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Leaders perceptions of diversity management: To what extent may a diverse workforce be beneficial or challenging within an organization?

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Abstract

Diversity management is the subject matter of this thesis. The purpose of this study is to gain knowledge and explore leader's perception of diversity management within the oil and gas industry and its consequences to the company as a whole. This paper critically analyses the impact of a diverse workforce within an organization. Diversity covers a wide range of human qualities and attributes, the research in this study is limited towards the required tools needed to manage a diverse workforce, along with benefits and challenges of managing a diverse workforce. Five companies, some based in Norway and some based in the US have been studied to acquire answers towards the questions being asked.

Humans still remain within their related state; religion, cultural background etc. which may lead to diversity being a problem, but if it is managed properly this can lead to increased productivity. Diversity makes our workforce heterogeneous. Employing a diverse workforce is essential for any organization but having the ability to manage a diverse workforce may be a challenge for the management.

A Qualitative research method has been used in order to assemble and analyze the collected data. In order to answer the research question as well as gather relevant information on each company, the researcher conducted one-on-one interviews through skype, video chat.

The overall results show that a diverse workplace has an efficient role in some companies. Although, insufficient guidance may lead to low productivity. Which is why there must be continuous improvements regarding ways to adequately manage a diverse workforce due to the significant and constant changes in the global workforce.

In the conclusion, the overall findings of the thesis are pointed out. The organizations performance is necessary to analyze the overall impact that workforce diversity may have on an organization's overall performance. The research emphasizes on how implying diversity, benefits from promoting organizational commitment, retention and innovation. In addition to how diversity needs a stable and strong support management, along with a continuous dedicated workforce in order to implement diversity in an organization in a sustainable manner.

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Aimee Ryan

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1.0 Introduction

Diversity today may be defined as "a state of being diverse, this includes being different, unalike or various to others". Yukl (2013) mentions how diversity may take form in many different forms, such as race, age, gender, ethnic identity, education, physical appearance, socio-economic levels and even sexual orientation (Yukl, 2013, p.363). During the last few decades, there have been many significant changes in the world that have had an influence on today's workforce. Our societies are becoming multicultural, over all regulations in general are getting looser, and organizations are merging and expanding with other organizations in other countries (Yukl, 2013). The consequence of the changing workforce results in employers transcending towards gender and race when it comes to employment. In general, organizations are being more aware of the importance of recognition towards the value and other characteristics that may have an influence on a company, like backgrounds, disabilities, personality, age and education etc. Investing in a diverse workforce, may be beneficial to an organization depending on the employee performance. Having a diverse workforce may benefit as well as create challenges. Focusing on topics such as the leader's perceptions and understanding of diversity, advantages and disadvantages in relations to diversity, as well as their experience and performance related to diversity in general will provide a better understanding to what extent this may impact an organization.

1.1 Background and motivation

Over the years I have always enjoyed and found it very interesting when meeting people from all over the world and my future drive or dream has been swaying towards working within Human Resources. During the Fall of 2018 we had a course called "Globalization and Diversity management". An interesting yet inspiring subject which made me realize what field my dissertation would be focused on, diversity management. Therefore,

I had at an early stage decided to take the opportunity of my Master Thesis to focus on leaders' perceptions on diversity management and to what extent they perceive this may have an impact within an organization. The past few decades, there has been many significant changes in the world that have had an influence on today's workforce. Our societies are becoming multicultural, over all regulations in general are getting looser and organizations are merging and expanding with other countries. Saxena (2014) argues that a diverse workforce is necessary within today's changing environment, but this may be a challenge to manage. Investing in a diverse workforce, may be beneficial to an organization depending on the employee performance. Reading through published research I noticed having a diverse workforce may benefit as well as create challenges. Which is why diversity management is essential regarding a diverse workforce in how this may impact an organization, effective management on any diverse issues may be handled at an early stage, which could lead to both a beneficial or challenging impact on both the employee and the organization. Curiosity from previous research and our changing society within the twentieth century is why generating a deeper understanding of the phenomenon on leaders' perceptions of diversity management within the oil and gas industry is of interest.

1.2 Information about the companies

Company A is a multinational energy corporation. Located across 16 countries of operations with their headquarters in the USA. With over 11.000 employees that work in a truly integrated way to find and produce oil and natural gas.

Company B is an international industrial service company and one of the world's largest oil field service companies. With their headquarters in the USA and approximately 70.000 employees.

Company C is a smaller company with less than 50 employees, incorporated in 2017. With their headquarters in the USA, they focus on optimizing oil and gas completions worldwide.

Company D is a company located in the USA with less than 1000 employees dedicated to service quality and efficiency regarding logging and experience within the oil and gas industry.

Company E is an oil exploration and development company that focuses on petroleum resources on the Norwegian Continental Shelf. The company is based in Norway with over 1300 employees and their headquarters located in Oslo.

Throughout this study there has been some interesting yet efficient findings regarding diversity management, leadership perceptions and how this impacts different organizations. In total I have conducted 10 interviews, with 10 informants, from 5 different companies. Each individual informant has their own perceptions on diversity and how this impacts their company, even informants within the same company have different thoughts and perceptions on how diversity is managed, which has made this study very interesting.

1.3 Thesis structure

The structure of the thesis will provide an overview of the chapters throughout the thesis. The first chapter includes the introduction and gives the reader an insight into the background to the topic of this thesis. The second chapter will provide a more detailed understanding into the theoretical foundation of the study. In order to grasp an understanding of this thesis, the researcher will provide background information. A brief review on current knowledge on the topic will be given. In addition, the phenomenon of diversity management and diversity is given, alongside related detailed theory regarding a diverse workforce, challenges and beneficial aspects that may be faced in an organization. The third chapter,

Methodology. Key research questions will be answered, and the qualitative research is explained. The fourth chapter will describe the results, along with a qualitative analysis inspired by Graneheim and Lundman (2003) which is also applied in order to analyze the results conducted from the interviews.

1.4 Purpose of the study

The purpose of this study is to gain knowledge and explore leader's perception of diversity management within the oil and gas industry. By acquiring their perceptions on diversity management and to what extent they perceive this may have an impact within an organization. The aim is to get an understanding of leaders' perceptions and answering the following research questions:

(1) What are the leader's perceptions of diversity management within the oil and gas industry?

(2) What are the leader's perceptions of recruitment, training, work ability and employment?

(3) How are the leader's workforce composition (foundation of planning)?

(4) To which extent may a diverse workforce be beneficial within an organization?

(5) To which extent may a diverse workforce be challenging within an organization?

1.5 Social distance

Social distance between distinct nationalities do exist, they tend to remain stable over a long period of time. However, negative feelings could induce that may lead to conflicts within the workplace (Ayub, N., & Jehn, K. A., 2006., p. 183). As a result, leaders may react in a way that is more negative towards to employees that are anticipated to be dissimilar to them than the employees that are similar to themselves. This could be seen as a disadvantage as these reactions could limit the potential of both the employee and the organization itself.

Another study concluded that including more nationalities within an organization would provide more debates, more creativity and an overall variety of information which will lead to increased experience and knowledge (Jehn, Northcraft, & Neale, 1999). However, placing a worker in an organization with distinct nationalities from their own may lead to social distance. Social distance may be referred to as a certain degree of the unwillingness to interact or acknowledge other workers within an organization. This involves the acceptability of difference within social contact (Dyer, Vedlitz, & Worchel, 1989). Due to the fact that people interact and are more comfortable with others similar to themselves. Stated in previous research, people tend to interact and like people easier who are perceived to be similar to themselves and dislike people that are dissimilar to themselves. For instance, two people from Scandinavia may acknowledge themselves as similar and to have a closer and smaller social distance to each other compared to one Scandinavian and a middle eastern person. Therefore, this will imply that the two Scandinavian people will interact more comfortably and willingly as a team whereas; a Scandinavian and a middle eastern person may have more of a social distance as they have different backgrounds and distinct nationalities from another. These social distances tend to remain quite stable over time (Parrillo, & Donoghue, 2005).

Parrillo & Donoghue (2005) updated a survey conducted by Bogardus between 1920 and 1977 that supports the findings from previous research that individuals are more interactive and comfortable with others perceived similar to themselves and maintain a small or closer social distance with them (Parrillo, & Donoghue, 2005). Additionally, social distance could also lead to conflicts within an organization. Managers may react negatively towards workers that are dissimilar to themselves compared to workers that are similar to themselves. As a result, the managers and workers reactions could be limited to the overall potential not only by the worker but also within the whole organization. In addition, negative

behavior could lead to differential organizational socialization, inefficient communication, stereotyping, bias, and overall perceptions of unfairness within the workplace (Sadri & Tran, 2002).

1.6 Stereotypes and prejudice

All individuals hold some stereotypical view of group(s) or other individuals that may be different from themselves. Even individuals that are similar to ourselves, are stereotyped and identified towards similar aspects of our own. Thinking that all individuals belong within a certain group, and are labelled in advance, are stereotypical views. Stereotypical views about you may minimize individual differences that may exists in groups, pre-judging all members of the group(s) (Kaufmann &Kaufmann, 2009, p. 154). Additionally, Prejudice is individual attitudes towards others and judging someone in advance without knowing them, based on aspects on what they look like or which group(s) they belong to, if different from yourself (Mor Barak, 2017, pp.137-138).

2.0 Literature review

The first chapter is based on providing an insight to the background to the topic of this thesis. The literature review will establish the theoretical foundation towards the research question: Leaders perception of diversity management: To what extent may a diverse workforce be beneficial or challenging within an organization? In addition, the phenomenon of diversity management and diversity is given, alongside with related detailed theory and presented literature.

2.1 What influences our perspectives?

As the purpose of the study is to explore leaders' perceptions on diversity management within the oil and gas industry, it is essential that we are aware of what

influences our perspectives of both ourselves and others or regarding the given phenomenon. Throughout this section, perspectives on how we view ourselves and others are interpreted. Viewing personal approaches to perceiving others and an organization are also explained. Throughout the interviews I hypothesize that the informants will acknowledge both their own perceptions alongside with fellow employee perceptions regarding the organization, workforce that are included in.

2.2 Social identity theory

Both in our social and working life our ambition is to perceive ourselves and others in the best possible, appropriate way. Our perceptions of people usually give us trustworthy information regarding both our inner and outer environment. Although we should not be too eager to judge firsthand and be careful not to simplify the reality (Kaufmann & Kaufmann, 2009, p.153). In relation to social identity theory, the leaders were asked to explain their perceptions and to gather detailed responses when conducting the interviews, each informant was given time to reflect and elaborate after each question in order to give their own opinion regarding both themselves and others.

Social identity theory (SIT) developed by Tajfel and Turner (1979) is the most used perspectives regarding an understanding of both personal and social identity, along with describing how individuals view themselves and others (Kaufmann & Kaufmann, 2009, p.153). The concept of the social identity theory is defined "as a part of an individual self-concept which derives from his knowledge of his membership of a social group together with the value and emotional significance attached to that membership" (Tajfel, 1978, p. 63). The theory is based on the identity one describes oneself or others, in relation to the social group(s) one may be a part of. We are only human and noticing the differences between yourself and others is completely natural. In addition, one usually develops a certain relation

with the individual(s) or group(s) that are more similar to our self and distance ourselves to the individual(s) or group(s) that may indicate more of a difference from ourselves. SIT indicates strongly that individuals within subgroups make other individuals act in accordance with other members related within the same group (Tajfel & Turner, 1979). Although these perceptions are often perceived as overemphasis and most likely unreliable, individuals still rely on them (Kaufmann & Kaufmann, 2009, p.154).

Through previous research several authors concluded that diversity may be seen as a source of weakness, and some concluded that it could be seen as a source of strength within an organization (Shaban, 2016, p. 77). Positive impacts of diversity within an organization are usually acknowledged in cognitive events, such as greater innovation, creativity and new overall ideas that employees with different backgrounds may bring to the organization (Shaban, 2016, p. 77). However, as well as positive impacts, diversity may lead to negative impacts. Which are usually acknowledged in conflicting behavior or within affective events which result in a lack of social cohesion, higher staff turnover due to the employees recognized discrepancy and conflicting stereotypes on dissimilar employees (Yuka Fujimoto, Charmine E.J. Härtel, Fara Azmat, 2013). A few studies argue that a diverse workforce may be a disadvantage from low trust, overall stress and low job satisfaction, or communication difficulties (Adler, 1991, p. 21). This may also influence a social distance, which is defined as the overall distance that may be indicated by one person, between themselves and another (Triandis, H. C., & Triandis, L. M., 1962). This may result in a certain degree of unwillingness to gain collaboration with other members in an organization. Diversity may be divided into two general perspectives; being "similarity attraction perspective", people are more comfortable interacting with others that are similar to themselves. Previous research concludes that people usually tend to like other people that are similar to themselves and

dislike those who are dissimilar (Triandis, H. C., & Triandis, L. M., 1962). It is speculated

that similarities make communication easier and leads them to execute tasks or assignments

more efficiently. The "cognitive resource diversity" perspective underlines how a diverse

team would have more of a diverse group in order to draw new ideas or solutions to problems,

which will provide the team to outperform more homogenous teams (Hong & Page, 2004).

2.3 Workforce composition

Workforce composition is generally speaking the foundation of planning, this is the

first step to understanding the complexity of a current workforce. Saxena (2014) states that

acquiring a diverse workforce requires similarities along with differences among the

employees in several terms. Like; age, gender, race, cultural background, physical abilities

and disabilities, religion and sexual orientation. There are no two humans that are alike

(Saxena, 2014, p. 76). A combination of different factors such as level of collaboration,

competencies, practice methods, access to information, resource allocation and organizational

issues are likely to have an overall impact on the workforce composition (Hughes, 2003, p.

608). Humans not only have their similarities and differences when it comes to gender, age,

race, culture, social and psychological attributes but also within their own perspectives and

prejudices (Saxena, 2014, p. 76). Research show that a broad and inclusive overall view of the

workforce composition is evident (Hughes, 2003, p. 608). Diversity makes our workforce

heterogeneous (Saxena, 2014, p. 76). Employing a diverse workforce is essential for any

organization but having the ability to manage a diverse workforce may be a challenge for the

management. Gardenswartz & Rowe (2003) wheel "Dimensions of Diversity" show the

complexity of diversity and the filters which all individuals processes stimuli and information

(Gajjar & Okumus, 2018).

2.4 Leadership and Diversity

Diversity and leadership adequately address how leaders shape their organization and which impacts of diversity dynamics are in use. These overall dynamics are caused by diversity-related dimensions; identities, that in certain ways, may affect the work progress between group members development and communication involvement. Leadership strategies may evolve the way of thinking and encourage dynamic effects of overall workforce performance (Riche, Kraus, Hodari & DePasquale, 2005).

Mor Barak (2017) describes the phenomenon of diversity being about the belonging towards certain groups that may be visible or invisible which is dissimilar from what is considered common in society (Mor Barak, 2017, p. 363). Diversity may be seen as characteristics of social grouping that may reflect the degree of objective or subjective differences existing between people (Gajjar & Okumus, 2018).

According to Gajjar & Okumus (2018), diversity may be distinguished by surface level characteristics that are visible such as age and gender, and by deep level characteristics such as religion, education or even sexual orientation (Gajjar & Okumus, 2018). A significant problem our society faces today regarding a diverse workforce is exclusion (Mor Barak, 2017, p. 5). Diversity grouping in general is distinct dependent on countries, background and culture, although a common factor of diversity grouping is the overall experience of social exclusion (Mor Barak, 2017). Workplace exclusion may result in explicitly or implicitly. Job opportunity exclusion, network information, team-work/membership, investments regarding human resources or the overall decision-making process within the workplace may be established based on how the employees is favored/ disfavored (Mor Barak, 2017, p. 5).

2.4.1 Dimensions of Diversity

Based on the "Dimensions of Diversity" the wheel shows the complexity of diversity and the filters which all individual processes stimuli and information. This will in turn lead to assumptions that each individual makes, usually based on the behavior of other people. This will ultimately encourage your own behavior, which will in return have an impact on others (Gardenswartz & Rowe, 2003).

Figure 1. «Dimensions of Diversity» From Diverse Teams at Work, Gardenswartz & Rowe (2003).

Each individual person has a wide range of hidden and uncovered qualities and characteristics, known as «The Four Layers»:

Personality: this is based on the individuals likes and dislikes, beliefs and values. Personality is shaped at an early stage in life which is both influenced by others and influences the other following layers throughout life and through education and career choices (personal traits, skills and abilities) (Gardenswartz & Rowe, 2003).

Internal dimensions: these are based on aspects of diversity that we have no control (no "physical ability" to change over time due to the choices we make or not, this may be cases of illness or accidents). This dimension consists of the divisions among individuals that exist, and which also forms the "core" of many diversity traits. These dimensions include the first things we notice when we see others, such as age, gender, race and ethnicity. These are also the dimensions we make our assumptions on and base judgments (Gardenswartz & Rowe, 2003).

External dimension: These include aspects of our lives that we have some control over, which may also change over time. These aspects are usually based on decisions related to education, careers and work styles. This layer will often determine, who we develop relationships with, such as: religion, education, work experience, marital status (Gardenswartz & Rowe, 2003).

Organizational dimension: This layer is based on aspects related to work settings. Although the main focus on diversity may be focused around the internal dimensions, issues or preferred treatment and overall opportunities for development or promotions are based on the impact by aspects of this layer. Such as the individual's position within an organization/department (Gardenswartz & Rowe, 2003).

The benefit of this model is that it contains the dimensions that both shape and impact an individual and also the organization itself. Although the "internal dimensions" receive the primary attention for a successful diversity initiative, the overall elements within the "external" and "organizational" dimensions are often determined in how individuals are treated. Regarding who "fits" or not within a department, and who will get the opportunity to develop or be promoted, essentially who gets recognized (Gardenswartz & Rowe, 2003).

2.5 Diversity management

Diversity can be incorporated to an organization in many ways. It is also a crucial element in order to reduce any potential exclusion within the workplace. Diversity management is a voluntary organizational action that may be designed in order to generate greater inclusion on employees from various backgrounds to the organizational structure, using deliberate policies and programs (Mor Barak, 2015, p.209). Kossek and Pichler (2006) identify three types of diversity management practices that they believe are the most efficient, when achieving the desired outcome. They point out that it is not only about hiring a person who is different from the majority and expecting the individual to adapt to the organization. Although, they believe, establishing diversity management practices may be accomplished by ensuring these three goals: (a) promoting perceptions of organizational justice and inclusion, (b) reducing overall discrimination, and (c) improving financial competitiveness (Kossek & Pichler, 2006).

Managing diversity is essential, but also a difficult responsibility for managers in today's society (Yukl, 2013, p. 363). By adding a theoretical foundation and understanding to these advances, this study will provide an understanding of diversity management practices and the different outcomes. Through diversity management practices; meaning any organizational systems, processes or practices that are developed or implemented in order to increase an effective diversity management. The importance of creating a good environment involving all the employees, this leads to employees being able to identify their subgroup, along with the whole organization (Yukl, 2013, p.363).

Gajjar & Okumus (2018) acknowledge how diversity may be distinguished by surface level and deep-level characteristics. Diversity may also be divided into primary and secondary dimensions (Island., E. P., 2010). Primary dimensions, known as surface level; being difficult to change such as age, gender, personality, social or ethnical background (Island., E. P.,

2010). Secondary dimensions also known as deep-level, which are easier to develop or alter:

such as language, religion, lifestyle, education and work experience (Island., E. P., 2010).

Increasing the organizational understanding of diversity and giving their employees self-

awareness regarding their stereotypes and prejudice. Providing knowledge, in order to educate

employees about diversity and differences based in the organization.

2.5.1 Recruitment, training, work ability and employment

Figuring out which factors have an influence during the hiring process has been

discussed in research literature for years (Garcia, Posthuma, & Colella, 2008). Studies show

that individuals are more attracted to organizations that seem to acquire similar values to them

as individuals, considering both the organization as a whole. In addition to the employees

within the organization. Consequently, organizations mostly hire employees that are similar to

themselves, due to the convenient choice of hiring an individual someone similar that will

easily "fit in" (Garcia et al., 2008, p. 186).

Being able to embrace diversity in an organization may potentially lead to increased

creativity and overall efficiency among the employees regarding job opportunities and the

training process. Nevertheless, not being able to manage diversity successfully may result in

conflicting behavior, distrust, lower satisfaction and high-level turnover (Yukl, 2013, p.363).

The importance of diversity management, regarding employment is reluctant on a diverse

workforce being able to encourage a certain tolerance regarding appreciation and

discouragement involving exclusion and discrimination. Improved education will lead to

advantages within the organization rather than being a liability, which is an important aspect

of the managers main responsibilities (Yukl, 2013, p. 363). Organizations could promote

training encouraging diversity tolerance and appreciation.

2.5.2 Why Diversity Matters

Previous research implications show that increasing ethnic diversity generate mixed

findings. Although diversity is mainly considered a positive thing in society (King, E.,

Dawson, J., West, M., Gilrane, V., Peddie, C., & Bastin, L., 2011), diversity may also have negative aspects, leading to conflicting behavior for instance. Research within teams suggest that diversity may generate innovation, creativity and new overall ideas that employees with different backgrounds may bring to the organization (King, E., et al., 2011). Organizations that include diversity are often considered as taking a social responsibility by involving all individuals, thereby showing that they believe each individual has the same value (King, E., et al., 2011). Including diversity to a company shows that they take corporate social responsibility (Sen & Bhattacharya 2001).

A diverse organization may increase individual development as they are introduced to situations that may not occur in homogeneous environments. Encounters with other individuals with different cultures from one self, provides new perspectives, new ideas and new ways of thinking (Shaban, 2016, p. 77). People who are dis-similar or different from oneself have different solutions to problems and may solve tasks in different ways. Productivity may be improved with increased diversity, diversity within an organization makes it possible to find the right person for the job within the existing organization (Saxena, 2014). Different tasks demand different kinds of people and promotes having a diverse workforce (Saxena, 2014).

2.5.3 Beneficial impact of diversity

Today's growth of globalization, and workforce diversity, which is seen as several characteristics being present among the employees, has noticed to be an issue of interest regarding organizational researchers and leaders in general. An essential part of promoting fairness, beneficial impact within a workplace, workforce diversity has to be developed as a core strategic value that organizations have a responsibility to aim for (Mor Barak, 2015). In general organizations efforts to embrace and actively encourage diversity has been of importance due to establishing an improved overall perception within the business

environment. Having the ability to recruit highly competent employees and gain knowledge

through innovative ideas (Mor Barak., Lizano., Kim., Duan., Rhee., Hsiao & Brimhall.,

2016). Previous research implies that diversity benefits from promoting organizational

commitment (cho & Mor Barak, 2008), retention and overall innovation (Gonzalez & DeNisi,

2009).

2.5.4 Challenging consequences of diversity distinctions

However, other studies have expressed that workforce diversity may have a

challenging impact on an organization's complete well-being (Choi & Rainey, 2010).

Additional research regarding diversity and the organization's performance is necessary to

analyze the overall impact that workforce diversity may have on an organizational overall

performance. Hence, when an organization´s workforce is highly diverse, the possible

positive impacts may depend on; to which extent the organization manages their diversity.

Without an efficient management, an organization may risk low team cohesion or even high

levels of conflict; which will result in a negative outcome regarding the productivity of the

organization (Mor Barak et al., 2016).

3.0 Methodology

When considering which method to use, either quantitative or qualitative. It is

important to acknowledge what the inputs are, what the main research question is; as well as

the output that is wanted. Considering the chosen research question, "A leader's perception of

diversity management: To what extent may a diverse workforce be beneficial or challenging

within an organization? The authors aim is to seek answers to the research question and gain

knowledge through previous research, theory and conduction own data by one-on-one

interviews with higher level positions within the oil and gas industry.

3.1 Choice of method

This study will be conducted by a qualitative research method. As the aim of the study is to get the leaders perceptions of diversity management within the oil and gas industry. Qualitative research is based on exploring and gathering an understanding of the individuals or groups in order to refer to a social or human problem (Creswell, 2009). The strength of a qualitative research method is that facts are based on human experiences and the researchers encounter, follow-up questions are also possible in case of uncertainties or inconsistencies. For this study, interviews seem to be the best suitable method due to the possibility of asking open-ended questions to a small sample. Enabling the study to gather individual experiences and opinions regarding the researched phenomenon. This results in an in-depth insight to the problem or overall situation that may not be possible to achieve through a quantitative research. The challenge with a qualitative research is that the data collection is time consuming and cases studied, or persons being interviewed may often be limited, which may lead to generalization of the results, which can be misleading (Creswell, 2009).

3.2 NSD (Norwegian Center for Data Research)

In advance the project was reported to NSD (Norwegian Centre for Data Research) under the project *Diversity Management*. In order for NSD to approve this project, several forms needed to be filled out. A research form about the study, a research protocol and the consent form that was given to each informant with a description of the overall project was sent to NSD for approval by the supervisor. The application included a proposal on two projects regarding diversity management for a research group created, called, DiMaRG. NSD approved the project February 25th, 2019, reference number. 574376. The informants had to sign a participation approval, consent form at the beginning of the interview, found in appendix 1. The form was provided by NSD and the correct information was filled out by the

researcher before they were signed by the informants. The approval form by NSD may be found in appendix 4.

3.2.1 Anonymity

All the data that was collected during the study; audio files, transcribed interviews and the signed forms were kept on a personal computer which only the researcher had password access. The consent form assured the informants that the data collected would be kept anonymous. Names of employees, managers and the company would be replaced or removed, and the participant and the company would not be recognizable. The transcribed interview will only be available for the participants in the research group DiMaRG, which consisted of six master students as well as three supervisors at the Norwegian School of Hotel Management. Although no data will be presented to the DiMaRG-group without being De-identified. The researcher for this study, will be the only person that has access to the raw data that has been retrieved.

3.2.2 Criteria for participation

A convenience sample of ten experienced leaders were interviewed from five different companies. The candidates were first contacted by a phone call, some through LinkedIn. I received contact details by snowballing through other colleges and known people. Secondly, by e-mail to inform them about the aim of the thesis and the overall approach of the study. The criteria were that they had a minimum of 5 years' work experience as a leader, or a supervisor position within the oil and gas industry and worked the equivalent to a full-time position. As the study aimed to map leaders' perceptions on diversity management and the impact this has on the workforce, employees without managerial positions were excluded from the study. As I had one informant who I found that was not in a particular managerial position and had not had the minimum of 5 years' experience, which resulted in him being excluded from the study.

3.3 Sample

Once the informants were contacted by phone/ LinkedIn, I continued the sampling by emailing the participants information about the study and scheduled time and dates regarding the interviews. The invitation that was sent out to the participant may be found in appendix 3. The subject matter of the study was informed of, diversity management. No specific information was mentioned. The reason being, able to avoid fabricated answers. The invitations stated that the interviews would take approximately 45 minutes, and that the interviews would be voice-recorded, in order to transcribe the collected data. The informants were guaranteed anonymity and the researcher received permission to voice-record the interviews. The data would not be identifiable based on the use of pseudonymization, meaning processed data that has been collected is no longer linked to the individual and is unidentifiable.

3.3.1 Interview guide

Prior to conducting the interviews, existing literature was reviewed comprehensively. The overall insights were used as an encouragement/ inspiration for choosing open ended questions to understand the perceptions of integration. Since the topics were predetermined, when making the interview guide the main topics were constructed based on the main research question and the literature. The main topics were personal information about the informant, work experience, perceptions of diversity management, company strategies, background or experience regarding diversity. When main topics were decided the more detailed questions were developed, the interview guide found in appendix 2. Once the interview guide was developed, it was view by the DiMarG research group (based on three supervisors and 6 individual master students), due to their feedback minor changes were conducted. Improvements to certain questions along with the structure of the interview guide, and the overall formulation of certain questions were reevaluated and alternated.

To gather detailed responses when conducting the interviews, the informant was given time to reflect and elaborate after each question. Along with follow-up questions that were raised in order to get the informants to clarify something more detailed or to pick up on interesting topics. It takes skills and complexity to conduct a good interview (Brinkmann & Kvale, 2005). The interviewer needs to focus on being an active listener in order to pick up on details that may be significant towards the research question. They also need to connect with the informant on a certain level for them to feel comfortable so that they "open-up" during the interview. During the interview if there was something that was unclear or unheard of, the informant would be asked to elaborate further.

When conducting the interview, the interview guide (Appendix 2) was used as a checklist to make sure that all the topics were covered. As most of the informants where in a different country, several interviews were conducted through skype. Although we were unable to meet face-to-face, by conducting a skype meeting, we were able to see each other when the interview was taking place. This also made the informants feel comfortable as the interview would be conducted in their time and home when it was suitable for them.

3.3.2 Semi structured interviews
For this study, semi structured interviews are emphasized by Wood, Burke, Byrne, Enache, & Morrison (2016) as a flexible method. Ten one-on-one interviews were conducted through skype, due to distance, with leaders with experience working in international oil and gas companies. A semi structured interview was chosen in this study because of its flexibility. In order to conduct a semi structured interview, one needs to create and use an interview guide as a tool to steer the interviews. As structuring through an interview guide made it possible to keep track of the topics during the interview. The chosen topics for the interview are predetermined but may shift direction during the interview itself. Due to the interview not

being completely structured allowed us to talk about other individual experiences or opinions in an un-forced way.

The interview guide was covered by open ended questions, applying this to the study allows the researcher to drive deeper. As the study aims to seek leaders' perceptions on a sensitive topic. Hence, a structured interview may have constrained the ability to dive deeper regarding upcoming topics. In order to avoid bias result from suggesting responses it is adequate that the individuals give their response spontaneously. The advantages of conducting open-ended questions is being able to discover the responses from each individual without it being forced in order to please the interviewer. This avoids bias data which may occur when collecting data with closed-ended questions (Reja, Manfreda, Hlebec, & Vehovar, 2003). However, open-ended questions do have their disadvantages in comparison to close-ended as they have the need for extensive coding and have a larger group of non-response (Reja, Manfreda, Hlebec, & Vehovar, 2003). Although I would consider this method of interviewing a great solution, whereas conducting a semi-structured interview this way, was essential due to the data collection and analysis.

3.3.3 Participants
As for the demographics, seven of the informants were aged between 45-55 with over 20 years of experience as a leader with the oil and gas industry. Two informants between the age of 35-45, where one had the minimum 5 years of experience and the other with 15 years' experience. My last informant was aged 25 - 35 with six years of experience.
The table below easily states the list of informants and how many from each company was interviewed:

Informant	Organization	Gender	Age	Years of experience
Informant 1	A	Male	45-55	26 years
Informant 2	A	Female	45-55	30 years
Informant 3	A	Female	45-55	22 years
Informant 4	B	Male	25-35	6 years
Informant 5	B	Male	45-55	27 years
Informant 6	C	Male	35-45	5 years
Informant 7	D	Female	35-45	15 years
Informant 8	E	Male	45-55	27 years
Informant 9	E	Female	45-55	28 years
Informant 10	E	Male	45-55	24 years

Table 1. Participants in this study

3.4 Data collection

This dissertation is based on qualitative semi structured interviews to generate data from the informants. The aim of this study is to develop a reliable and valid semi structured interview to get a better understanding of leader's perceptions on diversity management. According to Creswell (1998) qualitative research seeks understanding towards a given problem or a topic. Qualitative research is effective for obtaining specific information about certain values, opinions, behavior and overall social context (Creswell, 1998). The interviews were conducted between March 1st and April 1st. As mentioned, ten experienced leaders within the oil and gas industry worldwide, participated in a one-on-one interview, by Skype. As an independent researcher, all collected data was collected by the person conducting the interviews. Each individual informant had different yet similar positions, as they all had managerial responsibilities within their workplace.

Applying both primary and secondary data when conducting this study was beneficial towards the researcher in advance to the interviews. Secondary data is based on re-analyzing previous data that has already been collected through different sources, such as academic journals, textbooks, books, newspapers, published research and analyses from previous research. The advantage of using secondary data as a tool in advance is that this may increase the quality of the research questions and lead to improved findings when conducting the interviews. Hence, researching in advance may give an insight to what has been researched before and how the finding could have been improved. The informants were approached through similar channels as some were contacted through my wider connections within the oil and gas industry. Whilst, others were contacted through the internet, in this case; LinkedIn, as I received their contact details, names; from snowballing through other connections.

The data was collected by one-on-one interviews conducted using Skype, video chat; as most of the informants are based in the USA. All the interviews were conducted in English and were voice-recorded and there were no language barriers resulting in limitation towards the given information when conducting the interviews. The informants were guaranteed anonymity and gave permission in advance to voice-record the interviews. The data is not identifiable based on the use of pseudonymization, meaning processed data that has been collected is no longer linked to the individual and is unidentifiable. Each interview lasted between 35 and 55 minutes.

By removing identifiable information such as names, age and contact details, conducting these interviews has enabled the researcher to get insights on leader's perceptions on diversity and how this may have, both a beneficial and challenging impact within their organization, without them being worried about being noticed.

3.5 Data Analysis

For the analysis section, it is important yet again to mention that this is a sensitive yet popular subject and utilizing sources carefully is essential. Conducting a study on such a sensitive subject, personal opinions may influence/ disturb facts known. As mentioned earlier, both primary and secondary data is used when conducting this study. By using several secondary sources, being academic journals, textbooks, books, newspapers, published research and analyses from previous research; stating similar aspects and theories, strengthen the validity. Then if only one source was used. Once the interviews were conducted, a latent analysis was conducted where the collected data was thoroughly transcribed and processed ensuring the analysis of the study. Ensuring efficiency, gaining credible data regarding leaders' perceptions on diversity management.

The collected data developed from the qualitative research, are descriptive; this means that the data is based on descriptive words, not assigned numbers. The qualitative study is based on one-on-one interviews through Skype, video chats; that are based on an interview guide that is made in advance. Information on the leader's perceptions and experience related to a diverse workforce and how this is managed within their organization is of interest. By using the interview guide and researching the leader's perceptions on diversity management and how this has an impact on their organization may increase our future knowledge. Gaining more knowledge will further show the importance that leaders need to be aware of their own perceptions regarding diversity management in the workplace. I believe this may increase inclusion and decrease exclusion within a workplace and may provide more knowledge for future generations of leaders to be more "open-minded".

Descriptive research is effective for obtaining specific information about certain values, opinions, behavior and overall social context (Creswell, 1998). Which is why this type

of data analysis is beneficial for this type of research. The collected data is first assessed,

comprehended and then combined with specific sources. Furthermore, the overall data is

analyzed in order to identify certain patterns and similarities.

The collected data has been analyzed and explained. There are several ways we could

analyze qualitative data; this depends on how the data has been collected. Several options

such as, trials, focus groups, observations, or in-depth interviews. In this case, we have chosen

in-depth interviews with several leaders in different companies. The interviews were voice-

recorded, which also means that the researcher is the only one who can interpret any physical

expressions that may have been shown by the interviewee. This is essential, due to the fact

that if a person is uncomfortable with a certain question or subject they may move or twitch

uncomfortably which is only visible during the interview. This information is difficult,

basically impossible to catch after the interview since it has only been voice-recorded. The

categories in the interview guide were conducted in a way that the added categories (off

topics) could be determined a little in advance. Even though not all the topics that the

informants mentioned could be foreseen, though most categories were tentative and adjusted

during the process of the analysis. Acquiring this approach seems important not to influence

the analysis through own assumptions or own perceptions of the researcher themselves. In

addition, Silverman (2000) mentions how coding data, one should be aware of the risk

regarding missing out on data that may not fit into the categories. Therefore, it is important to

define categories carefully, then to potentially loose or miss out on data that's not within the

set categories (Silverman, 2000).

Each category contained several subcategories, were variables were developed. Once

the categories and coding agenda was conducted, the text was coded. Examples of coded

analysis may be found in the table below. Different aspects belonging to certain categories

were collected within the category system and structured accordingly.

3.5.1 Coding, transcription and analysis of the material

Gaining a detailed view of how the transcribed interviews were transferred to

analyzable aspects of this study, the overall proceeding steps are described in this section.

An example of the meaning unit is shown below, the transcripts are carefully worked through

and some main statements of the text is divided into meaning units. A meaning unit is an

individual sentence or statement that express an idea or one related perception (Burnard,

1994). The table below is inspired by Graneheim and Lundman (2004). These perceptions

were stimulated by providing their thoughts about diversity, workforce diversity and how it is

beneficial and/ or may be challenging within their company. The informants were asked to

further elaborate their specific characteristics and challenges regarding the main aspect,

diversity management.

Table 2. *Examples of meaning unites, condensed meaning units, code and themes (inspired by Graneheim & Lundman, 2004)*

Content Area	Meaning unit	Condensed meaning unit	Code	Category Descriptive (what?)	Theme (How)
POD	"To be accepting of an individual regardless of their background shows a strength of character that cannot be taught, It can only be encouraged as a behaviour".	Perception of encouraging diversity	Actively encouraging diversity	Encourage diversity	POD
WFD	"A diverse workforce leads to different and often better ways to work a problem".	Implies/ involves diversity in problem solving	Diversity in problem solving	Knowledge	WFD
	"…It also allows us to have people who specialize in certain tasks to share that knowledge".	Diversity in and gaining knowledge	Diversity in knowledge	Knowledge	
BOD	"The industry relies upon the transfer of knowledge and the placement of staff from multicultural backgrounds and has proven to be very successful model".	Feedback on the importance of diversity	Beneficial feedback	Feedback	Aspects of BOD
COD	"Also, if a group is so diverse yet fails to include and embrace the diverse team members it can fail to function as a team resulting in failure..."	Lack of inclusion	Inclusion/ unfavorable feedback	Feedback	Aspects of COD

Note: POD: perceptions of diversity; WFD: workforce diversity; BOD: benefits of diversity; COD: challenges of diversity

In advance, to prepare for the interviews the research question was analyzed. Along with further assessment of which information the informants could provide, in order to formulate the questions. In result, a semi structured interview was created. The first step was categories including variables that were defined and interpreted through the coding agenda. Afterwards, the researcher read through the transcribed scripts of each individual informant and underlined any statements, quotes or opinions that where of relevance at the first stage. The categories were structured using a color scheme, being addressed according to their color, and summarizing them to the category system. In the case of certain contents not fitting to

existing categories, there were new ones developed. Once the coding of all interviews was done, the collected perceptions/ statements were analyzed and explained. The questions posed are found in the interview guide, appendix 2. The questions asked during the interviews, are personal. Asking for the informant's personal opinions on a sensitive subject, diversity and their management strategies, could lead to controversial answers. Which is why, in respect to the interviewees, all the information collected is kept anonymous. The conversations that were conducted during the interviews were transcribed and printed before the analysis and interpretation of the data was conducted. When transcribing the data, no verbal or grammar has been changed, considering the fact that the study aims to focus on the *leader's perceptions*. Changing any verbal words mentioned or grammar, could lead to misunderstandings or misinterpretations.

Even significant "thinking" sounds such as "ehm .." and "hmm .." are mentioned throughout the transcription. Some might see these sounds are unnecessary disturbances that may not have any meaning towards the findings. However, as a researcher I have found these sounds, pauses and all the "ehm .." and "hmm .." to be equivalent to signs of how the informant interprets and understands a question.

Somewhat structured interviews were carried throughout all organizations during the interviews. Throughout the main questions, follow-up questions are prepared to try and find out more. During the interview if there was anything that was unclear or unheard of, the informant would be asked to elaborate further, by using examples. Once the transcription was complete, I went back to the recording and listened through the interviews several times, in order to capture the voice and tone of each informant and how they answered each question. Figuring out if they had a negative or positive reaction, their attitude towards the questions and focusing on pauses and laughter (calm). Simply to gather as much information as possible, and to capture the details and mood throughout the interview situation. Doing so,

provided a better understanding of the overall work, and how well the informants had an understanding of what they were asked.

3.6 Ethical considerations

Qualitative research goes deeper into the informant's personal lives and therefore needs some clarification on what and how much of the data will be used and where it will be published. According to Kvale (1996) ethical issues should be considered from the start, during the study and until the end. Alongside with the scientific value of the overall research, informants should feel that their information is of value towards the researcher. Kvale (1996) mentions how researchers have a moral obligation to clarify and ensure the informants of confidentiality and anonymity when regarding the interviews (kvale, 1996). Ethical issues may also be found when transcribing, analyzing and reporting the data that has been collected. The researcher has a moral responsibility to consider the overall consequence the report may have on the informants and to their respective companies (Kvale, 1996).

3.7 Validity and Reliability

With any official, academic thesis it is essential that the facts presented are valid. The research method chosen has led to some limitations, due to the interview time hindrance and administrative limitations. Due to the small number of interviews conducted, this resulted in limitations and caused a shortage of gathering a wide range of appropriate empirical findings. As the interviews were voice recorded, some respondents may not have been completely comfortable providing the facts and their honest personal view due to the sensitive subject. Throughout the process there are always a risk of misinterpretation and various errors, as we are human. The quality of the questions that were asked during the interviews could also be a limitation. Further limitations one may face when conducting qualitative research is that the result may be biased as it is essential that researchers study the subject before conducting the interviews. There may also be the risk of biased questions being posed

or that authors may choose a too small sample to interview, resulting in gaining the same result, a biased data analysis (Morse, 2006).

3.8 Discussion of the method

Being able to code the collected material by using a structured category system generates potential reestablishments of the steps regarding the analysis. This also strengthens the reliability of the analysis along with the comparison of the overall findings. This study uses a deductive approach, as it is based on own data collection, yet using existing finding and literature regarding the researched phenomenon. The connection between the findings and the research questions should guide the analysis. To guarantee a higher reliability rate, one could have several researchers code the collected data. Due to the time restrictions and the dissertation itself, this was not possible with this study. Overall, the findings revealed that leaders' perceptions of diversity management and to what extent a diverse workforce is beneficial or challenging within an oil and gas industry is linked to each individual leader and their experience. In attempt to grasp credible finding, the results were discussed along with another student with no connection towards this study. Reason being, having another "set of eyes" on the study, mainly to avoid inconsistent results, due to "blindness", regarding the data itself. As an extra assurance that the data is interpreted correctly.

4.0 Findings and discussion

This section consists of the main findings conducted from the interviews along with the discussion part. Subsequently, each section of the main findings will be validated by an analysis and discussion in relation to the literature. According to the research question, the aim is, to explore leaders' perception on diversity management and to what extent it has a beneficial or challenging impact on an organization. As mentioned earlier, a brief presentation of the five companies along with the ten participants of the study was made known. Along

with a discussion of their perceptions of diversity. Subsequently, the main elements of a diverse workforce will be discussed. Afterwards, the perceptions of leaders regarding both beneficial and challenging aspects of diversity and how this has an impact within an organization.

4.1 Outcome of the study

The outcome of the study discusses the findings of this research, demonstrating the research question *"Leaders perceptions on diversity management and to what extent this may have a beneficial or challenging impact on an organization?"*. As a researcher, I believe a company´s decision to diversify or not to diversify a workplace lies within the business strategies and their organizational culture, due to diversity having both a positive and negative outcome to an organization. However, the company is liable to assess which strategies that are most profitable to target their market. Hence, if the company feels that diversifying their company will provide the best strategy regarding improved productivity, it is their best interest to implement diversity. The findings compare and address variation to which extent diversity may be beneficial or challenging within an organization, and how leader's percept diversity management.

4.2 Diversity management

The findings clearly state coherent pictures of diversity management regarding the larger oil and gas industry among the informants. The perception of diversity is somewhat actively encouraging. The larger companies strongly agree on that obtaining diversity, leads to a diverse workforce in general which involves diversity within problem solving which may result in gained knowledge.

"By the early 2000s… things were changing noticeably. The company started

bringing employees from other countries... mostly engineers, to the US to cross-train and

improve knowledge sharing..." (Inf. 2)

Several informants implied how diversity is a beneficial factor to an extent. Informants confirm that diversity management needs a stable and strong support of overall management, along with a continuous dedicated workforce to implement diversity in an organization in a stable sustainable manner. The informants acknowledged how in the 90´s it was common for company A to move Americans to jobs in company offices overseas. However, transfers of foreign employees from other countries to the US were rare. By the early 2000´s things changed noticeably.

"To be accepting of an individual regardless of their background shows a strength of

character that cannot be taught" (inf. 1)

Company A started bringing employees from other countries to the US in order to cross-train and improve their knowledge sharing by actively encouraging diversity. Leaders in general have to acquire certain skills, values and attitudes to lead diversity efficiently. Diversity management involves acceptance, respect and acknowledgement that each individual is different and unique (Lumadi, 2008).

"A Diverse workforce can be beneficial when proactively engaged and supported

correctly without prejudice in any direction" (Inf. 1)

Managing diversity efficiently requires managers to take in consideration the differences and alter their values, attitudes in order to promote the effective management of diversity. Several informants agree upon diversity and inclusion should happen naturally and not require any forced effort.

"Eliminating any opposition to diversity at the earliest signs of resistance I believe is critical in order to succeed" (Inf. 5)

"My current workforce composition is predominantly male oriented. With the majority of the leaders/managers being white males. I am the only female in the leadership team and we don't have any females in mid-level or frontline management" (Inf.7)

Top management should ensure fairness and work oriented attitudes and promote the correct ethical values that will allow them to make good use of a diverse workforce (Lumadi, 2008). Increasing diversity awareness in an organization, may benefit employees to be aware of the multiple values, attitudes, experiences and perspectives of others. This could be promoted through programs that help improve the overall understanding of others who may be different from one self.

"Workplace diversity has contributed to high productivity in the company, along with new ideas and overall creativity..." (inf. 6)

"Diversity is not only related to how you look, where you come from or how you talk, but it is more about how you perceive the world, your ideas and ways of accomplishing a task or a project. Everyone is unique and the more diversely different your team is, the more

different perspectives you will get which opens up tremendously value in terms of solving

complex problems through the lens of different views'' (Inf. 7)

A diverse workforce provides the company with opportunities as each individual will contribute with ideas, creativity and other potential beneficial aspects towards a diverse workforce (Aghazadeh, 2004).

"Inclusion is the capability of taking into account different opinions, ideas and respecting other's point of view and including that into the final decisions or workflow to make decisions and execute" (Inf. 7)

The findings show how the importance of diversity management is reluctant on a diverse workforce being able to encourage a certain tolerance regarding appreciation and discouragement involving exclusion and discrimination. Several informants provide their perceptions and agree on how education will lead to advantages within the organization rather than being a liability, which is an important aspect of the leader's main responsibilities within an organization according to Yukl (2013).

4.2.1 Difference in diversity management regarding big company's vs smaller companies
Company C is a substantially smaller compared to the other companies included in the study, although the findings show great similarities, there are a few differences due to company C being considerably smaller than the others. The table below will provide clarification on how and the reasons why diversity management within big companies (company A, B, D, E) differ from smaller companies (company C). Based on the findings of the research in this study.

Bigger companies	**Smaller companies**
have operation plants in several parts of the world	only operate in few countries, in this case only two
employ in every country in which they operate	their recruitment is restrained/ limited to where they operate, in this case only two different countries
workforce diversity covers almost all individual differences, primary and secondary dimensions (chapter 2.5)	limited individual differences due to the nature of the company's operations and lack of expansion (chapter 2.2). Due to recruitment of similarities
numerous challenges may be encountered due to the overall size of the company´s	minimal challenges due to the small size of the company

Table 3. Diversity management difference: big vs. smaller companies

In recent years workforce diversity and diversity management has been important, to force companies to embrace their differences within their employment and aim for increasing their productivity and overall profit.

4.3 Workforce diversity

"In complex organisations working on complex tasks, like most companies in the oil and gas industry, a variety of knowledge and expertise is crucial in order to make god decisions"

(Inf. 8)

Saxena (2014) argues that a diverse workforce is necessary within today's changing environment, but this may be a challenge to manage. Diversity is defined as characteristics of

social grouping that may reflect the degree of objective or subjective differences existing

between people (Gajjar & Okumus, 2018).

"A diverse workforce will be challenging when the leader is not inclusive"

*"An inclusive leader needs to create an open and trusting environment for their
diverse workforce" (Inf.7)*

Through previous research, several authors have concluded that diversity may be seen

as a source of weakness, along with some that have concluded that diversity is a source of

strength (Shaban, 2016, p.77). Numerous informants acknowledged how positive impacts of

diversity were shown through cognitive events. Shaban (2016) states that positive impact of

diversity is shown through events, such as greater innovation, creativity and new ideas that

diversity brings to the organization.

*"Even though the workforce was majority Norwegian, they still had a respectable
population of other nationalities as well (Inf. 2)*

The findings during the study show that the oil and gas industry as a whole has

traditionally been extremely poor at diversity management in the past. Several informants

mentioned how the industry is approximately 90% male and 10% female. Some of the

informants have moved around the world and experienced different workforce diversity

within the same company. Informant 2 mentions how working for the same company but

moving from the USA to Norway, the workforce was entirely different. Being exposed to a

very diverse culture both within the society and the workforce, and how in Norway the

workforce was remarkably evenly split based on gender.

Company B with their headquarters in the US are mostly contained by Americans that make up the majority of the workforce, but many other nationalities are represented in both the technical and the managerial roles (Inf. 2). The overall ratio of females to males has grown considerably within the technical and managerial roles over the years, even all the way up to the Board of Directors.

"Due to the size of the company, eventually the company created a network to promote diversity and inclusion, by creating groups to form a sense of awareness..." (Inf. 4)

In the later years Company B created a network in order to promote diversity and inclusion for different groups of employees. Although creating these networks was a good initiative, some employees were torn about the effectiveness of these networks. According to Gajjar & Okumus (2018) diversity is distinguished by surface level characteristics that are visible such as age and gender, and by beep level characteristics such as religion, education or even sexual orientation. The networks were created to form a sense of awareness and foster a sense of inclusion. However, anyone could join any group regardless of race, gender, sexual orientation and etc., but why create several network groups? Co-workers and employees were confused due to why one employee network group was not enough. Creating one employee network where all employees come together instead of trying to subdivide each individual employee and point out their differences. Several informants mention how age diversity and religion has not been diverse, and how these aspects have not been much of a discussion point during their careers (company A, B and E).

4.3.1 Personality traits of workforce diversity

"Diversity stands for a variety of difference in each individual alongside with similarities, we

consist of both positive and negative traits that will have an impact on how we live our life,

this will be determined how we act and behave with others" (Inf. 10).

Reflecting back at the Dimensions of Diversity in chapter 2.3.1 by Gardenswartz &

Rowe (2003) and the findings based on the hidden and uncovered qualities and characteristics

mentioned as «The Four Layers». The findings show that there are many different personality

traits that reflect on this theory and what each individual can portray. These traits are based on

the individual's attitude and action, as well as their behavior and how they process certain

situations. The found personality traits during this study can be classified in two groups, the

positive personality traits and the negative traits. Below are some of the personality traits

found during this research:

Positive personality traits	Negative personality traits
Honesty	Hostile
Reliability	Inconsiderate
Trust	Offensive
Intelligence	Disrespectful
Patience	Lazy

Table 4. Personality traits

4.4 Leaders perceptions on diversity

Company A has a long-standing history of supporting diversity and inclusion (Inf. 1).

According to Inf. 1 there are multiple network groups that have been established over the

years for minority groups, as mentioned above. The company has also been recognized in

2017 for their commitment regarding the LGBT equality within the workplace (Inf. 1). My

research through one of the informants show that in 2018, a global media company had

recognized company A as one of the best employers regarding diversity. However, with 30

years working for the same company inf. 2 has perceived a different view on diversity within

company A and has noticed changes over the years in order to diversify company A. At the

start of one of the informants' career it was made known that within company A the groups were not diverse culturally.

"The workforce was typically white American males for professional roles and managers, and white females for administrative function…" (inf. 2).

Perceptions on diversity management was also mentioned to be *"dependent on where we look"* (inf. 3, company B). It was mentioned that company B would find it difficult to manage gender, as looking at traditional jobs; such as HR, lawyers, marketing etc. these are diverse in gender as anyone else. But looking at jobs where qualification is based on time in the field, specially within the oil and gas industry, inf. 3 believes that all oil companies struggle to find gender diversity.

"Diversity is not only related to how you look, where you come from or how you talk, but it is more about how you perceive the world, your ideas and ways of accomplishing a task or project". (Inf. 6)

According to several informants they agree that Schlumberger (not a company included in my study) was seen as doing a remarkable job when promoting and developing not just females, but also a diverse workforce in terms of race, ethnicity etc. they agree that several companies are ahead of the rest when it comes to diversity, according to inf. 6 the results are clearly shown within the financial and market share performances in each company.

"Being able to benefit from a diverse team in a company, gives you different perspectives and

opens tremendous value in terms of problem solving through the lens of different views".

(Inf. 9)

Several informants conclude that each individual is unique, and that they have their

own set of knowledge, skills and experience; and that the oil and gas industry in general has

had an increased focus on diversity management the last decade.

4.5 Recruitment, training, work ability and employment

4.5.1 Recruitment and training

"The candidates were not judged based on age, race, gender, nationality or even grades. We

were encouraged to look at the candidate as a whole, how involved he/she was in the school

and organizations, even in the community" (Inf. 2, Company A).

The ability to embrace diversity in an organization will potentially lead to increased

creativity and efficiency among the employees regarding job opportunities and the overall

recruitment and training process. Some organizations provide not only the mandatory courses

dependent on each employee discipline, but additionally extensive online courses covering

many educational disciplines that any employee can partake in (Inf. 2). Examples of these

courses in Company A are courses around Sexual Harassment training and the training

discussing the importance of diversity and the overall respect in the company (Inf.2). Personal

development, regardless of their skillset or education will lead to gained knowledge.

Nevertheless, not being able to manage diversity involved in recruitment and training

successfully may result in conflicting behavior, distrust, lower satisfaction and high-level

turnover (Yukl, 2013, p.363). From time to time incidents occur that are questionable, this

training provides the necessary education to enable those involved to be made aware of the

potential outcome and avoidance of conflicts when required (Inf.1).

4.5.2 Work ability and employment

Some organizations try to promote young employees to supervisor positions, early in

their careers. Although these candidates have been marked as high potential employees, once

they are put to the test and are unable to perform due to lack of experience when placed in

supervisory or management roles, companies are reluctant to demote them back to individual

contributors (Inf. 2).

"The other problem with this is that a seemingly large proportion of the people that

are designated as high potential are considered high potential not because of what they know

but because of who they know" (Inf.2)

When other employees notice these people with little to no experience/ knowledge

promoted, this tends to demotivate people and cause problems. Due to people not being

promoted based on their work ability but based on how the management perceives them.

"Management rarely seeks input from peoples' peers or their direct reports in order to judge

that person's abilities" (Inf. 2).

"We hire people, not resumes" (Company A)

The company strategies regarding employment are intended to promote a positive

work environment, equal employment opportunities, Diversity and inclusion (Inf. 1).

4.6 Diversity Benefits

Diversity may be beneficial to both coworkers and employers. Although coworkers are dependent in the workplace, having a mutual respect towards individual differences may increase productivity. Acquiring diversity within the workplace may reduce unwillingness and increase further marketing opportunities, overall recruitment, innovation and creativity along with a good business image. Organization's commitment to building a diverse and inclusive workplace; guide how the organizations interact. Diversity and inclusion is a journey and each individual person is accountable for sustaining and creating an inclusive workplace. Throughout this study it has been made known in our era that flexibility and overall creativity are key factors to competitiveness, the research show how organizations focus on three similar areas; leadership accountability, process and programs and employee awareness.

"Being able to benefit from a diverse team in a company, gives you different perspectives and opens tremendous value in terms of problem solving through the lens of different views".

(Inf. 9)

4.6.1 Leadership accountability

"Eliminating any opposition to diversity at the earliest signs of resistance I believe is critical in order to succeed" (Inf. 1)

Leadership is one of the most important factors in addressing diversity. In any organization it is important to measure and get an understanding of their diversity metrics, as the overall knowledge will lead to discussions and motivation for change.

4.6.2 Process and programs

The research emphasized on how implying diversity, benefits from promoting organizational commitment, retention and innovation. The implementation of organizational systems, processes and practices may increase effective diversity management.

4.6.3 Employee awareness

A Diverse workforce can be very beneficial when proactively engaged and supported correctly without prejudice in any direction. To be accepting of an individual regardless of their background shows a strength of character that cannot be taught, it can only be encouraged as a behaviour (Inf. 1).

"A diverse workforce brings creativity and different point of views which leads to a more effective, efficient and collaborative teams and cross-functions" (Inf.7)

Diversity and inclusion should happen naturally and not require a forced effort. Increasing diversity awareness in an organization, may benefit employees to be aware of the multiple values, attitudes, experiences and perspectives of others. This could be promoted through programs that help improve the overall understanding of others who may be different from one self.

4.7 Diversity Challenges

There may be challenges to maintain a diverse workforce. Managing diversity is more than clearly acknowledging people's differences. It requires an overall recognition towards each individuals' differences, withstanding discrimination and encouraging inclusivity.

"Diversity will be challenging when people are not open to working or interacting with people with ideas and beliefs different from theirs" (Inf.2)

Contradictory behavior and attitudes such as prejudice, stereotyping and

discrimination; may be barriers to diversity as they may harm the overall working

relationships and damage morale and general productivity to an organization. Diversity may

create challenges as a lack of inclusion among team members, which may result in failure. If a

diverse workforce is dominated by a single group, it may lose out on the enrichment that other

members bring to the group. However, if a group is to diverse yet fails to include and embrace

the diverse team members the organization may fail to function as a team.

"A diverse workforce will be challenging when the leader is not inclusive, or a team member

is not inclusive" (Inf. 7)

4.7.1 Language and Religion
Languages are often a huge barrier and as a native speaker of English you must

consider that colleagues who are fluent in English may speak several languages and certain

technical or colloquial phrases can be misinterpreted. Even between UK English and USA

English speakers there may be misunderstandings (Inf. 1).

Other challenges of diversity that were found during the study were the expectations

regarding Muslims working during Ramadan or Christians during Easter. The oil field can be

a challenging and intimidating place for many minorities and although it is changing there are

places in the world where it is rare to see either women or other minorities at the well site

(Inf. 1).

4.7.2 Age
"Often technology is frustrating to the older employees, and they can get frustrated when the

younger employees grasp new technology so quickly" (Inf. 2)

People from different generations communicate in different styles (Inf.2). Generation

X tend to like interacting in person first, over the phone second, email third and by chatting

via skype as a last resort. Generation Z seem to be the exact opposite and would rather chat via skype than speak to a person via phone or in person. This can present challenges when they need to collaborate on projects.

4.7.3 Gender

The oil and gas industry are typically a male-dominated industry. *"We have a very common term in this industry: Company Man, the person who represents the company and is in charge of operations on a worksite. (Inf. 2).* This term is seen as sexist, employees continue to use the term even when the women point out that it should be called Company Rep (representative) (Inf. 2).

"When men are pushy or bossy, they are considered passionate, determined, or dedicated. When women are pushy or bossy, they are considered bitchy or emotional"

(Inf.2)

Another statement by one of my informants, that is understandable and also a recognizable assumption in the twentieth - century.

5.0 Conclusion and Recommendation

The objective of this study was to explore and create awareness regarding the leaders' perceptions on diversity management, and how their perceptions influence diversity management. To which extent diversity is beneficial but may also be challenging for an organization. To reach the intention of this thesis, the author reviewed numerous research papers, books, articles and other online sources concerning diversity in order to investigate theories of possible reason. The main objective is to examine how diversity management may have an overall impact on an organization. According to my findings it is essential that we are aware of what influences our perspectives of both ourselves and others or regarding the given phenomenon.

It is apparent that implications show increasing ethnic diversity, which generate mixed findings. This thesis shows how an organizations diverse workforce is dependent on how well their diversity management is implemented. According to the leaders perceptions they are convinced that a diverse organization may lead to several improvements, such as; increased profit due to an improved understanding, which will lead to access to new markets along with improved innovation and creativity, nevertheless; assuring others that the best employees are suited for the right job, regarding recruitment. In addition to how diversity brings a mix of opinions, *inclusion*; is leveraging that mix of knowledge, skillset, experiences and perspectives to make a good business decision. A diverse workforce can be remarkably beneficial when proactively engaged and supported correctly without prejudice in any direction and is an essential part of promoting fairness.

Furthermore, diversity as a configuration concerning the workforce may have a beneficial effect on each individual employee morale and overall motivation, dependent on the diversity management. Diversity needs a stable and strong support management, along with a continuous dedicated workforce in order to implement diversity in an organization in a sustainable manner.

Assuming that a diverse workforce is not managed sufficiently, a risk of increased conflicting behavior, high staff turnover and a decrease in social cohesion may be a result. Challenging aspects of diversity may usually be acknowledged to the employees recognized discrepancy and conflicting stereotypes on dissimilar employees. The findings show that the implementation of organizational systems, processes and practices may increase effective diversity management. The study acknowledges how positive impacts of diversity were shown through cognitive events. In short, diversity management is essential for a diverse

workforce in order to be able to encourage a certain tolerance, appreciation and

discouragement involving both exclusion and discrimination

Due to organizations forming teams within the workplace, the findings show that

members have a tendency to split teams into subgroups, which may be a deciding element of

success or failure; these elements are explained by the use of the social identity theory and the

dimensions of diversity. Other elements that may influence the success of diversity are that

the leaders need to be able to create an open and trusting environment for their employees,

knowing how to switch from different leadership styles dependent on the situation. The study

show that individuals are more attached to organizations that seem to acquire similar values to

them as individuals. Consequently, organizations hire employees that are similar to their

values, due to the convenient choice of hiring an individual that will easily "fit in".

Diversity is applicable to all beliefs and not only the minorities, it is important that

when you find yourself as part of a minority that you to have to embrace the diversity of the

majority at times in order to accomplish integration and acceptance.

This thesis shows that diversity management is a sensitive subject, and utilizing

sources carefully is essential due to its complexity and multidimensional. Based on my

findings, I suggest some recommendations for the organizations and the leaders in regard to

diversity management.

Leaders need to create awareness on which diversity characteristics that are present

and of relevance in their workforce. Diversity goes beyond age, gender and their disability,

and it is important to be aware of the influence that deep-level and surface-level

characteristics may have and ensure that these characteristics are included. In addition, it is

necessary to include the whole organization, not only the top management; due to smaller teams and leaders spending more time with their subgroups which gives them more knowledge and awareness of which characteristics that may be involved regarding diversity.

Diversity in general and its benefits may be extended beyond the organizations limits, leaders need to keep this in mind. Although employing a diverse workforce may be a great asset to the organization and benefits from promoting organizational commitment, retention and innovation and may lead to good business decisions. Leaders need to be aware of the relevance and suitability regarding the initiatives to diversity. Hence, the initiatives regarding diversity needs to be suitable for the distinct requirement and structure of the workplace, and they need to ensure that the inclusion of certain characteristic subgroups or individual do not result in exclusion of others.

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7.0 Appendices
7.1 NSD Approval

NSD sin vurdering

Skriv ut

Prosjekttittel

Mangfoldsledelse

Referansenummer

574376

Registrert

19.02.2019 av Trude Furunes - trude.furunes@uis.no

Behandlingsansvarlig institusjon

Universitetet i Stavanger / Det samfunnsvitenskapelige fakultet / Norsk
hotellhøgskole

Prosjektansvarlig (vitenskapelig ansatt/veileder eller stipendiat)

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Type prosjekt

Studentprosjekt, masterstudium

Kontaktinformasjon, student

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Prosjektperiode

01.03.2019 - 31.12.2020

Status

25.02.2019 - Vurdert med vilkår

Vurdering (1)

25.02.2019 - Vurdert med vilkår

FORENKLET VURDERING MED VILKÅR Etter gjennomgang av opplysningene i meldeskjemaet med vedlegg, vurderer vi at prosjektet har lav personvernulempe fordi det ikke behandler særlige kategorier eller personopplysninger om straffedommer og lovovertredelser, eller inkluderer sårbare grupper. Prosjektet har rimelig varighet og er basert på samtykke. Vi gir derfor prosjektet en forenklet vurdering med vilkår. Du har et selvstendig ansvar for å følge vilkårene og sette deg inn i veiledningen i denne vurderingen. Dersom du følger vilkårene og prosjektet gjennomføres i tråd med det som er dokumentert i meldeskjemaet, vil behandlingen av personopplysninger være i samsvar med personvernlovgivningen. VILKÅR Vår

vurdering forutsetter: 1. At du gjennomfører prosjektet i tråd med kravene til informert samtykke 2. At du ikke innhenter særlige kategorier eller personopplysninger om straffedommer og lovovertredelser 3. At du følger behandlingsansvarlig institusjon (institusjonen du studerer/forsker ved) sine retningslinjer for datasikkerhet 4. At du laster opp revidert(e) informasjonsskriv på utvalgssiden(e) i meldeskjemaet og trykker «bekreft innsending», slik at du og behandlingsansvarlig institusjon får korrekt dokumentasjon. Dere kan bruke vår engelske mal: https://nsd.no/personvernombud/en/help/information_consent/information_require ments.html NSD foretar ikke en ny vurdering av det reviderte informasjonsskrivet. 1. KRAV TIL INFORMERT SAMTYKKE De registrerte skal få skriftlig og/eller muntlig informasjon om prosjektet og samtykke til deltakelse. Du må påse at informasjonen minst omfatter: - Prosjektets formål og hva opplysningene skal brukes til - Hvilken institusjon som er behandlingsansvarlig - Hvilke opplysninger som innhentes og hvordan opplysningene innhentes - At det er frivillig å delta og at man kan trekke seg så lenge studien pågår uten at man må oppgi grunn - Når prosjektet skal avsluttes og hva som skal skje med personopplysningene da: sletting, anonymisering eller videre lagring - At du/dere behandler opplysninger om den registrerte basert på deres samtykke - Retten til å be om innsyn, retting, sletting, begrensning og dataportabilitet (kopi) - Retten til å klage til Datatilsynet - Kontaktopplysninger til prosjektleder (evt. student og veileder) - Kontaktopplysninger til institusjonens personvernombud På nettsidene våre finner du mer informasjon og en veiledende mal for informasjonsskriv: http://www.nsd.uib.no/personvernombud/hjelp/informasjon_samtykke/informere_o m.html Det er ditt ansvar at informasjonen du gir i informasjonsskrivet samsvarer med dokumentasjonen i meldeskjemaet. 2. TYPE OPPLYSNINGER OG VARIGHET Prosjektet vil behandle alminnelige kategorier av personopplysninger frem til 31.12.2020. 3. FØLG DIN INSTITUSJONS RETNINGSLINJER NSD

legger til grunn at behandlingen oppfyller kravene i personvernforordningen om riktighet (art. 5.1 d), integritet og konfidensialitet (art. 5.1. f) og sikkerhet (art. 32). Dersom du benytter en databehandler i prosjektet, må behandlingen oppfylle kravene til bruk av databehandler, jf. art 28 og 29. For å forsikre dere om at kravene oppfylles, må dere følge interne retningslinjer og/eller rådføre dere med behandlingsansvarlig institusjon. NSD SIN VURDERING NSDs vurdering av lovlig grunnlag, personvernprinsipper og de registrertes rettigheter følger under, men forutsetter at vilkårene nevnt over følges. LOVLIG GRUNNLAG Prosjektet vil innhente samtykke fra de registrerte til behandlingen av personopplysninger. Forutsatt at vilkår 1 og 4 følges, er det NSD sin vurdering at prosjektet legger opp til et samtykke i samsvar med kravene i art. 4 og 7, ved at det er en frivillig, spesifikk, informert og utvetydig bekreftelse som kan dokumenteres og som den registrerte kan trekke tilbake. Lovlig grunnlag for behandlingen vil dermed være den registrertes samtykke, jf. personvernforordningen art. 6 nr. 1 bokstav a. PERSONVERNPRINSIPPER Forutsatt at vilkår 1 til 4 følges, vurderer NSD at den planlagte behandlingen av

personopplysninger vil følge prinsippene i personvernforordningen om: - lovlighet, rettferdighet og åpenhet (art. 5.1 a), ved at de registrerte får tilfredsstillende informasjon om og samtykker til behandlingen - formålsbegrensning (art. 5.1 b), ved at personopplysninger samles inn for spesifikke, uttrykkelig angitte og berettigede formål, og ikke behandles til nye, uforenlige formål - dataminimering (art. 5.1 c), ved at det kun behandles opplysninger som er adekvate, relevante og nødvendige for formålet med prosjektet - lagringsbegrensning (art. 5.1 e), ved at personopplysningene ikke lagres lengre enn nødvendig for å oppfylle formålet DE REGISTRERTES RETTIGHETER Så lenge de registrerte kan identifiseres i datamaterialet, vil de ha følgende rettigheter: åpenhet (art. 12), informasjon (art. 13), innsyn (art. 15), retting (art. 16), sletting (art. 17), begrensning (art. 18), underretning (art. 19) og dataportabilitet (art. 20). Forutsatt at informasjonen oppfyller kravene i vilkår 1, vurderer NSD at informasjonen om behandlingen som de registrerte vil motta oppfyller lovens krav til form og innhold, jf. art. 12.1 og art. 13. Vi minner om at hvis en registrert tar kontakt om sine rettigheter, har behandlingsansvarlig institusjon plikt til å svare innen en måned. MELD ENDRINGER Dersom den planlagte behandlingen av personopplysninger endrer seg, kan det være nødvendig å melde dette til NSD ved å oppdatere meldeskjemaet. På våre nettsider informerer vi om hvilke endringer som må meldes. Vent på svar før endringer gjennomføres. OPPFØLGING AV PROSJEKTET NSD vil følge opp underveis (hvert annet år) og ved planlagt avslutning for å avklare om behandlingen av personopplysningene er avsluttet/pågår i tråd med den behandlingen som er dokumentert. Lykke til med prosjektet! Tlf. Personverntjenester: 55 58 21 17 (tast 1)

Are you interested in taking part in the research project

" Leaders perceptions of diversity management: To what extent may a diverse workforce be beneficial or challenging within an organization "?

This is an inquiry about participation in a research project where the main purpose is to find out to what extent a diverse workforce may be beneficial or challenging within an organization. By gaining more knowledge and researching the relationship between employees and their management, how this will impact the organization? In this letter we will give you information about the purpose of the project and what your participation will involve.

Purpose of the project

The purpose of the project is to outline the study to find out to what extent diversity management may be beneficial or challenging within an organization? Going through topics such as leaders understanding of diversity, advantages and disadvantages in relations to diversity as well as their experience and performance related to diversity in general will help this project grasp a better understanding and gain more knowledge towards this thesis and previous research. The unit of analysis are experienced leaders within the oil and gas industry, and the data will be collected through personal interviews conducted by research assistant of this project, Aimee Ryan. The past few decades, there has been many significant changes in the world that have had an influence on today's workforce. Our societies are becoming multicultural, over all regulations in general are getting looser and organizations are merging and expanding with other countries. Investing in a diverse workforce, may be beneficial to an organization depending on the employee performance. Having a diverse workforce may benefit as well as create challenges. Which is why managing a diverse workforce is beneficial within any organization, effective management on any diverse issues may be handled at an early stage, which will lead to a positive impact on both the employee and the organization.

Who is responsible for the research project?

The University of Stavanger is the institution responsible for the project. The project supervisor for the project is Associate Professor Åse Helene Bakkevig Dagsland, University of Stavanger. Faculty of Social Sciences, Norwegian School of Hotel Management. The Research Assistant is master student Aimee Ryan of the Norwegian School of Hotel Management.

Why are you being asked to participate?

You have been approached to participate in this project as you are an experienced leader. Since you are experienced within the oil and gas industry within the managerial responsibilities your contribution will be of great value to this project. Data will be collected by personal interviews, but data will not be identifiable as we will use pseudonymisation, meaning processing the data that has been collected in a way that one is no longer able to be linked to the individual person. Removing identifiable information such as names, age, contact details and ID number. Data will be recorded during the interviews and transcribed after. Recordings will be deleted after the transcription.

What does participation involve for you?

This is a qualitative study based on one-on-one interviews that are based on an interview guide that is made in advance. If you chose to take part in this project you will be participating in these personal one-on-one interviews conducted by Research Assistant Aimee Ryan. The interviews will take approximately 45 minutes. Information on employees and managers perceptions and experience related to a diverse workforce and how this is managed is of interest. How diversity may impact your organization in both a positive and negative way. The interviews will be recorded, and the data will be transcribed. Recordings will be deleted after the transcription. The recording and overall findings will remain anonymous throughout my entire research.

Participation is voluntary

Participation in the project is voluntary. If you chose to participate, you can withdraw your consent at any time without giving a reason. All information about you will then be made anonymous. There will be no negative consequences for you if you chose not to participate or later decide to withdraw.

Your personal privacy – how we will store and use your personal data

We will only use your personal data for the purpose(s) specified in this information letter. We will process your personal data confidentially and in accordance with data protection legislation (the General Data Protection Regulation and Personal Data Act). As mentioned no data will be identifiable.

- Only myself, Aimee Ryan and my supervisor Åse Helene Bakkevig Dagsland in connection with the institution; University of Stavanger, Faculty of Social Sciences, Norwegian School of Hotel Management is responsible for the project and will have access to the personal data.

- The data collected will be coded to ensure that it is kept anonymous. Names of employees, managers and the company will be replaced. Participant and the company will not be recognisable in publications.

- The transcribed interview will only be available for participants in the research group DiMaRG, consisting of six master students as well as three supervisors at the Norwegian School of Hotel Management. Although no data will be presented to the DiMaRG-group without being De-identified. Research Assistant Aimee Ryan will be the only person that has access to the raw data that is retrieved.

What will happen to your personal data at the end of the research project?

The project is scheduled to end June 17th, 2019. Any and all data collected for this project will be transcribed and deleted at the end of the project. Your contact information will be deleted immediately after the interview is conducted. Data archived for potential future research for the Associate Professors Åse Helene Bakkevig, Trude Furunes and Tone Therese Linge at the Norwegian School of Hotel Management until June 2020, after this date, all data will be deleted.

Your rights

So long as you can be identified in the collected data, you have the right to:

- access the personal data that is being processed about you

- request that your personal data is deleted

- request that incorrect personal data about you is corrected/rectified

- receive a copy of your personal data (data portability), and

- send a complaint to the Data Protection Officer or The Norwegian Data Protection Authority regarding the processing of your personal data

What gives us the right to process your personal data?

We will process your personal data based on your consent.

Based on an agreement with the University of Stavanger, Faculty of Social Sciences, Norwegian School of Hotel Management., NSD – The Norwegian Centre for Research Data

AS has assessed that the processing of personal data in this project is in accordance with data protection legislation.

Where can I find out more?

If you have questions about the project, or want to exercise your rights, contact:

- University of Stavanger via

  Project Supervisor: Åse Helene Bakkevig Dagsland, by email:
  (aase-helene.b.dagsland@uis.no) or by telephone: +47 51 83 37 62 or
  Research Assistant: Aimee Ryan, by email: (aimee@ryans.no) or by telefon: +47 97 87 52 88

- Our Data Protection Officer:

- NSD – The Norwegian Centre for Research Data AS, by email:
  (personverntjenester@nsd.no) or by telephone: +47 55 58 21 17.

Yours sincerely,

Åse Helene Bakkevig Dagsland	Aimee Ryan
Project Leader	Research Assistant
(researcher/supervisor)	Student

Consent form

I have received and understood information about the project "Leaders perceptions of diversity management: To what extent may a diverse workforce be beneficial or challenging within an organization" and have been given the opportunity to ask questions. I give consent:

- ☐ to participate in a personal one-on-one interview (skype) with the Research Assistant, Aimee Ryan of the project
- ☐ for the information I tell to be a part of the master thesis authorized by the research Assistant, I expect the personal data be made de-identifiable
- ☐ for the de-identifiable data to be stored after the end of the project for potential further research on diversity management at the Norwegian School of Hotel Management until June 2020

I give consent for my personal data to be processed until the end date of the project, approx. *June 17th, 2019.*

(Signed by participant, date)

7.3 Interview guide

''Leaders perceptions of diversity management: To what extent may a diverse workforce be beneficial or challenging within an organization''?

Name:

Age:

Position:

Company:

Years of experience (both in total and current company):

1. Could you please tell me about your job as a manager?
2. What are your perceptions of diversity management within the oil and gas industry?
   a. Describe your understanding of diversity (inclusion)?
3. How is your workforce composition (foundation of planning)?
4. To what extent may a diverse workforce be beneficial within an organization?
   a. Do you have any examples?
5. To what extent may a diverse workforce be challenging within an organization?
   a. Do you have any examples?
6. What are your company strategies concerning recruitment?
7. What are your company strategies concerning training?
8. What are your company strategies concerning work ability?
9. What are your company strategies concerning employment?
10. What influence has your background or experience had regarding diversity?

7.4 Email introduction and interview planning

Note: informant details were given by other known sources, a phone call to each informant was made before sending out this e-mail.

Subject: Master Thesis – Diversity Management

Hi XXX,

Thank you for taking the time answering my phone call. As mentioned, I received your contact details through XXX. The reason I am reaching out is that I require several leaders to attend a one-on-one interview (through skype, since I am based in Norway) conducted by myself regarding my master thesis on diversity management due June 2019.

My target is, leaders working within international oil and gas companies. Due to your background and experience it would be of great interest to hear your perceptions and thoughts regarding this topic.

Due to my research method the interviews will be voice-recorded, transcribed and later deleted. The interview will be approximately 45 minutes. Informants that participate will be anonymized, and only myself, Aimee Ryan will have access to the data. The data collected will be coded to ensure that it is kept anonymous. Names of employees, managers and the company will be replaced. Participant and the company will not be recognizable in publications.

Looking forwards to hearing back from you and I'm flexible regarding skype time. If you have any questions, please let me know and I will provide clarification.

kind regards,
Aimee Ryan
Master student at the Norwegian School of Hotel Management
University of Stavanger