire in kitchen and electricity generators. Fire is an important element that should be in focus during safety management process. But I did not notice any fire extinguishers in office areas of both hotels. So as per my understanding they have these equipment's but kept in security department. Absence of fire extinguishers in office areas is already a question on safety management.

Safety management is an ongoing process, it never stops. Usually line manager and middle manager (specifically head of security department) make immediate decisions after identification of safety hazards. With every new incident a team is formed to find out the reasons, prepare report, look at alternative strategies, select suitable strategy and implement. Then a meeting between the head of all departments and general manager take place. For example, they change the equipment. According to the managers they have already changed the specific cooking equipment that could harm people who are in the kitchen.

This way management will understand that at which point things are going wrong. Where they need to place proper containers to stop the practice of putting eatables on floor directly without

containers and even without bags. Compromise on guest's safety shows a weak aspect of safety culture.

All employees are involved in safety management process because risk management is basically a bottom up approach. Employees help and support management to evaluate safety and give best suggestions to improve it. Safety team is always working to improve safety which presents that safety management is a continuous process at both hotels.

According to DeJoy (2005) safety management that is based on behaviour, is an expansion of behaviour modification and works best when it is an on-going process. Safety management (based on behaviour) is participatory and individuals (in organization) cooperate to finish the program (DeJoy, 2005). These statements confirm above discussion about safety management.

5.3 Risk management

The main risks in hospitality industry are related to business, finance, fire and product quality. Risk management and safety management are almost same processes. Unlike safety management, financing the decisions is a part of risk management. Management of both hotels mentioned that they follow HACCP (Hazard Analysis and Critical Control Points) that is about food safety, physical hazards and much more. It minimizes the probability of risk and lead it to safe level.

Participants mentioned that they use safety manuals, certificates and procedures to identify risk. Which confirms that risk management is done properly through process in both hotels. While we talk about the risky situation I would like to discuss about control function. Risk management is studied as a control function that target to continue a risky process within safe boundaries (Rasmussen, 1997). It means that the process will continue, risk is still there but since safe practice are being followed so risk is under control. Here safe boundaries refer to the preparation to tackle the situation before risk appear. Availability of equipment to handle fire,

and safe practices according to manuals are examples of these boundaries. I am pretty sure that in kitchen where fire starts usually they have fire extinguishers. Otherwise there is no other way to control fire on time.

In risk management line employees help to identify risk. security department is mainly involved in this process. The important thing here is that all the personnel of both hotels is aware of their boundaries and they follow them. Accordingly, if anybody notice a risk element they immediately inform management. This is a positive practice. They know how to evaluate risk. They follow risk evaluation process. Mainly the security department evaluate risk but at individual level all the employees are willing to take part in this process. Security department identify risk, evaluate possible solution, select the most suitable solution, implement and monitor results. For monitoring they need approval from top management.

According to Rasmussen (1997) the best suitable approach to improve risk management is to identify boundaries regarding safe operations; make these boundaries clear to employees and give them a chance to learn about these boundaries. Boundaries in this research refer to the duties regarding risk management. Participants mentioned that all employees are aware that if they notice any issue that might create risky situation then they are responsible to inform management. Generally, all the employees and specifically the safety management team evaluate risk.

Risk management is studied as a control function that target to continue a risky process within safe boundaries (Rasmussen, 1997). Risk management is not same for every situation. It varies according to circumstances. "Studies of risk management must be based on a categorisation of hazard sources according to their control requirements" (Rasmussen, 1997). Hazard source mentioned by the participants in hospitality industry is about fire. Fire in kitchen area of hotel or in electricity generators and can spread very fast. Here the safety department has the control

over this or similar situation. They already have experience with this kind of incidents. They know the alternative strategies. When new incident happen they immediately evaluate relevant strategies and select suitable one. Finance department support the decision by providing funds. Results are monitored. And next time process again starts with identification of risk exposures.

5.4 Answer to the main research question

The main research questions for this study is that if safety culture, safety management and risk management are related to each other. And if they support each other or not. Though this whole study I have tried to explore whether all the variables safety culture, safety management and risk management are interlinked to each other or not.

Safety culture is a part of organizational culture. The main elements attitude, beliefs, faith, behaviour and perceptions are same between organizational culture and safety culture. However organizational culture supports all these elements to achieve organizational goals. Whereas safety culture supports all these elements to ensure safety practice that increase the safety of workplace. Safety management is a process that identify and mitigate safety issues. And risk management identify risk exposures and minimise its effects and control it. Safety culture is based on psychological aspects that make employees to adopt safe ways doing work. Safety management and risk management both processes control safety and risk. this is why safety management and risk management positive impact on safety culture.

First comes organizational culture that is very specific and different from other organizations. Second is safety culture which directly connected to organizational culture because it exists within the organization. After considering and understanding the safety culture next step is to manage the safety. Safety management is a complete process. After managing safety, the risk management comes. Because it is very important to identify, evaluate and manage potential

risk. This research has shown that all these variables (safety culture, safety management and risk management) are linked to each other and support each other as shown in the main model.

Chapter 6

Conclusion

Short summary

This chapter presents the brief findings of whole thesis research. Theoretical contributions and contributions for industry are discussed. Suggestions for hospitality industry are given to improve safety. Some suggestions for future research are also given in this chapter.

6.1 Introduction

This thesis research focus on hospitality industry. The aim of this research study is to examine safety culture, safety management and risk management. Apparently, all these variables have connection with each other which is already proved by theory. This research investigates their connection and evaluate whether these variables support each other in hospitality industry.

26 questions are added in interviews. Most of the questions are from previous literature and a few questions are self-constructed. Semi structured interviews are conducted for the purpose of data collection. Eight managers from two different hotels (four from each hotel) took part in this research as subjects. Organizational structure and size of both hotels are same.

6.2 Findings

Safety culture work like a background because it develops employee attitude, beliefs, faith, behaviour and perceptions towards safety. Then safety management and risk management both processes support safety culture and trigger safety issues and risk exposures. Previous literature and theory support the findings of this research.

Qualitative research helps to explore hidden aspects of the topic. Opinions and suggestions of participants are helpful to gain knowledge about the latest trends in the relevant industry in relation with the main concept.

Results of this thesis presents that all the variables (safety culture, safety management and risk management) are linked to each other. Moreover, these variables support each other. All these variables work step by step like a process. Questions related to safety management, safety management process, risk evaluation, risk evaluation methods, risk management, interaction, communication, safety decisions and accidents/incidents are used in in questionnaire. Hotel 1 has healthy safety culture because all the managers are concerned about safety. Findings confirm that all the variables (safety culture, safety management and risk management) are somehow linked to each other. Safety culture, safety management and risk management support each other and make a complete process. Since the target of this research is on hospitality industry that's why all the participants are experience managers from hotel.

Management of hotels take safety of guests and employees as their first priority. Safety trainings are provided to employees to decrease the level of risk. employees are also aware of their responsibilities and are eager to take part in risk evaluation. Management, security department and all employees are working to improve safety and manage risk.

6.3 Theoretical contributions

Theory from different resources from different parts of literature have been used in this research to present variables (safety culture, safety management and risk management). Previous literature is also used to demonstrate the links between these variables. Later this whole model was applied in hospitality industry, now this study presents briefly how safety culture, safety management and risk management work together in the setting of hospitality industry.

6.4 Contributions for industry

This thesis focus on preventive actions (before accident) rather than post-accident actions. Precautionary behaviour towards safety while managing safety and risk can help with safety issues in hotels and will be supportive in managing risk or minimizing the level of risk.

Since hotel industry is under many risks such as terrorism, fire and infections through food. Many studies on post-accident management are available in literature. But researches that focus on handling the situation before an incident happen are very rare. This thesis will be helpful for all organizations and specially hotels and their management. It provides in depth details about safety culture, safety management and risk management. The function of each variable and how these works together will guide management to understand their own situation well.

I would suggest that hotels should have a system to monitor the meat, vegetable and eatables from the time when those are being transported to the point when that are being served on tables. This way management will understand that at which point things are going wrong and where they need to place proper containers to stop the practice of putting eatables on floor directly without containers and even without bags.

6.5 Limitations of study

Firstly, the whole sample population is from Pakistan. Participants are from two different hotels. It is difficult to generalize the results and predict about the whole industry existing in the area. Secondly, some of the participants used Urdu language during interviews. Those parts of interviews are translated to English. I have tried my best to neutral. Off course there was difficult to translations. Thirdly, some external factors were also involved. For instance, it was very difficult to collect data at first because the management from different hotels did not cooperate and traveling to reach participants was very time consuming.

6.6 Directions for future research

The current study has focused on safety culture, safety management and risk management. These aspects or areas can help hotels to improve safety and security. At this point we know that how managers deal with safety related issues (according to their answers). This information can be helpful to control their actions to improve.

Behaviour control towards safety can be a further step for researchers to explore. Questions related to behaviour, monitoring performance and communication can be added in interview guide or questionnaire in future.

Another suggestion is that this same study can be implemented to the hospitality industry in another country and results can be compared to evaluate cultural effects on safety.

One more suggestion is that researcher can use the same model from this thesis or some parts of the model and conduct an in-depth research on same or different industry.

One last suggestion for future research is that the communication and interaction style which has great influence of national culture can be a part of research. I thought about adding cultural aspects of communication and interactions in this thesis because these can have an impact on safety for sure. But national culture is a huge topic. This is why I decided not to add it. but in future researches it can be helpful.

6.7 Conclusion

The study depicts a fuller picture of all the variables that include safety culture, safety management and risk management. These variables are well connected in fact are interdependent and work in a process always. It can be said that they develop side by side. Safety culture provides background support and the employees get mentally prepared to follow safe practices only. Safety management identifies safety issues whereas risk management deals

with risk acquaintances. After that, evaluation of all the available methods is done in order to find out the most suitable one among the above-mentioned methods. Later, the selected method is implemented. After the process of implementation, results are monitored. It is needed to mention that the rules for the processes are slightly different. For instance, safety management seeks assurances of the top management whereas top management itself gets involved in risk management. In addition to this, financial privileges are also given to risk management.

According to the news safety issues have become a big concern for hospitality industry. To summarise the whole agenda, I would say that safety culture, safety management and risk management are essential parts of hospitality industry as it not only ensures the safety of employees and guests but also helps to create a better image of the industry. If one of them goes missing, the whole system gets disturbed.

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Appendix

Interview Guideline

I am thankful to you for taking time for this interview regarding the safety culture in hospitality industry. In order to give you understanding of the questions I would like to discuss, I hereby submit the questions.

This master's degree thesis is undertaken at University of Stavanger, Norway. The goal is to study how safety culture affect or ensure safety of hospitality industry. please note that any information associated with specific person or hotel's name will not be disclosed.

Background

1. Please describe briefly your business. (Roni, 2011)

2. For how long have you been working within this industry? (Ashraf, 2016)

3. What is your role/title? (Roni, 2011)

4. Could you please describe your job nature? (Blazsin & Guldenmund, 2015)

5. What do you think are the skills necessary to be a good professional in your line of work? (Blazsin & Gulenmund, 2015)

Safety culture

6. How realistic is the time allocation for completing work projects? (Ashraf, 2016; Glendon & Litherland, 2001)

7. Are enough safety equipment provide to employees and are these equipment checked on regular basis? (self-constructed)

8. Is safety training provided to employees and, if so, how long is the duration of training? (self-constructed)

9. Are the accidents and near misses always reported in this organization? How helpful is the record of accident and near misses to avoid critical situation? (Ashraf, 2016; Håvold, 2007)

10. Who is/are responsible for the overall safety/security at the hotel? (Roni, 2011)

Safety management

11. How formal is the safety management process at the hotel? (Policy, certification, strategy, operational work) (self-constructed)

12. How do you evaluate the safety and security measures? (Roni, 2011)

13. Which factors affects your decisions about choice of safety/security measures? (Resources, demand, news/media coverage) (Roni, 2011)

14. Could you tell me about an incident which has happened recently related to safety management at work, either to yourself or to one of your colleagues? (Blazsin & Gulenmund, 2015)

15. Did you realize that things were not going as they should/something was going wrong? (Blazsin & Gulenmund, 2015)

16. Did you discuss the situation with anyone and have you find out the cause of event? (Blazsin & Gulenmund, 2015)

17. What was done to solve the incident? Did you find this solution sufficient to solve the incident? (self-constructed)

18. Do you think that experience with this even will help you and your team to handle any upcoming event in a better way? (Blazsin & Gulenmund, 2015)

Organizational culture

19. In your daily work, who are the people (=other functions) with whom you're in regular contact? (Blazsin & Gulenmund, 2015)

20. If you could change one aspect of the way you interact with other functions, what would that be and please tell the reason? (frequency, topicality, etc.) (Blazsin & Gulenmund, 2015)

21. According to you, how important is safety within the organization's life and general policy? (Blazsin & Gulenmund, 2015)

Risk management

22. According to you, which are the main risk which you need to take into account in your daily work? (occupational accidents, industrial risk, car accident, etc.) and how do you deal with them? (Blazsin & Gulenmund, 2015)

23. Does the risk management process involve all personnel? In which way? (Roni, 2011)

24. Who is/are responsible to identify and evaluate risk? (Roni, 2011)

25. Which methods/approaches do you have for identifying and evaluating risk? (Roni, 2011)

26. How do you evaluate the overall risk management process at the hotel? (Roni, 2011)