



Universitetet
i Stavanger

**FACULTY OF SOCIAL SCIENCES,
NORWEGIAN SCHOOL OF HOTEL MANAGEMENT**

MASTER'S THESIS

STUDY PROGRAM:

Master's in International Hospitality
Management

**THESIS IS WRITTEN IN THE FOLLOWING
SPECIALIZATION/SUBJECT:**

Diversity, Diversity Management, Inclusion

IS THE ASSIGNMENT CONFIDENTIAL?

No

TITLE:

Hotels as an Arena for Diversity and Inclusion: with Focus on The Job Training Program
by NAV

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Abstract

This master's thesis has explored Norwegian hotel leader's perception of diversity and inclusion, as well as their perception of the job training program by NAV as a tool for diversity and inclusion. The literature review of the thesis highlights potential benefits which a diverse and inclusive workplace can generate for individuals, organizations, and society. The Inclusive Workplace Model (TIWM) by Mor Barak (2016) has been used as a basis for the further research conducted with this thesis. A mixed method approach was used by collecting data from Norwegian hotel leaders through a survey and was further followed up by an interview of a general manager of a larger chain with experience with the job training program. As literature stresses varying perceptions of diversity and, findings of this research also indicate variations among the respondents. Willingness to utilize the job training program, and benefits associated with it, was all over positive. However, the survey did reveal that 15,5% of the respondents were not familiar with the job training program, which indicates a gap with a potential for an increase in organizations involved in the program. The Corona crisis which affected Norway in March 2020 has led to an increase in people with periods of unemployment on their CV, as the unemployment rate for Norwegians has increased from 4% to 10,4% during the period so. An increased focus on diversity and inclusion might therefore be even more important in the future, as well as the job training program might become relevant for more people. As the Hotel Industry consists a wide range of varied jobs which often require little training, this industry might have a large potential for practicing diversity and inclusion through alternative sources of employment, such as the job training program.

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Foreword

The business world is continuously becoming more global with work migration and expansion across borders, leading to increased potential for diverse workforces (Madera, 2018; Mor Barak, 2016). At the same time, the Norwegian society has a growing need for inclusion as more people lives longer lives as well as there is a current decrease in the young population (Jensen, 2018, as cited in Ording, 2018). In addition, the Corona crisis have left hundreds of thousands of people unemployed in Norway (Smalø, 2020; NAV, 2020-a). As the hotel industry often consists of many low skilled jobs (Gehrels & Suleri, 2016; Linge, 2015), hotels might have a golden opportunity to increase employment of diverse workforces and thereby contribute to inclusion, which is what this thesis will further explore.

My personal interest for this field has developed through years of work experience in different hotels with varying focus on diversity and inclusion. With further education within the field of hospitality management, especially through the subject course Globalization and Diversity Management, my interest grew, and the decision of the thesis' theme was made.

Conducting research within a period of high uncertainty for the hotel industry due to the Corona crisis, was challenging, and I am grateful for the people who still took time to participate in the research for this thesis. Further I express thanking to my supervisor Åse Helene Bakkevig Dagsland, for her support through this process. As the theme of the thesis is wide and sometimes difficult to grasp, she has motivated me to stick with it and explore the field. She has also continuously taken time to provide feedback and guidance. I also want to thank Lukasz Derdowski for his time assisting in the parts of methodology and analysis. Lastly, however not the least, I thank my good friends and fellow students in Stavanger, who has provided constructive criticism and encouragement throughout this process, as well as my family and good friends outside the University of Stavanger, who has provided social support and uplifting motivation.

Introduction

Historically, organizational workforce diversity has become a growing trend since the middle of the 20th Century, pushed through by the UN Universal Declaration of Human Rights (UDHR) (Mor Barak, 2016; UnitedNations, n.d.-b). The UDHR concerns several points of interest to ensure equal rights, where article 23 of the UDHR concerns the right to work, equal pay for equal work, and the right to be protected against unemployment (UnitedNations, n.d.-b). As a result of this, workplace diversity might originally have been initiated in order to meet the laws for quota implementations to even out minority discrimination and/or to avoid lawsuits based on discrimination (Ashikali & Groeneveld, 2015; Mor Barak, 2016; Pless & Maak, 2004). This might still be the case in some organizations, as well as there has been a growing awareness and scientific research that describes competitive organizational outcomes of workplace diversity and inclusion (Mor Barak, 2015, 2016; Pless & Maak, 2004).

As the job market continuously becomes more global due to immigration, worker migration, refugees, and the increase of international and multinational organizations, the importance of understanding how to manage a diverse workforce will increase parallel with the development (Linge, 2015; Mor Barak, 2016). Research has shown that increasing diversity can add improved creativity, new perspectives and innovative thoughts to organizations (Malik Madappa, & Chitranshi, 2017; McCallaghan, Jackson, & Heyns, 2019, 2019; Mor Barak, 2016; Morris, 2018; Pless & Maak, 2004). However, Mor Barak (2015) stresses that the growing trend of diverse workplaces needs to adapt tools of inclusion in order to utilize the full potential of a diverse workforce, and further that “More work is needed for us to more deeply understand the construct of inclusion and to draw linkages that will support evidence-based practice to create and sustain climates of inclusion in organizations.” (Mor Barak, 2015, p. 84).

The hospitality industry is referred to as one of the largest and fastest growing industries of the 21st century (Vetráková, Šimočková, & Pompurová, 2019) and is often represented by highly diverse workforces (Gehrels & Suleri, 2016; Linge, 2015). One reason for the high diversity is that the hospitality industry represents a broad spectrum of low-skilled jobs (Linge, 2015). Sources of employment are also increasingly expanding in the modern world, with the use of help agencies and other external parties such as governmental organs (Akron, Feinblit, Hareli, & Tzafrir, 2016). This is also present in the Norwegian society, where it in the recent years, has been an increased focus of inclusion in the workplace from the Norwegian government. Siv Jensen, politician of the Norwegian political party Fremskrittspartiet, uttered the need for utilization of potential workforce as the Norwegian society will experience an increase of elder people who eventually will not be able to work, together with a decrease of young people in the near future (Jensen, 2018, as cited in Ording, 2018). As a result, the government decided to strengthen the economic support to existing work inclusion programs (Ording, 2018). The Norwegian Work and Welfare Organization, NAV, has several different programs aimed towards work-life inclusion, where the job training program is the most frequently used program (Hyggen, 2017; Olsen, Anvik, & Breimo, 2019). In 2019, there were reported of record high numbers of 10.000 participants of inclusion programs and 110 engaged organizations offering a workplace during the year of 2018 (NTB, 2019).

This thesis will further explore how Norwegian hotel leaders perceive the terms *diversity* and *inclusion*, as well as investigating how alternative sources of employment, such as the job training program from NAV, can function as a helpful tool in towards diversity and inclusion. Following this paragraph, the research questions of this thesis are presented, before the chapter of the literature review begins.

Research Questions

RQ1: How does leaders in the Norwegian hotel industry perceive the terms diversity and inclusion?

Sub-question 1: How does Norwegian hotel leaders understand the connection between diversity and inclusion?

RQ2: How does leaders in Norwegian hotels consider inclusion programs to be relevant for their industry?

Literature review

The Job Training Program by NAV

The job training program by NAV has been developed as a strategy towards job inclusion in the Norwegian society, with the main purpose of helping people enter the job market after longer periods of unemployment, which leaves open gaps in the job seekers CV (NAV, 2020-b; Olsen et al., 2019). The gaps are due to different reasons, such as psychological and/or physical challenges/illness which have led the person to be without a job or enrolled in education over a certain time period (Olsen et al., 2019). In order to be enrolled in the job training program, the unemployed user registers with NAV, who further matches the program participant with a suitable organization where the job training will take place. The program can last up to one year, or one and a half year for people with impaired work abilities (NAV, 2020-b). Any organization who do not required people with special education and/or specialised expertise can notify their interest to contribute as a workplace for the job training.

Unemployment have been linked to a range of negative personal effects such as depression, low self-esteem, increase in physical complaints, as well as negative effects of life satisfaction and happiness (Extremera & Rey, 2016). Including more people into work is associated with positive outcomes on personal level as well as on an organizational, political, and national level (Extremera & Rey, 2016; Mor Barak, 2016). NAV further highlights that being in a job training program most likely will generate positive outcomes for the job applicant regardless of the outcome of further employment in that organization, as the program participant still will gain work experience (NAV, 2020-b). In addition to the purpose of inclusion, The job training program is described by NAV to offer unique benefits for the employer, as it is a way of getting to know the job applicant before deciding of employment (NAV, 2020-b). This way, the job training program works as a tool for testing the fit between

the job applicant and the organization, without any strings attached. Below is an overview of the potential positive outcomes of the job training program, seen from the program participant’s perspective, as well as the organization’s perspective. The overview is developed of the researcher, based on statements from NAV’s website (NAV, 2020-b).

Positive outcomes for the program participant	Positive outcomes for the organization
Work experience	Positive influence on the work environment
Future reference(s)	Positive image and reputation of the organization
Potential offering of permanent contract	Possibly gain a good employee fit
Personal growth and development	

Overview 1. Overview of Potential Outcomes of The Job Training Program. Adapted from Statements from NAV’s Website (NAV, 2020-b).

Contributions and Challenges of the job training program

In 2017, a research conducted by Hyggen reported results that indicated that The job training program might harm the job training participants more than it benefits them (Hyggen, 2017). Based on the results from his research, Hyggen (2017) argues that the job training program by NAV sometimes has negative back striking effects, as job applicants with job training on their resume tends to be evaluated as both less attractive and lower skilled than other applicants, by potential employers. Hyggen (2017) further stresses that the fact that the most valued human capital factor of a potential employee is the work- and educational related experiences, gives a full resume much power.

A report published in 2019 by Olsen et al. has however highlighted success stories of the job training program, where they conducted a research among 1500 leaders in a variation of Norwegian organizations (Olsen et. al, 2019). Around half of the respondents reported that they have offered job training and half of those reported that program participants have been offered permanent contracts after the program end. Consisting of both small, medium and large sized organizations, the findings of Olsen et al.'s (2019) research showed that larger organizations contributed more to the job training program and that these organizations also on average were more successful as they had developed practices for inclusion and follow up of the program participants. In both reports, many of the respondents reported that they had limited knowledge related to the different inclusion programs from NAV, indicating that there is a larger potential for contributing organizations (Hyggen, 2017; Olsen et al., 2019).

Understanding Diversity

Diversity is often defined in different terms along organizational literature. It can be argued that the biggest differences often are seen in its limitations, as the definition often does not go beyond race and gender (Mor Barak, 2016). Some authors define diversity as differences in “cultural background, religion, beliefs, gender and value systems, etc.” (Pless & Maak, 2004, p. 134), whereas others include the factors of physical appearance and abilities (Elkhwesky, Salem, & Barakat, 2018). Some researchers argue for the need of attention to additional factors such as culture, education, lifestyle and experience as well (Elkhwesky et al., 2018; Mor Barak, 2016; Reynolds, Rahman, & Bradetich, 2014).

After having analysed several definitions of diversity spread over different continents, Mor Barak (2016) have developed a framework of separating the diversity definitions into three different approaches: narrow category-based diversity definitions, broad category-based diversity definitions and definitions based on a conceptual rule. The narrow-category based diversity definition is US-originated and is limited by the discrimination legislation, which

means that it describes “gender, race and ethnic groups, national origin, disability and age” (Mor Barak, 2016, p. 125). The broad category-based definition includes additional diverse features such as “marital status and education, as well as skills and years in the organization” (Mor Barak, 2016, p. 126). Mor Barak (2016) further divides the broad category-based definition into two different variables: the visible and the invisible diversity features. Visible diversity refers to anything visible about an individual or group, such as the colour of a person’s skin or the size of a person (Mor Barak, 2016). The invisible features refers to features not visible unless more information is revealed about the individual or group, such as the sexual orientation of a person, or how many years the person has worked within the organization (Mor Barak, 2016). The third category of a diversity definition, definitions based on a conceptual rule, states that diversity is “(a) differences in world views or subjective culture, resulting in behavioural differences among cultural groups; and (b) differences in identity among group members in relation to other groups” (Larkey, 1996, as cited in Mor Barak, 2016, p. 127). The criticism of this definition is that it tends to make all differences equal, and thereby trivializes differences of historically greater importance, such as gender and race discrimination, as it equates these differences with number of years in the organization and/or personality differences (Mor Barak, 2016).

The different definitions rise an awareness of how the perception of diversity might vary throughout countries, different cultures and perhaps also within cultures. As many organizations today are expanding across national borders and people are migrating for work, the need for a more universal definition of diversity is needed (Mor Barak, 2016). Based on the three presented definitions above, Mor Barak (2016) defines workforce diversity as following: “workforce diversity refers to the division of the workforce into distinction categories that (a) have a perceived commonality within a given cultural or national context, and that (b) impact potentially harmful or beneficial employment outcomes such as job

opportunities, treatment in the workplace, and promotion prospects – irrespective of job-related skills and qualifications” (Mor Barak, 2016, p. 129).

Diversity Management. With the purpose of educating leaders and employees in how to utilize attributes of a heterogeneous workforce, some organizations offer diversity training (DM) to management and non-managerial workers (Reynolds et al., 2014). “Diversity management is used to attract, retain and effectively manage a diverse workforce in order to contribute to the organization’s performance” (Ashikali & Groeneveld, 2015, p. 758). DM practices can be formal or informal, depending on the needs of the organization (Elkhwesky et al., 2018). Ashikali and Groeneveld (2018) points out that the aim of DM today is set on increasing inclusion in order to utilize benefits of diverse workforces, as DM is linked with higher levels of inclusion. Mor Barak (2016) argues that the importance of a mutual understanding of the organizations perception of the term diversity is crucial for the success of DM to make sure of a consistent training within all departments. Two challenges within DM is (1) to assemble a heterogeneous DM team, in order to increase the opportunity for diversity considerations in regards to decision making (Mor Barak, 2016), and (2) DM training is often expensive and is therefore not ideal for all organizations (Reynolds et al., 2014).

Understanding Inclusion

The definition of inclusion by Mor Barak (2016) is used for this thesis, where inclusion is defined as “the degree to which individuals feel a part of critical organizational processes, such as access to information, connectedness to co-worker, and ability to participate in and influence the decision-making process” (Mor Barak, 2016, p. 7). Research shows that while organizations might succeed on hiring diverse workforces, they might not succeed in creating inclusive workplaces (Mor Barak, 2015, 2016; Pless & Maak, 2004). An inclusive workplace is when every individual are recognized for their unique attributes and

inspired to utilize their uniqueness rather than blending in to the mainstream (Mor Barak, 2016; Pless & Maak, 2004). This is when the benefits of a diverse workforce is believed to add value to the company's performance (Mor Barak, 2016; Pless & Maak, 2004). An inclusive workplace is created through the organizational culture which has to be based on "norms, values, beliefs and expectations" (Pless & Maak, 2004, p. 130). An inclusive culture will be further explained by theory of Pless & Maak (2004) in the next paragraph.

Inclusive Workplace Culture. An inclusive workplace culture is illustrated by Pless and Maak (2004) through their model 'The House of Recognition' (see figure 1 on page 17). At the bottom of the house, *recognition* is presented, referring to the need for "recognizing difference while looking for the common bond" (Pless & Maak, 2004, p. 131). By separating between three different types of recognition; emotional recognition, solidarity, and legal and political recognition, Pless and Maak (2004) explains how they are all important to create a solid ground for an inclusive workplace. As emotional recognition refers to recognition within social relationships, this means that in a work environment, emotional recognition needs to be present in order to sustain healthy competitive circumstances (Pless & Maak, 2004). Experiencing high levels of stress and performance pressure at work is a reality in a competitive environment, and the fundamentals of emotional recognition is thereby necessary in order to maintain employee self-esteem, trust and motivation (Pless & Maak, 2004). While legal and political recognition refers to the laws and rights of every human being to be treated equal, the human understanding and acceptance of these laws and rights are expressed through solidarity recognition (Pless & Maak, 2004).

On the next level of The House of Recognition, the following four key points are to be found: (1) reciprocal recognition, which states the need for true acceptance beyond just tolerance of each other (Pless & Maak, 2004), (2) standpoint plurality and mutual enabling, which is best exemplified when all voices are equally valued and taken into consideration in

terms of decision making, (3) trust, the ongoing process of building trust between co-workers in order for everyone to have the confidence of being themselves, and (4) integrity, which represents the wholeness of a person, meaning that the person stays true to his/her decisions even in challenging times (Pless & Maak, 2004). By shaping the organizational culture on these grounds, the organizational goal is that as employees will develop recognition and trust between each other, they will also develop it towards the organization.

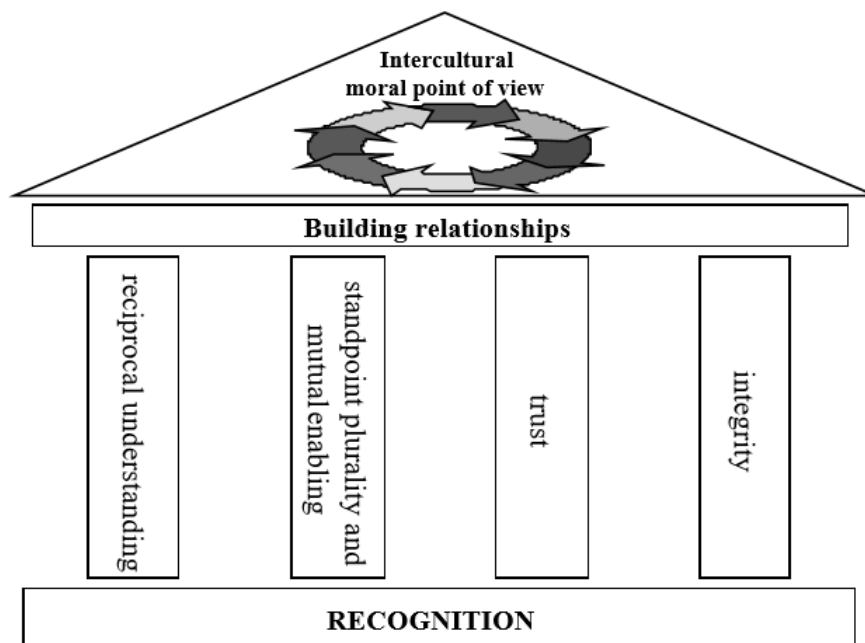


Figure 1. Building an Inclusive Diversity Culture – the Founding Principles. Adapted from “Building an Inclusive Diversity Culture: Principles, Processes and Practice” by N. Pless & T. Maak, 2004, *Journal of Business Ethics*, 54(2), 129-147.

Understanding Social Inclusion and Exclusion. Inclusion and exclusion are social concepts belonging to the social- and psychological disciplines. Marques, Abrams, and Hogg (2005) presents inclusion and exclusion as evolutionary actions where every human being has a need for being included. Marques et al. (2005) argues that while inclusion contributes to meaningfulness and belonging, exclusion can be highly damaging on individuals as it threatens self-esteem and can lead to anger and frustration. Who are subjects for exclusion depends on

different variables, however Marques et al. (2005) argues that minorities are more often exposed to exclusion as they appear as unfamiliar and/or expose any kind of threat to the mainstream. In a group context, individuals are also more exposed to exclusion than what are other groups, especially if individuals are a poor fit with the group (Marques et al., 2005). “Moreover, individuals may be excluded from relationships either because they belong to an excluded group, or because of something unique about them as a person” (Marques et al., 2005, p. 17).

Inclusion Practices. Pless and Maak (2004) further argues that the organizational culture needs to lay the grounds for the level of inclusion that the organization wants to have, before or parallel to recruiting diverse workers. “Instead of defining a solitary role, leadership becomes a relational, interactive task aimed at involving all people within the company, all members of teams, departments and areas in the ongoing processes of initiating, defining and realizing projects and the company’s objectives.” (Pless & Maak, 2004, p. 138). As managers interviewed through the research of Olsen et al. (2019), stresses the desire of including diverse groups of people into their workforces, they parallelly talk about the necessity of a ‘fit’ with the organization. Pless and Maak (2004) means that reaching towards a successful inclusive workplace does require attention to the recruitment process to sustain or add to the accelerating spiral towards an inclusive work environment. The attention does not need to be on people seeming to share the same identity, but on people’s values (Pless & Maak, 2004). Hiring people who shares the same perception of an inclusive attitude is the main goal of a successful recruitment process (Pless & Maak, 2004). A tool for following up the employment of new workers are mentoring and team building, both on team level and on organizational level (Pless & Maak, 2004).

Previous Research of DM and Inclusion Practices in Norwegian Organizations

In a report by Berg, Thorshaug, Garvik, Svendsen, and Øiaas (2012), the researchers explored leader's perception of workforce diversity and different diversity- and inclusion strategies in a case study of five different organizations. The findings displayed a variation of perceptions of the term diversity as well a variation of inclusion strategies adapted. The differences in inclusion strategies ranged from informal to formal ones, where some had a focus on external inclusion programs in cooperation with external organs such as for example NAV, and others had internal strategies. The report also presented differences in motivation for diversity and inclusion, as the main variations seemed to be driven by either innovation related benefits, benefits related to product- and service quality, and/or social responsibility. Who were included was also an interest point, where some organisations focused on selected minorities. Berg et al. (2012) utters the need for more research within the field, and extended mapping of other organization's perceptions and practices. As the research is rather old, more recent research as the one presented by Mor Barak (2016), Hyggen (2017) and Olsen et al. (2019), still discover a variation in regard to the understanding of the terms, in practices related to the terms, and the expected contribution of the practices.

In the research conducted by Olsen et al. (2019), they focused on 12 cases where one criteria for participation in the case was that the organizations differed in size, in order to compare the results between small and large scaled organization. Olsen et al. (2019) found out that there were some differences within inclusion practices amongst smaller and larger companies. For example, larger companies reported that they had hired people with psychological health issues during the last two years, and many of them further argued for the job training program as an important recruiting strategy for new employees. As many larger companies showed established inclusion practices for integrating the new employees, some of the smaller companies with longer experience with The job training program showed similar

but smaller scaled structures of inclusion practices (Olsen et al., 2019). Examples of implemented practices are routines for introduction, training, and follow up of the program participant (Olsen et al., 2019). In several of the cases, it was informed that the organizations had a responsible person for inclusion of the program participants, who functions like a mentor (Olsen et al., 2019). One hotel manager of one of the nationwide hotel chains interviewed in the study informs that during the last years, there has also been more initiative from central management regarding inclusion (Olsen et al., 2019).

Employee-Organization Fit

In his book of how to improve productivity in the hospitality industry from 1989, Mill predicts the increase of diversity in the hospitality industry in the future. Mill (1989) argues for the importance of management responsibility for finding the right fit between employee and the organization as he states that “Hiring productive employees means matching the characteristics of the future employee pool with the characteristics of the job” (Mill, 1989, p. 3). This is more recently supported in research by Gehrels and Suleri (2016) who argues that recruiting fitted employees with a long-term goal of them staying in the organization for a long period, can increase benefits for the organization by developing talented employees who will generate higher productivity as the employee will be more skilled doing his/her tasks, which in turn will increase customer satisfaction. Fitted and talented employees can further affect the organizational culture positively by doing more than expected and thereby also add value to the organization, to colleagues and to guests (Gehrels & Suleri, 2016). Gehrels and Suleri (2016) however argues that although employment in the hotel industry is increasing, it is challenging to find talented people today, as the competition for employment is high. An expansion of diversity employment and inclusion practices might therefore be necessary to increase competitive advantage.

The Inclusive Workplace Model

The Inclusive Workplace Model (TIWM) by Mor Barak (2016) will function as a framework for this thesis. TIWM (Mor Barak, 2016) adds to the definition of the term inclusion, as well as it will be utilized for development and measurement of the survey conducted in this research.

Mor Barak (2016) expresses that DM can generate a better work environment which further will lead to “a more productive and loyal workforce, advantages to the company in recruitment and in the competition for talent, positive corporate reputation, legitimacy, firm reputation, and improvement in the public’s goodwill toward the company, including customers and stakeholders” (Mor Barak, 2016, p. 238). Mor Barak (2016) further argues that there is a general gap in managements’ ability to utilize the diverse workforces’ of their own organizations through inclusion. The purpose of TIWM is to explain how to successfully manage workplace inclusion.

TIWM is divided into four levels, where level 1 focuses on inclusion within the organizations’ workforce, level 2 focuses on inclusion through corporate-community collaborations, level 3 focuses on inclusion through state/national collaborations and level 4 focuses on inclusion through international collaborations (Mor Barak, 2016). Within each level, a list of assumed benefits (personal and organizational) are presented as well as assumed barriers for implementation of the inclusive actions (Mor Barak, 2016). Following is a presentation of the model.

	Assumed Individual Benefits	Assumed Organizational Benefits	Assumed Barriers
Level 1 Inclusion through diversity within the work organization	Access to advancement and job promotions Improved income and benefits More decision-making power	Opportunity to growth and productivity within the organization Cost savings (e.g., lower turnover, less absenteeism) Positive image with employees, customers, and financial institutions	Discrimination Prejudice Perception of job security
Level 2 Inclusion through corporate-community collaborations	Employment, job training Mentorship Improved services to the community	Improved image and reputation Advantage in recruitment and in labour disputes Increased employee loyalty Strong connection between social performance and economic performance	Economic pressures to demonstrate profitability Limited company vision (short-sighted and internally focused) Lack of leadership to champion and sustain efforts
Level 3 Inclusion through state/national collaborations	Employment benefits Job training Advancement opportunities Improved job prospects	Expanded potential employee pool Increased employee loyalty Improved customer relations A more attractive value-based corporate image	Limited company vision (short-sighted and internally focused) Stereotypes, prejudice, and discrimination against disadvantaged population groups
Level 4 Inclusion through international collaborations	Job opportunities, both for residents and for expatriates Improved health and safety conditions	Expanded geographic markets Improved industrial relations and less litigation Increased economic activities Better marketing to international customers Improved corporate image with customers, financial institutions, and stockholders	Greed-going beyond fair trade and exploiting others Discrimination Lack of respect for other nations and cultures

Model 1. The Inclusive Workplace Model. Adapted from “Managing Diversity: Towards a Globally Inclusive Workplace” by M. Mor Barak, 2016, T. O. Sage Ed. 4th ed.

Assumed Benefits of an Inclusive Workplace

This chapter explores the assumed benefits of an inclusive workplace, based on

TIWM: (1) opportunity to growth and productivity, (2) creativity and innovation, (3) cost

savings, (4) improved image internally and externally, (5) employee loyalty, and (6) social responsibility.

Opportunity to Organizational Growth and Productivity. Productivity is defined as “how efficiently resources are used to create outputs” (Mill, 1989). The service industry relies in a high degree on human capital, as a large part of the guest experience is based on intangible products, namely service delivery (Gehrels & Suleri, 2016; Marić, Marinković, Marić, & Dimitrovski, 2016; Tomic, Tesic, Kuzmanovic, & Tomic, 2018). How staff is acting in the hospitality industry is therefore of high importance for the organizational growth and productivity. Staff behaviour can be influenced by the organizational climate and the organizational culture (Mill, 1989). The organizational climate at the workplace is defined as “how it feels to be here” (Mill, 1989, p. 4), whereas the organizational culture is defined as “how we want to do things around here” (Mill, 1989, p. 4). Within the organizational climate, Mill (1989) presents the six elements: clarity, standards, commitment, responsibility, recognition, and teamwork as factors that affects how employees are acting at work and how successful they are in their job (Mill, 1989). Mill (1989) further puts weight on the importance of expectation sharing and staff training in order to reach productivity, whereas he stresses that “Once the employee knows how best to perform a particular task, improved scheduling can cut costs.” (Mill, 1989, p. 5).

Creativity and Innovation. “Diversity fosters innovation and creativity through a greater variety of problem-solving approaches, perspectives, and ideas. Academic research has shown that diverse groups decision making often outperform experts” (Hunt, Layton, & Prince, 2015, p. 9). Research have also proven that homogeneity actually hinders innovation (Hunt, Layton, & Prince, 2015). As creativity and innovation is two of the most well documented outcomes of successful diversity and inclusion practices, this can give a competitive benefit to the hospitality industry, as their international customer marked of the

hospitality industry generates a need for a heterogenous workforce to meet their needs (Hunt et al., 2015). Berg et al. (2012) also argues that when the customer group of the organization is diverse, it will also be need for diversity within the organization to best adapt the service offer. Morris (2018) argues that increased innovation is generated by diverse workforces where the individual skills and experiences from each employer is utilized to meet customer needs. He further argues that the importance of seeing beyond just race and gender when it comes to diversity, is one of the tools to reach creative and innovative solutions (Morris, 2018). Chrobot-Mason and Asamovich (2013) found results proving that diversity climate has the potential to affect turnover intentions as an environment of innovation, empowerment and identity freedom will increase employee satisfaction.

Cost savings: Turnover in the Hotel Industry. The hotel industry is recognized as an industry with a general high turnover rate (Aguirre, 2019; Elkhwesky et al., 2018; Gehrels & Suleri, 2016; Vetráková et al., 2019; Wasmuth & Davis, 1983). High turnover affects organizations negatively in terms of profitability, performance and customer service, as high expenses are related to the hiring and training process (Akgunduz & Sanli, 2017; Gehrels & Suleri, 2016). It also important to hinder high turnover in consideration to the risk of losing skilled employees to competitors (Gehrels & Suleri, 2016; Wasmuth & Davis, 1983). Gehrels and Suleri (2016) argues that as the service industry highly depends on human capital, having talented workers will generate profitability to the organization. Keeping talented employees can further prohibit costs of recruiting and training new staff, which is a high cost for the service industry, as well as the hindering loss of productivity and guest satisfaction when a talented employee leaves (Gehrels & Suleri, 2016). Gehrels and Suleri (2016) states the following reasons for high turnover in the hospitality industry: high competition between different organizations and limited opportunity for a diversity of workers to grow within the industry.

Other researchers further argues for higher generated positive outcomes of satisfied employees which might reduce the turnover rate: “Employees who have high perceptions of organizational support will have more positive feelings about their organizations (e.g. increasing job satisfaction, positive spiritual status, and decreasing stress) and will contribute to their organizations more (increasing perceived organizational support and performance)” (Akgunduz & Sanli, 2017, p. 120). When turnover is high, “hotel managers are forced to hire new employees in order to secure smooth hotel operations as well as replace those employees who have left for their competitors.” (Vetráková et al., 2019, p. 1). The hotel industry is highly dependent on their employees in order to generate customer satisfaction, and the importance of employees wellbeing at work should thereby be of high consideration (Choi & Dickson, 2009). One of the main challenges for keeping employees are argued to be a lack of leader strategies for keeping their employees (Wasmuth & Davis, 1983).

Improved Image Internally and Externally. Internal image refers to how the employees experience the organization they work for, are affected by the level of inclusion in the organization (Ghosh, 2018). Research by Ghosh (2018) shows that employees experienced justice within the organization when they are involved in decision making. External imaging refers to the customers and other stakeholder’s perception of an organizations image. Brien, Thomas, and Brown (2017) argues for the hospitality industry carrying an image of consisting of short-term jobs, as the hospitality industry is often associated with low skilled jobs, low pay, limited option for personal challenges and growth, and high turnover. If this is true for the general hospitality industry, action is required for image improvement to help the industry succeed. When some of the associated factors has limitations for change, such as the fact that front floor jobs require low skills, organizations might work actively towards changing their image through other factors, such as inclusion. How the organizations promotes themselves through websites and other external channels have shown to affect job seekers choice of

organization (Jack Walker, Feild, Giles, Bernerth, & Short, 2011). Where organizational presentations of workplace images views room for diversity, minority job searchers are more likely to apply to for a job within that organization (Jack Walker et al., 2011). As internal and external image is highly connected with social corporate responsibility (CSR) (Ghosh, 2018), further explanation of these benefits will be presented in the paragraph of social responsibility.

Employee Loyalty. Employee loyalty can be defined as “Employees’ commitment to the success of the organisation and believing that working for this organisation is their best option” (Tomic et al., 2018, p. 828). Tomic et al. (2018) further argues that employee satisfaction is necessary for employee loyalty and presents employee satisfaction to be affected by a positive organizational culture, keeping skilled staff and express recognition. Tomic et. al (2018) further states that employee loyalty will influence the organizations service quality, and that service quality can influence cost reduction, which again can positively influence the organizations performance. As loyalty is a two-way action, it will require action from both the employers and employees (Dhir, Dutta, & Ghosh, 2019).

Corporate Social Responsibility. Based on existing literature, Ghosh (2018) tested his theories of whether an organization’s CSR actions would positively influence the organization’s employees on a level of trust and identification with the organization. The theories grounds on social exchange theory, which indicates that two or more parties cooperate because they both have something the other party want (Cook & Rice, 2005). The social exchange relationship is usually long-term where mutual trust are developed over time (Cook & Rice, 2005). Findings of Ghosh (2018) supported his theory as a study of 6000 employees reported that the organization’s CSR actions did affect employees in terms of positively increased perceived corporate image, as the employees felt more trusting towards the organization. Ghosh’s (2018) studies also showed that employees used the organization’s

CSR actions to evaluate how they would be treated themselves. Higher consistency in internal treatment, would increase trust generated by CSR activities and vice versa, which indicates that management should develop supportive employee practices as well as engaging employees in practicing SCR activities (Ghosh, 2018). Looking back at the evaluation report of The job training program, conducted by Olsen et al. (2019), their findings also indicates that several of the respondents (especially those from larger organizations) reported a feeling of social responsibility. One of the respondents also indicated positive benefits generated by social responsibility whereas the employees would gain expanded perspective of appreciation and value when including people from the job training program (Olsen et al., 2019).

Assumed Barriers for an Inclusive Workplace

Mor Barak (2016) presents the following barriers for inclusion to be: (1) discrimination, (2) prejudice, (3) perception of threat to job security, (4) economic pressures to demonstrate profitability, (5) limited company vision (short-sighted and internally focused), (6) lack of leadership to champion and sustain efforts, (7) stereotypes, (8) greed-going beyond fair trade and exploiting others, and (9) lack of respect for other nations and cultures. Point 8 and 9 considers organizations who operates across borders as it regards hindering international collaborations taking advantage of employees and resources in the host country and will therefore not be elaborated on further in this thesis. A closer explanation of the other barriers will be presented in the following paragraphs.

Prejudice, Stereotypes, and Discrimination. Prejudice refers to the pre-judgement of characteristics of an individual and/or groups/members of different groups (Mor Barak, 2016). The term is often related to stereotypes which refers to “a standardized, oversimplified mental picture that is held in common by a member of a group” (Mor Barak, 2016, p. 132). As both concepts have arisen as a natural mental operation of distinction between individuals and groups, it can however be highly damaging when it affects individuals and/or groups in work

relations which might lead to discriminative action (Mor Barak, 2016). Discrimination in employment is defined by Mor Barak as “when (a) individuals, institutions, or governments treat people differently because of personal characteristics like race, gender, or sexual orientation rather than their ability to perform their jobs and (b) these actions have a negative impact on access to jobs, promotions or compensation” (Mor Barak, 2016, p. 52). As referred to earlier, the UDHR functions as a legal framework for hindering discrimination and organizations may seek to avoid discrimination in order to keep a positive image, as well as avoiding legal trouble (Mor Barak, 2016; United Nations, n.d.-b). Discriminative attitudes and actions may be held and expressed by any member of an organization and may lead to a hostile work environment for minority groups, hindering positive outcomes of the potential of a diverse workforce (Mor Barak, 2016). Referring to the increasing *politically correct* environment of today, leaders and employees may have concerns for rising their voice regarding prejudice, stereotypes and discrimination, in fear of being misunderstood, as is what Mor Barak (2016) refers to as the fourth point of potential barrier’s for an inclusive workplace: perception of threat to job security.

Management Expectations and Leader Engagement. Economic pressure to demonstrate profitability is connected to point five of the potential barriers; limited company vision (short-sighted and internally focused), as it refers to differences between short- and long-term goals generated by an inclusive workplace (Mor Barak, 2016). As social responsibility actions have shown to generate positive organizational image, loyal employees, and lower turnover, these are long-term benefits that will not show in a short-term plan. This might create a challenge for employees and leaders arguing for inclusive actions to management focused on short times profits (Mor Barak, 2016). Depending on the attitude of the management regarding an inclusive workplace, leaders who wants to practice inclusive initiatives might have a hard time convincing management. However, it can also be

challenging to find leaders who are motivated to initiate practices for inclusion in addition to keeping operating their daily tasks, even though the organizational climate is being open-minded (Mor Barak, 2016).

By exploring how Norwegian hotel leaders perceive diversity and inclusion, the following research of this thesis will also further explore the perceived potential benefits and barriers as well. The following research also investigates the potential relevance of the job training program in relation to diversity and inclusion in the hotel industry. The practical part of the thesis' research will be presented in the next chapter.

Method

Design

The purpose of this research is to develop better understanding of diversity and inclusion, and practices related to them. The research conducted for this thesis is therefore exploratory. Exploratory research is used when there is little knowledge existing within the chosen area of investigation (Neuman, 2014). The steps in exploratory research are not well-defined and it requires a flexible approach of investigation as it seeks to explore the true nature of a less defined concept (Neuman, 2014). The theory presented for this thesis, highlights the following gaps: (1) international varying perceptions of the terms diversity and inclusion, (2) a lack of understanding of the connection between the terms diversity and inclusion, (3) varying practices in regard to DM and inclusion, and (4) a variation in the willingness to utilize the job training program by NAV. Together with the research questions, these gaps were explored in the research conducted for this thesis. The methodological approach to this explorative research is a mixed method approach, which will be further explained in the following paragraph.

Mixed Method. When dealing with a social phenomenon, data is often complex and can be hard to obtain through a single method study (quantitative or qualitative method) (Neuman, 2014). A mixed method study can bring more knowledge to underlying meaning as it approaches the phenomenon from both angles (Neuman, 2014). Greene et al. presents added value of a mixed method approach to be “triangulation, complementarity, development, initiation, and expansion” (Greene et al, 1989, p.1). Mixed method studies have several approaches, as it can be done concurrent or sequential and with more weight on either of the approaches or equal weight on both (Leech & Onwuegbuzie, 2009). This research has been conducted sequential, as the quantitative research has been conducted prior to the qualitative, with more weight on the quantitative part (the survey) due to limited resources for the

researcher and unforeseen events during the period of the data collection, which will briefly be presented in the following paragraph.

Possible Limitations due to the Corona Crisis. On the 31st of December 2019, the first report about an unknown virus was reported in China (WHO, 2020), later identified as the Coronavirus (NIPH, 2020). “WHO declared the outbreak to be a pandemic on 12th March 2020” (NIPH, 2020), and the first case of Corona in Norway was detected in February 2020 (NRK, 2020). The Corona pandemic became a crisis which resulted in many Norwegian hotels having to close down and temporarily or permanently lay off many of their employees, including leaders (Bøe, 2020; NTB, 2020; Thonhotels, 2020). This is believed to have led to a low response rate regarding the survey, as well as decreased willingness for participation in following interviews. As a result of this, the researcher postponed the deadline for answering the survey, to gain more respondents. This further led to less time resources to gather participants for the following interviews. The negative effect on the response rates are approved by the University of Stavanger.

Sample

NSD Application. Prior to conducting this research, an application was sent to the Norwegian Centre for Data for Research Data (NSD) to register and get approval for the gathering of necessary data. The application was sent on the 3rd of February 2020 and approved with minor changes on the 20th of February 2020 (NSD, 2020). The application contained information of the purpose of the research, the subjects of investigation and what kind of information that would be collected. The survey- and interview guide was added to the application, as well as the consent form. The data collection started the 17th of March 2020.

The Population of Investigation. As quantitative research aims to pick a representative sample for generalization to the population, qualitative research has the purpose of gathering deeper insight into the chosen topic of investigation (Neuman, 2014). Neuman further states that “the logic of the qualitative sample is to sample aspects/features of the social world. [...] We pick a few to provide clarity, insight, and understanding about issues or relationships in the social world” (Neuman, 2014, p. 247).

The population of investigation in this research is leaders within Norwegian hotels, who will hereby be referred to as *respondents* in part 1 of the research (the survey) and *participant* in part 2 of the research (the interview). Due to a lack of voluntary interest for taking part in the research, and due to the delays because of the postponed survey deadline, the researcher decided to follow up with one interview. The interview participant is a general manager of a larger Norwegian hotel chain, with knowledge and experience with the job training program by NAV. The sample size for the surveys was not determined prior to the research, however the researcher sent out the survey to request to 48 different e-mails, asking them to further distribute the invitation to relevant respondents. However, as mentioned on page 31, the Corona crisis is believed to have highly affected the response rate, and further elaboration on the sample size will be presented on page 34.

Sampling Strategy. For this research, the initial plan was to utilize purposive sampling to collect a large enough sample with limited resources. Purposive sampling is defined by Neuman as to “Get all possible cases that fit particular criteria, using various methods” (Neuman, 2014, p. 273). Often, the purpose of scientific research is to gather a large enough sample to be able to generalize to the population, however purposive sampling rarely represents the whole population (Neuman, 2014). Purposive sampling has the benefits of being resource efficient in terms of time and money, as it will allow the researcher to select a sample that will be best suited to provide relevant data (Neuman, 2014).

The researcher initially planned to focus on one specific, large Norwegian hotel chain as a sample group for the research, as many of the hotels within the chain has experience from utilization in the job training program from NAV. A focus on only one chain could provide the researcher the chance to compare results within the chain-organization. Further, the large number of hotels within the chain, increased the chance of attaining a large sample. However, alternations were made when the response rate was extremely low when the survey initially were set to be closed. Therefore, the researcher invited other hotel chains as well as individual hotels to participate in the survey. The sampling strategy then also included convenience sampling and snowball sampling.

Snowball sampling is defined by Neuman as when the researcher “Get cases using referrals from one or a few cases, then referrals from those cases, and so forth” (Neuman, 2014, p. 273). In this case, respondents who were asked to participate in the research were also asked to distribute the invitation to other leaders outside their own organization if possible. In addition, other contact persons, friends, and colleagues of the researcher were asked to distribute the invitation to hotel leaders of their knowledge.

Convenience sampling is when the researcher “get any cases in any manner that is convenient” (Neuman, 2014, p. 273). As explained above, this strategy was also used for sampling for the survey, and it became the dominant strategy for the interview, as no respondents informed about their interest in participation through the initial interview invitation attached in the survey. The researcher then reached out to all leaders available in her e-mail list due to personal contacts from working in the hotel industry. Two leaders who were close colleagues of the researcher were willing to participate as well as one respondent who were not a colleague of the researcher. After an evaluation, the researcher chose not to interview close colleagues as this might lead to biased answers, as well as the researcher

wanted to safeguard the professional relationship between herself and her colleagues. The researcher therefore chose to interview the one participant who were not a colleague.

Sample Size. As the selected group for this research is a homogenous group (hotel leaders), the required response rate can be lower than that of a heterogeneous group (Johannessen, Christoffersen, & Tufte, 2011). Johannessen et al. (2011) argues that there is an unwritten rule of a desired minimum of 100 respondents, and an absolute minimum of 30 respondents. Johannessen et al. (2011) argues that as trend of response rates goes in a downwards curve, as they refer to the growth of survey use having led to an overload of surveys being distributed. Thereby, Johannessen et al. (2011) argues that a response rate of 30-40% today is a sufficient response rate, compared to the previous desired response rate of 80-90%.

The first goal of this research was to reach out to all leaders within one of the largest hotel chains in Norway. This hotel chain has around 90 hotels within Norway, and with an estimation of approximately three department leaders within each hotel, the response rate was estimated to potentially reach 810 respondents. The response rate was however low, which might be due to following reasons: (1) the Corona pandemic that reached Norway in February 2020 and highly affected the management of Norwegian hotels in March 2020 by leading many of the hotels to temporarily or permanently lay off workers, including, (2) missing access to direct contact information to all leaders, (3) the high demand in requests for participation in surveys by bachelor- and master students during this period of time. The decision of including more hotels and the implementation of a convenience and snowball strategy and convenience sampling, increased the response rate somehow. However, the total response rate ended at 52 respondents with partial completement of the survey and 34 respondents who completed the survey. The researcher's choice of including additional hotels contributes to maximizing differences within the otherwise homogenous group.

Distribution and Data Collection

The survey was developed and distributed through the survey platform SurveyXact. The request for participation in the first part of the research (the survey) was distributed through an informative email sent out to different hotels through four different strategies: (1) directly to all managers within the Norwegian hotels of the originally selected chain, (2) to other managers and/or leaders that the researcher were able to collect email information about, (3) to the customer service/front desk email address at different hotels where it was asked to be forwarded to general managers for further distribution, and (4) distribution through personal contacts with access to other hotel managers and/or leaders. The last question of the survey asked the participants to further participate in the interview by sending an email to the researcher to schedule a time for the interview (see the e-mail invitation in appendix B).

Measurements and Tools of Analysis

Part 1: Survey. In order to build on existing research within the field, the survey was mainly developed based on TIWM by Mor Barak (2016), together with supporting literature. The model and the concepts included in the model have been evaluated and elaborated upon in the presented theory part and were presented as statements in the survey, where the respondents were asked to rate the statements with a Likert scale (see the attached survey guide in appendix C). Neuman (2014) argues that a Likert-scale often reaches its point of purpose with a maximum of seven levels, and the researcher hereby evaluated it to be sufficient with a five-scale Likert. The Likert-scale ranged from *low* to *high*, where the other options were *somehow low*, *medium*, *somehow high* and *I don't know/I don't want to answer*. The survey further contained questions regarding the respondent's perception of the terms diversity and inclusion, as well as questions regarding inclusion practices with a special focus on The job training program by NAV.

In regard to the choice of measurement tools for the survey, it is important to highlight that a limitation of the use of quantitative research and a Likert-scale, is that the response alternatives might affect the ideas of the respondents (Neuman, 2014). If a respondent cannot relate to any of the answering alternatives presented, there is a risk that the respondent will provide dishonest answers. A solution to this was provided by adding the alternative of *I don't know/I don't want to answer*.

In order to avoid a response bias, also known as the response set and response style (Neuman, 2014), some statements were shaped as to have an opposite meaning than the rest of the statements. The response bias is when respondents tends to answer the same alternatives on every or most of the questions (Neuman, 2014). The reason for a response style like this can be due to laziness, unwillingness to reveal true answers, misunderstanding or confusion of the questions/statements and/or answering alternatives, as well as personal contradictory opinions held by the respondent (Neuman, 2014). As all statements in the survey questionnaire were shaped positive, and the control questions of the response bias were shaped as positive statements about something assumed to be negative based on the literature review. An example of a control statements for an assumed benefit of inclusion, is *increased homogeneity within the organization*, as homogeneity is presented as a negative factor in the literature review. Another example is *decreased image externally* which is negatively loaded instead of positively loaded, as the other statements are presented as *increased* instead of *decreased*.

The survey was pilot tested on friends, family, fellow students, and colleagues from the hotel industry. Based on feedback from pilot testing, some statements from the Inclusive Workplace Model was left out. Examples of statements left out are (1) *strong connection between social performance and economic performance*, (2) *perception of job security*, and (3) *greed – going beyond fair trade and exploiting others*. Feedback provided information that

these statements were too difficult to understand for the respondents, and that some of the statements simply were too direct which could discourage the respondents, lead to dishonest answers, or offend the respondents. One statement was rephrased to make it more understandable: the potential benefit *expanded potential employee pool* was rephrased to *increased diversity*.

When data had been collected through the survey program SurveyXact, the data were exported to the analysis program SPSS. As most of the survey consisted of statements to be rated with a five-point Likert-scale, descriptive statistics, such as frequency tests, were used in SPSS to show the distribution of the results. Some results are also illustrated through bar charts and cake diagrams to better visualize the distribution.

Part 2: Interview. Qualitative research has the quality of opening up for sharing of implicit knowledge about people's subjective experiences (Neuman, 2014). Benefits with using a qualitative design for this research is thereby that it allowed the participant to further explain own thoughts, as all questions were open ended. This also allowed the participant to add new concepts to the theory (Neuman, 2014).

The interview was conducted through the online platform Teams and was voice recorded for transcription after approval with the participant. The interview started with the researcher announcing the date and place for the interview, before going through the consent form which prior to the interview had been sent by e-mail to the participant. After the participant had consented, the researcher presented an introduction of the theme, before the first question was asked. The interview followed a drafted interview guide, however, it did not follow a strict linear path as the researcher would adapt the follow up questions based on the information provided (see the interview guide in appendix D). Not following a linear path can be efficient for discovering underlying meaning (Neuman, 2014). The interview guide was developed after data from the survey had been analysed, as the purpose of the interview

was to reveal more information about the main findings from the survey. The researcher also built the interview based on the suggestions for further research from the reports presented in the literature review, such as Berg et al. (2010) and Olsen et al. (2019).

For the conversation to flow more naturally between the researcher and the respondent, the interview was held in Norwegian and later translated into English. After conduction of the interview, the voice recording was exported to the transcription software, Happy Scribe. Happy Scribe automatically transcribes the audio file, and the researcher went through the transcription to do corrections and check for errors. The researcher chose to transcribe in a naturalistic approach, meaning that all verbal expressions were included (such as ‘ehm’, ‘eh’) (Oliver, Serovich, & Mason, 2005). This decision was made so that the data could be presented as objectively as possible. The translated transcription is added as appendix E.

It is important to note that voice recording can create a bias if it makes the respondent self-conscious (Taylor, Bogdan, & DeVault, 2016). The researcher therefore spent extra time in the beginning of the interview to make the participant as comfortable as possible.

Ethical Considerations

The researcher has taken precautions to ethical considerations by going through the application process to NSD. The approval required that no personal information would be stored after project end and that participation in the research was anonymous and voluntary. All respondents of the survey, as well as the participant for the interview, were informed of their anonymity and voluntary participation when they were invited to the research. This information was written in the e-mail invitation for all survey respondents (see appendix B), and in a consent form for the interview participant (see appendix A).

The interview participant was informed that contact information (e-mail address) that was exchanged to schedule the interview, were to be deleted after the interview and latest at project end (30.09.20.). Except this, no names or other personal information was obtained through either of the data collections. Voluntary participation in the survey was beheld by informing the respondents that they could end the survey at any time if they changed their mind, or simply chose not to start the survey. Regarding the interview, the consent form stated that the participant could withdraw at any time or change their mind after the interview, by letting the researcher know by verbal or written notice.

Results

Missing Variables

The survey ended up with a total of 109 people entering the survey, where 52 respondents started it and 34 respondents completed the survey (23 people did not start to answer it). The survey therefore contained missing variables. Due to a low number of respondents, respondents who only answered to some of the questions in the survey were also included in the analyses. Every analysis was however set to *exclude cases pairwise* prior to running an analysis. This way respondents would be excluded from the calculation of the questions which they had not responded to, hindering a bias in the results (Pallant, 2007). The percentages presented in this chapter has therefore been calculated out of how many people responded to each question, leaving out missing data. Some of the tables presented in this chapter (see appendices) in this chapter will therefore show a total frequency of 109 respondents, followed by *percent* (of all 109) and *valid percent* (the percentage of people who responded to the question), and it is the valid percentage that will be taken in consideration.

Survey Results

Familiarity with The Job Training Program. The respondents were asked to specify if they were familiar with the job training program by NAV. The results displayed that 79,3% of the respondents were familiar with the program, 15,5% were not familiar with the program, and 5,2% answered 'I don't know/I don't want to answer' (see table G4 in the appendix). The distribution of how many times the respondents had used the job training program reported that most respondents (20,4%) had used the program 1-5 times, followed by 6-10 times. The highest frequency was also reported of people who had not used the program (see frequency table G5 in the appendix).

The Definition of Diversity. The survey presented all four definitions of diversity developed by Mor Barak (2016) on page 13-14, and the respondents had the option to choose

the alternative(s) that they agreed on. The results revealed that 18% chose the first definition (“Diversity refers to differences within gender, race, or ethnicity”) and the same percentage of respondents chose the fourth definition (“Diversity refers to all individual differences”). 6% chose the second definition (“Diversity refers to the differences above including added categories such as marital status and education”) and 16% chose the third definition (“Diversity refers to the variety of perspectives, differences in perceptions and actions”). The distributed frequencies can be seen in tables H6-H11 in the appendix.

The Definition of Inclusion. The definition of inclusion by Mor Barak (2016) presented on page 15-16, were presented in the survey and the respondents were asked to add their own additional thoughts of how they perceive inclusion. Eight respondents added personal thoughts, which can be seen in appendix I. Comments written in Norwegian has been translated to English by the researcher, and comments written in English has been left as they are, without correction of spelling errors, to present it as objectively as possible.

Assumed Benefits of an Inclusive Workplace. Among the questions in the survey, respondents were presented with statements of potential organizational benefits and potential barriers for an inclusive workplace. Tables J12-J20 in the appendix reports the frequency ratings of assumed benefits of inclusion. When the respondents were asked if they considered inclusion to contribute to increased diversity, the total mean was 4,51 of the five-point Likert-scale (see table J20). Table J21 also reports that all statements had an average rating higher than 4, except for the control question of decreased diversity, which was rated on average of 2,8.

Assumed Benefits of a Diverse Workplace. Assumed benefits of diversity was also rated as high of the highest frequency of respondents, except *Cost savings (lower turnover, less absenteeism)* and the control question *Increased homogeneity* which was rated as medium

of the highest frequency of respondents (see table K22-K30). When asked if they considered diversity to contribute to inclusion, the mean rating was 4,55 (see table K31).

Assumed Barriers for an Inclusive Workplace. Assumed barriers for workplace inclusion had a lower average rating on each of the statements, where the average for each statement were centred around 2-3 (see table L32 in the appendix).

Assumed Barriers for a Diverse Workplace. Like the assumed barriers for inclusion, the assumed barriers for diversity were also rated on an average low of the respondents. The mean centred around 1-2 and can be seen in table L33. The differences in the rating of assumed barriers for inclusion and diversity are shown in the following overview.

	Assumed Barriers for Inclusion	Assumed Barriers for Diversity
Economic pressure to demonstrate profitability	Rated as medium 42,5%	Rated as medium of 40 %
Limited company vision	Rated as low of 25%	Rated as low and somehow low of 34,3%
Lack of leadership to implement and sustain efforts	Rated as medium of 27,5%	Rated as somehow low of 34,3%
Limited resources	Rated as somehow high 35%	Rated as somehow low of 40%
Discrimination	Rated as low of 40%	Rated as low of 42,9%
Prejudice	Rated as somehow low 35%	Rated as somehow low of 42,9%

Overview 2. Respondent's Rating of Assumed Barriers for Inclusion and Diversity. Note.

Adapted from Frequency Tests of Assumed Barriers for Inclusion and Diversity

Perception of Diversity Within the Workforce. The hotel leaders were asked to evaluate the diversity within their own workforce. The results reported that 50% of the leaders viewed their workforce as high on diversity, followed by 31,6% rating it as somehow high, 15,8% rating it as medium and 2,6% rating it as somehow low (see table M34 in the appendix). The average mean rating was 4,29 (see table M35 in the appendix).

The Organizations Employment of Diverse Groups. When the respondents were asked to use the Likert scale to rate their perception of the organizations employment of diverse groups, the results reported that most leaders (62,9%) rated this as (5) high, followed by (4) somehow high (25,7%) and (3) medium (11,4%) (see table N36 in the appendix).

Further Employment of Program Participants. The leaders were also asked to rate perceived benefits of further employment of program participants from 1-5 on the following areas: (1) improved image internally (employees), (2) improved image externally (customers and financial institutions), (3) increased diversity within the organization, (4) cost savings (e.g., lower turnover, less absenteeism), (5) cost savings (e.g., investments spent on training, recruitment process), (6) increased employee loyalty, (7) increased homogeneity within the organization, (8) increased inclusion within the organization, and (9) social responsibility. The distribution of the highest scores on each factor was: 55,9 % rated the potential for social responsibility as high, 52,9% rated the potential for increased inclusion as somehow high, 35,3% rated the potential for increased employee loyalty as high, 41,2% rated the potential for cost savings (investments spent on training, recruitment process) as somehow high, 47,1% rated the potential cost savings for lower turnover and less absenteeism as somehow high, 44,1% rated the potential for increased diversity as somehow high, 38,2% rated the potential for improved image externally as somehow high, as well as 47,1% rated the potential for improved image internally as somehow high as well. The control questions of increased homogeneity, which based on the literature presented is believed to be an opposite of the expected positive benefits, were rated as somehow high of most respondents (47,1% respondents). The frequency table showing the distribution of these numbers are presented in table O37 in the appendix.

Interview Results

Perception of Diversity and Inclusion. The interview with the general manager of a large Norwegian hotel chain revealed more information about the theme *Hotels as an arena for diversity and inclusion*. The participant was first asked to elaborate on the term diversity. When answering this question, the participant mentioned “different backgrounds”, “different cultures”, and “different skills” (participant 1). When asked about inclusion, following was mentioned by the participant: the importance of taking everyone seriously, openness for different cultures and for people from different countries, as well as the importance of working towards employing everyone’s norms into the everyday operations of the organization. On several occasions the participant mentioned the importance of “taking people seriously” (participant 1) and making them feel safe in the workplace as important factors for inclusion of diverse workforces. The participant further mentioned that these factors can lead to better experiences for guests as well.

DM and Inclusion Practices. The participant stated that there is no formal DM training in the chain, however, the organizational culture is of high importance with a special focus on diversity and inclusion. The respondent informs that each hotel has own employees with responsibility of working on the organizational culture. Examples of actions towards DM are mentioned by the respondent to be initiatives to social activities and making sure that no one is left on their own.

The participant was familiar with the job training program from NAV and states that hotels within the chain of which he is operating, frequently uses this program. When asked about perceived risk with participation in the job training program, the participant did not experience a risk seen from an organizational perspective, however the participant mentioned the only perceived risk as being the possibility of the program participant not to follow through with the program. The participant mentioned over all good success with the program

and referred to examples where program participants had stayed in the organization and climbed the ladder to higher positions such as department leaders. The participant further mentioned the ability to speak Norwegian or at least well English as a key factor for further success within the organization. The participant stated that as a large chain, they did operate with several different inclusion practices and programs which they both are informed of through the chain operations, as well as they initiated practices themselves on each hotel.

Importance of the CV and the Person Behind it. When asked about what the participant found important in a hiring process, the participant emphasized that the CV has less importance than the personal contribution of the person beholding the CV. The participant mentioned personal values and skills to weigh higher than the CV.

The following chapter will discuss the findings from the survey as well as the interview with the previous presented literature review.

Discussion

Reliability of the Findings

Reliability regards the concern of obtaining consistent results and exists internally and externally of the research (Neuman, 2014; Pallant, 2007). In terms of external reliability, the most important aspect is whether measurements are stable when repeating measures from research (Neuman, 2014; Pallant, 2007). In order for other researchers to potentially replicate or add to the study in order to investigate consistency and develop more trustworthy findings (Neuman, 2014), the research process of this thesis has therefore been described closely in the methodology part. This also provides necessary information for readers to be critical to the findings.

A Cronbach's Alpha test has been conducted to check for internal reliability of this research, as several indicators are used to measure the same concepts (Neuman, 2014; Pallant, 2007). In this research the different indicators are the statements presented to measure the concepts diversity and inclusion. A minimum level of a Cronbach's Alpha of 0,7 is sufficient for external reliability (Pallant, 2007), and the result the Cronbach's Alpha test of this research revealed that the Cronbach's Alpha was 0,722 (see table F3 in the appendix). Because the number of items was less than 10, the mean inter-item correlation is also reported. This value is recognized as reliable between 0,2-0,4 (Pallant, 2007). In this case the mean inter-item correlation is 0,256 and can therefore be considered reliable (see table F1-F2 in the appendix).

Validity of the Findings

When dealing with social theory, constructs need to be used as tools to measure social construct ideas (Neuman, 2014). Validity concerns the trustworthiness of a concept and the fit between the idea of the concept and the concept in the real world (Neuman, 2014). How to interpret the concepts diversity and inclusion are argued for in the theory part of this thesis,

where literature explaining the interpretation has been presented. To make sure the respondents of the survey understood the purpose of the study and the conceptualization of the terms, the researcher presented definitions of the terms in the survey. The respondents were also invited to share their own understanding of the terms, so that the researcher could gain a better perspective of how the concepts are interpreted by leaders in the real world. The purpose of the following interview after the survey, was to extract more information of how leaders perceive the concepts and further investigate an example of how the job training program is utilized in relation to diversity and inclusion.

Strengths and Limitations

Due to the Corona crisis occurring in the scheduled data gathering process of this research, the researcher had to do some adjustments regarding the research. The data collection was planned to take place in March 2020 and was sent out 17th of March 2020 with the deadline for the respondents to answer the survey initially set to 31st of March 2020. This was however just when the Corona crisis hit the hotel industry in Norway, and by the date the survey was distributed, many hotels had already laid off workers. During the time the survey was active, more people were laid off, including leaders as well. This is believed to negatively affect the response rate. It is important to note that the low number of respondents for the survey and the interview affects the external validity of the results (Pinsonneault & Kraemer, 1993). The sampling strategies utilized for this research, as well as the low response rates, further makes it insufficient to draw general conclusions from this research (Neuman, 2014). The research does however provide further insight within the field of investigation and can predict a trend to further investigate in future research.

Discussion of the Results

Diversity. There are no extremes when it comes to the results of the selection of diversity definitions. The respondents had the option to select more than one answering alternative, and

the definitions highest frequency of respondents selecting definition number one (the narrow category-based definition) and four (this option included all definitions from narrow- to broad category-based definitions). Definition number three (the broad category-based definition) followed closely with just 2% lower frequency. The opportunity for respondents to select more than one alternative, is a limitation by the survey design which makes it difficult to interpret whether the selection of definition number four (all individual differences) are understood as including all the definitions presented. The measurements can therefore not explain to much of leader's perception of diversity, besides that the results might indicate that there is a variation in the respondent's perceptions of what diversity comprises.

Workforce Diversity. The highest frequency of survey respondents rated their perception of own workforce diversity as high, with an average mean of 4,29. The hotel manager interviewed talked about the organization he worked for as being open minded for diverse workers, ranging from differences in nationality, background, and orientation, as examples. Mor Barak argues that workforce diversity is positive, however it can be damaging when the workforce is treated differently based on their differences (Mor Barak, 2016). As Mor Barak, argues workforce diversity might “impact potentially harmful or beneficial employment outcomes such a job opportunities, treatment in the workplace, and promotion prospects – irrespective of job related skills and qualifications” (Mor Barak, 2016, p. 129). As the program participant mentions, language is considered a key factor for climbing the ladder to higher positions, and whether that is a factor sensitive for discrimination could be further investigated in future research.

An further underlying question of this thesis is whether hotel leaders consciously or unconsciously discriminate people with gaps in the CV, as the research by Hyggen (2017) indicates. Are people treated differently because they have periods of unemployment on the CV? Asking the question straight forward could be perceived as offensive for respondents and

interview participant, and the questions was therefore not asked directly in the research. The survey however contained questions of willingness to participate in the job training program, and perceived potential benefits derived from it. The willingness and assumed benefits were overall perceived as positive from the survey respondents as well as the interview participant. People with gaps in the CV do not necessarily all go through the job training program by NAV, however, it is the most frequently used program towards increasing inclusion, and leaders willingness of utilizing it was therefore of interest to explore. On average, the leaders expected positive outcomes of further employment of program participants. The question of to which extent the respondents experienced diversity and inclusion to be affected by discrimination, was rated as low from most respondents (40% for inclusion and 42,9% for diversity).

DM. Ashikali & Groeneveld (2015) argues for DM to be an effective way for leaders and employees to learn how to manage a diverse workforce. During the interview with the general manager, the participant stated that there is no DM training within the chain, however, the hotels are free to initiate practices themselves as well as they receive information from the top management level about inclusion practices to engage in. Elkhwesky (2018) argues that DM can occur in many forms and does not necessarily need to be formal. Success with unformal strategies has also been proven through the findings of Berg et al. (2012) and Olsen et al. (2019).

As research within DM highlights the connection between diversity and inclusion (Ashikali & Groeneveld, 2015; Elkhwesky, 2018; Mor Barak, 2015; 2016; Reynolds et al., 2014). Ashikali and Groeneveld (2015) states that DM training leads to an increased level of inclusion which further leads to utilization of the unique attributes of a diverse workforce. As Linge (2015) points out that the hotel industry often has higher diversity within the lower organizational levels, it is also important to investigate whether there is a variation in leader's

perceptions and employee's perceptions of diversity and inclusion. A future analysis of different hotel organizations diversity- and inclusion practices could be interesting to explore, regarding who initiates the practices and whether the practices are perceived as successful on employee level as well as leader level. After all, inclusion regards until which extent employees feels part of an organization and to which level employees feel that they are taking part in decisions and other daily operations (Mor Barak, 2016).

Inclusion. Mor Barak (2016) argues that inclusion is “the degree to which individuals feel a part of critical organizational processes, such as access to information, connectedness to co-worker, and ability to participate in and influence the decision-making process” (p. 7). The respondents were presented with this definition and were further asked to add own thoughts about inclusion if desired (see appendix I). Comments such as “Knowledge and recognition in values, vision, culture and goals is by my opinion also important aspects” (respondent 1), “Keep my employees well informed at all times” (respondent 2), “Letting all people have the same opportunity” (respondent 5), and “Include my colleagues in the work and the decisions” (respondent 6) were given. One respondent also mentioned inclusion initiatives such as similar uniforms and shared meals. The comments indicate that leaders view inclusion in different perspectives, as some mention inclusion practices on micro level such as meal sharing and similar uniforms, while others mention information- and vision sharing to increase inclusion. Respondent 7 considers inclusion on macro level when the respondent views it relation to responsibility for including people who are outside the job marked. This indicates that inclusion is a wide topic which can be handled in different levels, depending on what leaders in the organization choses to focus on.

Organizational Culture. Associations can be drawn between the interview participants comments on the importance of a solid organizational culture, and the organizational culture presented by Pless and Maak (2004) as a necessary basis for further

inclusion. As the model by Pless and Maak (2004) describes the organizational workplace culture by including emotional recognition (refers to social bonds) and legal and political recognition (refers to same rights and equal treatment), the participant touches both approaches when the participant argues for the importance of social initiatives to strengthen inclusion and making sure people doesn't sit alone, as well as the necessity of looking beyond personal "background, nationality, sexual orientation, and so on" in order to create inclusion. The importance of a focus on culture seems to be highly initiated as a step towards inclusion in the hotel organization of the interview participant and might also even be considered as equal to practicing inclusion.

Leader's Perception of the Connection between Diversity and Inclusion. The results presented on leader's perception of diversity and inclusion indicates that more leaders share the understanding that inclusion can increase diversity (see table J20 in the appendix), while less leaders agree on that diversity can increase inclusion (see table K30 in the appendix). This is interesting because it can indicate that the respondent's view an inclusive workplace to be more open for diversity, while a diverse workplace is not necessarily inclusive. Looking back at the literature review, this is comparative with what Mor Barak (2015; 2016) argues for.

When asked to rate the potential benefits from diversity and inclusion, there are also variations among the ratings of the two constructs, where each statement is rated higher on potential benefits of an inclusive workplace compared to in a diverse workplace. An exception is when it comes to improved image internally, then the rating of assumed benefits is higher in relation to a diverse workplace. This generates a question of whether leaders perceive an inclusive workplace, regardless of its level of homogeneity or heterogeneity, to be more valued than a diverse workplace alone (see the following overview).

Statements of potential benefits	Rating with highest frequency related to a diverse workplace	Rating with highest frequency related to an inclusive workplace
(1) opportunity to organizational growth and productivity	High: 51,4%	High: 67,5%
2) increased creativity and innovation within the organization	High: 51,4%	High: 70%
3) cost savings (e.g., lower turnover, less absenteeism)	High: 34,3 %	High: 37,5 %
(4) improved image internally (employees)	High: 58,6%	High: 52,2 %
(5) increased image externally (customer and financial institutions)	High: 45,7 %	High: 52,5 %
(6) increased employee loyalty	High: 42,9 %	High: 50 %
(7) social responsibility	High: 65,7 %	High: 80 %
(8) increased inclusion/diversity	High: 65,7%	High: 72,5%

Overview 3. Potential Benefits of a Diverse and Inclusive Workplace. Adapted from Frequency Tests of Assumed Benefits of Diversity and Inclusion.

TIWM - Perceived Organizational Benefits of a Diverse and Inclusive Workplace

Berg et al. (2012) findings presents varying motivational factors for organizations interest in diversity and inclusion. Most organizations highlighted the motivation for desired benefits within innovation, service- and/or product quality, or social responsibility (Berg et al., 2012). As presented in the literature part, much research points in the direction of a variety of benefits extracted from diverse and inclusive workplace cultures (Malik et al., 2017; McCallaghan et al., 2019; Mor Barak 2016; Morris, 2018; Pless & Maak, 2004). All assumed benefits of a diverse workforce were rated by most leaders as high, except cost savings and increased homogeneity (which was a control question). The same goes for assumed benefits of inclusion, as only cost savings regarding lower turnover and less absenteeism has a lower frequency than 50% of people rating it as high. The interview participant argued for inclusion initiatives to increase the wellbeing for the employees, and looking back at the presented

literature, employee wellbeing is associated with lower turnover (Akgunduz & Sanli, 2017; Chrobot-Mason & Asamovich, 2013; Gehrels & Suleri, 2016).

Gehrels & Suleri (2016) argues that sustainable human resources (SHR) is an upcoming trend with yet little research on. SHR are defined as the actions utilized to keep employees within the organization, preventing unnecessary turnover which is a high cost for many organizations. If most leaders also assume this, it might be interesting to further investigate which actions leads to success in terms of increased wellbeing, and a future research might also investigate feedback on this from employee's perspective. Mor Barak (2016) refers to the example of Nextel's investment in DM training which led to a 10% increase in employee retention after the training. It should be no surprise that understanding and acting on behalf of needs and wants of employees can increase their wellbeing in the organization – which again can increase the employee's loyalty towards the organization (Pless & Maak, 2004). Limited company vision was rated as an average between medium and somehow low, and it can be assumed that this factor does not hinder the work towards organizational diversity and inclusion. However, learning how to get to know your employees might be a challenge for leaders, and DM training can be crucial for later generation of cost savings.

The statement of improved image internally and externally was rated as high in relation to both diversity and inclusion. Ghosh argues for internal image as the level of inclusion employees feel within an organization and their experience of justice within the organization (Ghosh, 2018). Some respondents added to the definition of inclusion that inclusion is also about treating everyone equally and not differentiate between outcomes based on individual differences, which indicates the level of importance of justice in the organizational culture. The external image was also rated as high of most respondents, and as

Jack Walker et al. (2011) argued, it is expected that how the organization promote itself will affect who will apply for a job there

As the literature presented indicates, increased employee loyalty might arise as a result of an successful diverse and inclusive organizational culture where the employees feels seen, heard and accepted (Dhir et al., 2019; Iqbal, Tufail, & Lodhi, 2015; Mill, 1989; Pless & Maak, 2004; Tomic et al., 2018). Continuously working with strengthening the organizational culture can seem to be the key towards successful diversity and inclusion which can increase the potential positive outcomes of diverse workforces.

TIWM - Perceived Barriers for a Diverse and Inclusive Workplace

It seems as literature is pointing at the importance of sustaining efforts regarding inclusion (Mor Barak, 2015; 2016; Pless & Maak, 2005) continuously in order for it the organizational culture to be grounded and experienced as safe and stable from all parts. Pless and Maak (2004) stresses the importance of having an ongoing practice of inclusion, both prior and parallel to the process of employing new workers. As seen in the survey results regarding assumed benefits for diversity and inclusion, a relatively high frequency of respondents rated limited resources as an assumed barrier for inclusion. This might indicate that leaders perceive this as more difficult in terms of inclusion than for diversity. In addition, there were a difference in the rating of lack of leadership to implement and sustain efforts, as it was rated lower of most respondents in regard to inclusion, which might indicate that this is more difficult in terms of diversity. The two factors (1) lack of leadership to implement and sustain efforts and (2) limited resources, applies to the leader's own efforts and resources. None of the respondents rated limited company vision to be a barrier for diversity and inclusion, and it does not seem like the leaders perceive the top management to require a demonstration of profitability nor that they hold limited visions and/or discriminative or prejudice attitudes. However, the leaders might feel as if it is their own initiated efforts and

lack of resources that holds them back. It could be interesting to further investigate whether leaders think it is necessary to have own positions for working with inclusion and diversity, as this seem to be a key factor for success for the organization of which the program participant works for. Discrimination and prejudice were rated as low of most respondents both for diversity and inclusion, which might indicate that Norwegian hotel leaders have an openminded attitude towards diversity and inclusion, as well as they experience the top management to share the same perspectives.

Alternative Sources of Employment

The Job Training Program by NAV. In the survey, respondents were asked to validate if they were familiar with the job training program by NAV, estimate how many times they had used the job training program from NAV, and how they thought the job training program could add benefits to the organization. As most of the respondents were familiar with the program (79,3%), the program had not been utilized a maximum of 10 times. Most respondents estimated each presented potential benefit from further employment of a program participant as somehow high or higher, indicating a positive view of the program. In relation to this it is however important to point out the fact that the control question was ranked as somehow high of most respondents, which might indicate that the respondents can have misinterpreted the term homogeneity by confusing it for its antonym *heterogeneity*. It can also be an indication of that the respondents did not pay attention to the statements presented, and rather rated all statements positively loaded above average (somehow high or high). However, if expecting that the respondents mixed up the term homogeneity with heterogeneity, it is a clear pattern of positive expectations of the program's contribution to increased benefits.

The interview participant provided more information about the job training program in relation to the organization which the participant works within. The participant stressed that

the fact that they are a big chain, they have a responsibility for contributing to CSR. It can seem as participation in this program is seen as a tool for CSR, and that this specific organization has high interest in keeping the program participants for further employment if it is a fit between the participant and the organization. Respondent 7 also highlights the responsibility for inclusion on a societal level and thereby as related to social responsibility. The interview participant provided examples of success stories where participants has been offered permanent contracts and worked their way up to leader positions. The participant uttered personal proud of these success stories and stressed that these people are examples of that *anyone can make it*, if the program participants are motivated. The participant also stated that the chain has several different inclusion initiatives, where some are initiated by the chain operation and others are initiated by the hotels themselves. It is however important to state that even though organizations takes part in inclusion programs such as the job training program, organizations do not necessarily include the person in the work environment simply because the person is present at the workplace through the job training program.

Implementations for Future Research

Olsen et al. (2019) argues that there are differences in what people say that they do and what they do, and this is important to keep in mind when evaluating the findings of this research. For future research, a closer comparison of different chains and/or different sized hotel organizations could add to the knowledge of how differences in perspectives and practices are handled in relation to diversity and inclusion, as well as what leads to success. This was not possible for this thesis, as the low response rate and low willingness for interview participation led the researcher to move away from the initial approach of focusing on three large chains, to include a varied range of hotels. Due to anonymity, the researcher did not get to ask from which hotel the respondents were from. Questions such as whether they are part

of a small, medium, or large hotel organization, or whether they are part of independent hotels or chain hotels could have been asked and should be evaluated for potential further research.

Another interesting point that has occurred during the process of this thesis, is the effects of the Corona crisis on future diversity and inclusion within the hotel industry. As a result of the Corona crisis, the Norwegian unemployment rate is historically high, as well as it already has led to an increase in people with gaps in their CV's (Høgseth, Johnsen, Buggeland, & Haugan, 2020). As numbers of unemployment has already increased from 4% to 10,4% during the crisis, there is an estimation of around 300,000 currently unemployed (Smalø, 2020; NAV, 2020-a). As these numbers indicates an increasing effect of people with shorter or longer periods of unemployment, the topic raised in this thesis will therefore be highly relevant in the time to come. A good point is made of one of the respondents in the survey as the respondent states that "Inclusion in working life can provide space and space for those who are outside the labor market. At the same time, Norwegian companies are in dire need of labor. Special situation now under Covid 19. When Norway experiences the greatest unemployment since World War II. Will be interesting to see how all the + 300K will be included again and how long it will take." (Respondent 7). The Corona crisis has already affected the current operations, economy, and growth of the tourism- and hospitality industry, and the industry will have to be open for change. When expecting that the Corona crisis will increase the need for inclusion, it can be interesting to investigate how hotels adapt to this need. As hotels are argued to be well suited for diverse workforces (Gehrels & Suleri, 2016; Linge, 2015), it can further be interesting to investigate whether more hotel organizations become involved in inclusion and diversity practices. The time span of the thesis did however not allow too many changes and adaptations of the theme. However, further research of how the hotel industry can contribute as an arena for diversity and inclusion after the Corona crisis will be relevant to explore in future research.

Conclusion

This thesis has explored Norwegian hotel leader's actual perception of the terms diversity and inclusion, as well as it has explored the use of alternative employment channels, such as the job training program by NAV. The structure of this thesis and the research conducted aimed to answer the research questions: (RQ1): How does leaders in the Norwegian hotel industry perceive the terms diversity and inclusion?, the sub-question: How does Norwegian hotel leaders understand the connection between diversity and inclusion?, and (RQ2): How does leaders in Norwegian hotels consider inclusion programs to be relevant for their industry?

The findings pointed out variations in the perceptions of the investigated terms, however it seemed like the respondents had positive associations towards diversity and inclusion. With a further focus on the job training program by NAV, this thesis has added to the perspective of attitudes regarding willingness to engage in the program. 79,3 % of the respondents were familiar with the program, and a total of 15,5 % of the respondents were not familiar with the program. This captures a gap in the potential for utilization of the program in Norwegian hotels.

The ongoing Corona crisis of 2020 has led to an increase in the Norwegian unemployment rate, and the hotel industry was forced to lay off employees and/or temporarily close down (Børstad & Bjerkan, 2020). Laid off personnel will have to be included back into work life, and will perhaps have to go through the job training program by NAV. The broad variation of low skilled jobs existing within the hotel industry, might increase the potential for this industry to work towards increased diversity and inclusion, when the industry is getting back to normal operations after the crisis. The theme of this thesis might therefore be of greater importance than initiated by the researcher at the start of this thesis project.

Regarding the data collection of the thesis' research, the Corona crisis made it challenging to collect for this research, due to the large number of laid off personnel. Findings from this research cannot be generalized to the population, however the research generates knowledge for further exploration within the field. Similar research in the future will probably gather more data that can reveal more information about the general knowledge and practices of DM, and inclusion within the hospitality industry, as well as the perception of benefits and risk related to inclusion programs in this industry. Looking past the low response rate, the research has hopefully stimulated the thought process of respondents, participants, and readers, as they might become more aware of own perceptions and actions in relation to diversity and inclusion. The research has also highlighted how the hotel industry can contribute to lowering unemployment rates and promote inclusion of diverse workforces through alternative inclusion practices, for example through the job training program by NAV.

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Appendices

Appendix A

Consent Form

Note. The consent form was written and distributed in Norwegian.

Vil du delta i forskningsprosjektet

‘Hotell som arena for mangfold og inkludering’?

Dette er en forespørsel til deg om å delta i et forskningsprosjekt i forbindelse med en masteroppgave.

Hensikten med forskningsprosjektet er å undersøke hvordan hotell kan fungere som en arbeidsarena for mangfold og inkludering, der lederes oppfatning av relaterte begrep og praksiser vil bli undersøkt.

Undersøkelsen går ut til ledere i norske hotell.

Hvem er ansvarlig for forskningsprosjektet?

Universitetet i Stavanger.

Hvorfor får du spørsmål om å delta?

Som leder i et norsk hotell inviteres du til å delta i undersøkelsen. Strategien som brukes for å samle respondenter til undersøkelsen er en snøballmetode, der målet er at forespørsel om deltakelse skal gå ut til så mange som mulig av ledere på alle hotell i Norge.

Studien er todelt, og består av to deler: (1) survey og (2) intervju. Det er opp til deg om du ønsker å delta i kun **del 1** eller **del 1 og del 2**.

Denne forespørselen gjelder kun for deltakelse i del 2: intervju.

Hva innebærer det for deg å delta?

Intervju: Hvis du velger å delta i intervju, vil du bli bedt om å avtale møtetidspunkt for intervju med prosjektansvarlig (Lene Tveit). Intervjuet foretas elektronisk på Skype eller via

Teams. Det vil bli gjort lydopptak av intervjuet som vil lagres for transkribering og slettes like etter. Intervjuet vil ikke inneholde spørsmål om personlig informasjon.

I lydopptaket vil du bli bedt om å bekrefte muntlig at du har lest og forstått dette samtykkeskjemaet.

Det er frivillig å delta

Det er frivillig å delta i prosjektet. Hvis du velger å delta, kan du når som helst trekke samtykke tilbake uten å oppgi noen grunn. Alle opplysninger om deg vil bli anonymisert og/eller slettes etter fullført intervju. Det vil ikke ha noen negative konsekvenser for deg hvis du ikke vil delta eller senere velger å trekke deg.

Ditt personvern – hvordan vi oppbevarer og bruker dine opplysninger

Vi vil bare bruke opplysningene om deg til formålene vi har fortalt om i dette skrivet. Vi behandler opplysningene konfidensielt og i samsvar med personvernregelverket.

- Ved behandlingsansvarlig institusjon (Universitetet i Stavanger) vil jeg, Lene Tveit, (masterstudent ved Universitetet i Stavanger og ansvarlig for prosjektet) og min veileder Åse Helene Bakkevig Dagsland ha tilgang til dataene som samles om deg.
- Lydopptakene som tas i forbindelse med intervju vil slettes etter transkribering. Du vil være anonym. Anonymisert data fra intervjuet vil lagres etter prosjektslutt til potensiell videre forskning.
- Din deltakelse er anonym og utvekslede e-post og annet som kan knytte deg til intervjuet vil slettes etter gjennomføring av intervjuet og senest ved prosjektslutt 30.09.20.

Anonymisering av data vil gjøre at du som deltaker vil ikke kunne gjenkjennes i publikasjon.

Hva skjer med opplysningene dine når vi avslutter forskningsprosjektet?

Prosjektet skal etter planen avsluttes 30.09.20. Nødvendig oppgitt personlig data vil lagres anonymt frem til prosjektslutt. Dersom du likevel ønsker at data slettes før prosjektslutt, er det nok å gi skriftlig eller muntlig melding til prosjektansvarlig. Data fra undersøkelsene (spørreundersøkelse og/eller intervju) som ikke inneholder personlig informasjon vil også være lagret etter prosjektslutt ettersom at disse dataene er anonyme.

Dine rettigheter

Så lenge du kan identifiseres i datamaterialet, har du rett til:

- innsyn i hvilke personopplysninger som er registrert om deg,
- å få rettet personopplysninger om deg,
- få slettet personopplysninger om deg,
- få utlevert en kopi av dine personopplysninger (dataportabilitet), og
- å sende klage til personvernombudet eller Datatilsynet om behandlingen av dine personopplysninger.

Hva gir oss rett til å behandle personopplysninger om deg?

Vi behandler opplysninger om deg basert på ditt samtykke.

På oppdrag fra Universitetet i Stavanger har NSD – Norsk senter for forskningsdata AS vurdert at behandlingen av personopplysninger i dette prosjektet er i samsvar med personvernregelverket.

Hvor kan jeg finne ut mer?

Hvis du har spørsmål til studien, eller ønsker å benytte deg av dine rettigheter, ta kontakt med:

- Masterstudent ved Universitetet i Stavanger, Lene Tveit, på epost (247857@uis.no) eller telefon: 90 96 69 07. Eller førsteamanuensis ved Universitetet i Stavanger, og veileder for dette prosjektet, Åse Helene Bakkevig Dagsland, på epost (aase-helene.b.dagsland@uis.no) eller telefon: 51 83 37 44.
- Vårt personvernombud: personvernombud@uis.no
- NSD – Norsk senter for forskningsdata AS, på epost (personverntjenester@nsd.no) eller telefon: 55 58 21 17.

Med vennlig hilsen

Prosjektansvarlig

Lene Tveit

Følgende avsnitt vil gjennomgås før intervjustart, der intervjuer (prosjektansvarlig) leser opp kommende avsnitt og respondenten bes besvare samtykke.

Samtykkeerklæring

Jeg har mottatt og forstått informasjon om prosjektet 'Hotell som arena for mangfold og inkludering'

og har fått anledning til å stille spørsmål.

Jeg samtykker til:

- Bekrefte å ha lest
- å delta i intervju
- datamaterialet vil bli anonymisert så snart som mulig og senest ved prosjektslutt
- lydopptak for transkribering
- All data som ikke inneholder personopplysninger, vil fortsatt lagres anonymt etter prosjektslutt til videre forskning hvis aktuelt. Dersom du ikke ønsker at data lagres, må prosjektansvarlig varsles muntlig eller skriftlig.

Appendix B

E-mail Invitation for the Survey and Interview

Hi!

My name is Lene Tveit, and I contact you because I am seeking respondents for a survey in connection with my master's thesis in International Hospitality Management at the University of Stavanger.

First and foremost, I would like to say that I have a great understanding that the Corona virus has made major changes to your workday, and that this will often lead to busy days for you.

However, I hope you have time to consider approx. 7-10 minutes to complete this online survey by 12 noon on March 23, 20.

Why am I receiving this email?

As director of a Norwegian hotel, you receive this invitation with a link to the survey. The survey is aimed at managers in the Norwegian hotel industry and therefore you are asked to answer the survey yourself, as well as forward this email to managers at your hotel.

How can I start the survey?

The link to the survey can be found at the bottom of this email and can be copied into your browser. The link can be used by all respondents, as a 'new' survey will be created for each person who clicks on the link. It is requested that each respondent only answers the survey once. As a respondent you are anonymous and no personal information will be obtained. By choosing to answer the survey, you agree that your answers may be used for analysis in connection with this project.

What is the survey about?

The thesis highlights diversity and inclusion in the hotel industry and will include some questions aimed at the NAV work training program. The survey is designed in English, but open-ended questions can be answered in Norwegian or English.

Who can answer the survey?

In order to increase knowledge of managers' perspectives on diversity and inclusion, I would like to invite managers in Norwegian hotels to be respondents in the survey. The managers do not need to have experience with the work training program to answer the survey.

In order for the study to contribute to new knowledge, it is desirable that as many people as possible can participate.

Questions?

If there are any questions related to the project or the survey, please contact me (Lene Tveit) at 247857@uis.no or phone 90966907. It is also possible to receive a summarized version of the project or access to the project assignment after the project deadline (September 2020).

Please request this per e-mail.

Sincerely, Lene Tveit

Survey link: <https://wort.uis.no/LinkCollector?key=JHQ8TAY5U>

Appendix C

Survey Guide

How many years have you been a leader within the current organization? _____

Are you familiar with the job training program (Arbeidstrening) from NAV?

- (1) Yes
- (2) No
- (3) I don't know / I don't want to answer

Approximately how many times have you been using the job training program during your time as a leader within this organization?

- (8) I am not familiar with the job training program and can therefore not answer this question
- (6) I have not used the job training program during my period as a leader within this organization
- (1) 1-5 times
- (2) 6-10 times
- (3) 11-15 times
- (4) 16-20 times
- (5) More than 20 times
- (7) I don't know / I don't want to answer

The term 'inclusion' is defined by Mor Barak (2016) as: A continuum of the degree to which individuals feel a part of critical organizational processes, such as access to information, connectedness to co-worker, and ability to participate in and influence the decision-making process.

If you have any own thoughts regarding term 'inclusion' and the definition of it, kindly add your thoughts below.

To which extent do you value individual and intergroup differences within your workforce?

- (1) Low
- (2) Somehow low
- (3) Medium
- (4) Somehow high
- (5) High
- (6) I don't know / I don't want to answer

To which extent do you consider inclusion to contribute to

	Low	Somehow low	Medium	Somehow high	High	I don't know / I don't want to answer
Opportunity to organizational growth and productivity	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased creativity and innovation within the organization	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Cost savings (e.g., lower turnover, less absenteeism)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Improved image internally (employees)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased image externally (customers and financial institutions)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased employee loyalty	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Social responsibility	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Decreased image externally (customers and financial institutions)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased diversity	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>

To which extent do you consider inclusion within your workforce to be affected by

	Low	Somehow low	Medium	Somehow high	High	I don't know / I don't want to answer
Economic pressures to demonstrate profitability	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Limited company vision (short-sighted and internally focused)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Lack of leadership to implement and sustain efforts	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Limited resources	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Discrimination	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Prejudice	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>

Below are 4 definitions of the term ‘diversity’ developed by Mor Barak (2016).

Kindly tick off the box next to the definition that you find most precise. You can choose more than one alternative.

- (1) Diversity refers to differences within gender, race, or ethnicity
- (2) Diversity refers to the differences above including added categories such as marital status and education
- (3) Diversity refers to the variety of perspectives, differences in perceptions and actions
- (4) Diversity refers to all individual differences
- (5) I don't know / I don't want to answer

If you have any own thoughts regarding term ‘diversity’ and the definition of it, kindly add your thoughts below.

To which extent do you consider your workforce as a diverse group?

- (1) Low
- (2) Somehow low
- (3) Medium
- (4) Somehow high
- (5) High
- (6) I don't know / I don't want to answer

To which extent do you consider diversity to contribute to

	Low	Somehow low	Medium	Somehow high	High	I don't know / I don't want to answer
Opportunity to organizational growth and productivity	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased creativity and innovation within the organization	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Cost savings (e.g., lower turnover, less absenteeism)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Improved image internally (employees)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased image externally (customers and financial institutions)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased homogeneity within the workforce	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased employee loyalty	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Social responsibility	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased inclusion	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>

To which extent do you consider diversity within your workforce to be affected by

	Low	Somehow low	Medium	Somehow high	High
Economic pressures to demonstrate profitability	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Limited company vision (short-sighted and internally focused)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Lack of leadership to implement and sustain efforts	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Limited resources	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Discrimination	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Prejudice	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

To which extent do you consider your organization to contribute to employment of diverse groups

- (1) Low
- (2) Somehow low
- (3) Medium
- (4) Somehow high
- (5) High
- (6) I don't know / I don't want to answer

Which potential benefits do you consider the job training program to contribute to your organization?

	Low	Somehow low	Medium	Somehow high	High	I don't know / I don't want to answer
Improved image internally (employees)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Improved image externally (customers and financial institutions)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased diversity within the organization	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Cost savings (e.g., lower turnover, less absenteeism)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Cost savings (e.g., investments spent on training, recruiting processes)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased employee loyalty	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased homogeneity within the organization	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased inclusion within the organization	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Social responsibility	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>

How do you consider the opportunity for further employment of a program participant after the program end to be beneficial for your organization?

	Low	Somehow low	Medium	Somehow high	High	I don't know / I don't want to answer
Improved image internally (employees)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Improved image externally (customers and financial institutions)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased diversity within the organization	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Cost savings (e.g., lower turnover, less absenteeism)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Cost savings (e.g., investments spent on training, recruiting processes)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased employee loyalty	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased homogeneity within the organization	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Increased inclusion within the organization	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>
Social responsibility	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>

Do you want to participate in a short interview regarding the same topic as presented in this survey?

You will be anonymous, and the interview will not be linked to your response in the survey.

Depending on your location and preference, the interview will be held face-to-face, by phone or by Skype. The interviews will be held during the first week of April and will last for 20-30 minutes.

If you want to participate, kindly send an email to the project responsible at 247857@uis.no.

Thank you for participating!

If you have any other comments, kindly enter your comment below

Appendix D

Interview Guide

Date:

Place:

Respondent:

Consent:

If you have answered the survey, some of the questions may seem repetitive. The purpose of the interview is to look more closely at findings from the survey, and you are therefore asked to elaborate on some topics that were also mentioned in the survey.

Literature refers to a very varied view of the concepts of diversity and inclusion among leaders. This survey is based on previous reports that have been conducted in accordance with diversity and inclusion in workplaces and considers hotels as an arena for work inclusion.

Respondents from a variety of hotels are selected to participate, with organizations ranging from small individual hotels to larger chain hotels. The purpose is also to compare perceptions and measures related to diversity and inclusion within different organizations.

Mapping the concepts of inclusion and diversity

Can you elaborate on how you understand the concept of diversity?

Can you elaborate on how you understand the term inclusion?

To what extent do you see a connection between the two concepts?

Based on findings of inclusion from the survey:

What do you associate with an inclusive work culture?

What measures, if any, do you have in your organization to strengthen inclusion?

What benefits can you see for an inclusive work environment for your business?

What benefits can you see for an inclusive work environment for employees?

Based on findings of diversity from the survey:

To what extent have you had any kind of diversity training as a leader in your current organization?

What measures, if any, do you have in your organization to increase employment diversity?

To what extent do you use quota allocations for employment, if so, which ones?

To what extent do you see diversity taking place at different levels in your organization?

To what extent have you experienced challenges in a diverse work environment?

Practices for inclusion

Do you know of any business inclusion programs?

Which one have you used?

What do you think a hotel can do as a workplace for program participants?

What do you see as possible benefits of the work-training program or any other program of action?

What do you see as possible risk in the work training program or any other program of measures?

What value do you see in being able to hire program participants after the end of the program?

Appendix E

Transcribed Interview

Note. Parts from the interview that were not picked up by the microphone, has been marked with **

Interviewer: So, this is an interview with respondent number one. The date is 19th of May 2020 and it is held in Stavanger. So, then we will go through the consent form and I must ask you five questions: do you confirm that you have the consent form?

Respondent: Yes

Interviewer: And are you willing to take part in this interview?

Respondent: yes

Interviewer: And do you approve that the data material will be anonymised as soon as possible and latest at project end?

Respondent: Yes.

Interviewer: And that I do a voice recording for transcription?

Respondent: Yes.

Interviewer: And that all data not including personal information will continue to be stored anonymous after project end for further research if applicable, and that if you do not want this to be saved, you will have to inform the project responsible verbally or written?

Respondent: That is fine.

Interviewer: Super. Then we begin. If you answered the survey sent out earlier, you should have received a request to participate in it, but it anonymously so I cannot know if you participated or not. If you have participated, then some of the questions may seem repetitive but it is the purpose of this interview that I can go a little deeper into the findings that

emerged in the survey. And the theme of the interview, it is diversity and inclusion, and I will take a closer look at how hotels function as an arena for diversity and inclusion. The background is that there is literature that shows that there is a very different perception of the concepts of diversity and inclusion among managers, and this study is based on previous reports conducted according to diversity and inclusion in workplaces and now with a focus on hotels. Respondents from a diverse range of hotels are selected to participate where organizations vary from small individual hotels to larger chain hotels. The purpose is to compare perceptions and measures related to diversity and inclusion within different hotel organizations. So, then we start: the first question, it is about diversity and I wonder if you can just elaborate a bit on how you understand the concept of diversity?

Respondent: Ehm, diversity if you relate it a bit to hotels, it is after all that a hotel consists of people with many different backgrounds and different cultures and different skills and refills that they bring into their everyday work.

Interviewer: Exactly. And inclusion, can you elaborate on how you perceive the term inclusion?

Respondent: With inclusion so thinking, yes it can of course be perceived in many different ways. But if I relate it to the work situation then it is that it is wise to take everyone seriously and open up to the different cultures and different people who are in a hotel, and we have colleagues from many different nations who have different , different, ** with norms that they bring to us and that we should in some way try to inaugurate ** the device that is to operate and work in a hotel then.

Interviewer: Mhm. And some of what you mentioned now is a little overlapping. Do you see a connection between the terms?

Respondent: Yes, I do. There is some ** work context, if you think about our type of hotel and our chain company, so this goes here, ** as I see it, as a hand in glove.

Interviewer: Mhm. Now we will go into the inclusion and practices for inclusion. So, I am wondering if you have any practices for inclusion in your organization, and if so, what?

Respondent: Eh, yes, we have, we have had, among other things, ehm, to include to get a little more acquainted with the people you have as colleagues, then we have taken ** rounds where ** joined together and made food and told a little about their homeland and, yes, that kind of thing then, so that we should gain a little more insight into what they have with them. Ehm, so, eh, we have different social gatherings where we also try to focus and get a little better acquainted with these people and the background they have in our luggage when they come to us.

Interviewer: Mhm, so some more informal practices maybe, or is it something also decided?

Respondent: No informal practices, we work with ** work very much with culture.

Interviewer: Mhm.

Respondent: After all, culture is inclusion, and culture is diversity. Ehm, so we do, eh, a lot of ** important that we get with everyone and we have too and, which in a way also gives us a clue ** on this, is also the fool you see among them who work. And we have, twice a year, we also have a climate study, in a way to pick up on some of the areas then. To see if people are doing well, that people are sad.

Interviewer: Mhm.

Respondent: And we get that feedback on that. And we see that we succeed.

Interviewer: In what way do you think that an inclusive work environment makes employees feel better or feel better? What factors do you think could play into it?

Respondent: Ehm. Taking people seriously and creating nice and putting people from slightly different cultures together when we have social gatherings or when we have public meetings. And then you often work with some issues or tasks, that it is not just a one-way communication.

Interviewer: Mhm.

Respondent: It can be one of those things.

Interviewer: And for the company then, what benefits can the company have in having an inclusive work environment?

Respondent: Ehm, yes if you look at, we are very much such a colorful community then, eh, that there are people from different backgrounds who come together and create good experiences for guests. But and then create a safe and a pleasure for all our employees.

Interviewer: Mhm.

Respondent: I think that is wise. And we are, after all, in a way, we are a bit clued in that we can take people who have never worked in a hotel and who would like to have no background ** We have some work tasks that we can in a way put them in with the fact that they grow with those tasks, and we also have examples of people who come from other backgrounds and other cultures that have in a way started from scratch, if we can use that term, and who today are actually departmental leaders . And it creates inspiration, it creates security, and it creates an energy, because the other colleagues see that there are opportunities. And that, I think, is incredibly important to show, to show that those who in a way have the same job as another colleague, have gone all the way and today are department leaders.

Interviewer: Mhm, absolutely. We are going, we will get back to some of what you said a little later, but we will first move on to diversity. To what extent have you had any kind of diversity or diversity training like yours, eh, like your position as manager then, in the company you are in now.

Respondent: Yes, that is diversity training ** what you put into it, but we are, we are people who together create a very large diversity in that we are so different and we have so different backgrounds when we come together, ehm, so people are busy with their work tasks but there is, well, everything from lunch breaks to marking a solar event, to ** onwards, where one

works with different, eh, different areas then, to ** create that diversity, and whether there is a exercise or not, try to avoid people sitting alone in a corner if you understand what I mean.

Interviewer: Mhm.

Respondent: That whatever background, and regardless of nationality, and orientation and whatever it is, all people are welcome with us and we take them seriously and want to take them seriously. And we also create a framework that allows everything from going to Dalsnuten to different courses that the employees can take through **, ehm to the daily operations where you meet, the employees meet to take them seriously and give them the respect they deserve.

Interviewer: Mhm. Ehm, when you hire new ones, what do you mainly look for then, or what do you pay special attention to?

Respondent: Ehm. We are an industry like ** system where one does not always look very much at the CV. Then there are the people behind that resume, whether it is large and extensive or if it is small and short, then it is the people we are looking for, ** what is behind the exterior of that person, what does it mean something for that person? What do they want to bring with us? Ehm, and it is clear, ehm, it is often people who do not have a large and comprehensive education, or a very comprehensive resume, eh, that comes to us in many cases. But, but then at least I want to get to know the person I am talking to, maybe if then * to have my head down that CV all the way, I have more like that, a little like that on the side, but I am the interest in getting to know the person to find out more: what matters to you? What values are they having? What is it that they emphasize and what is it that they bring with them in the job they are going to do with us?

Interviewer: Mhm. In relation to new hires, do you know of any inclusion programs arranged for companies to join?

Respondent: Eh. We get, after all, we get some information, that is, in the mail because we get something from, eh, through the chain we are affiliated with

Interviewer: Mhm.

Respondent: Like, but, but we also have a tradition of doing our own thing, and that is, of course, that is what we are trying to get started with. And in our system, we work very much with the culture then. We have our own people who work exclusively with the culture, and we have our own people in every hotel who work with the culture. That does not mean that the person working at that hotel is responsible for everything, everything that is around culture, but you have in your own way such fan carriers when working towards their colleagues to work with the culture. And part of our culture is this with diversity and inclusion.

Interviewer: Mhm.

Respondent: So, there are certainly lots of other programs, there is plenty you can do from the outside, but we do often, often ehm, ** on their own then. Trying to create those programs on your own. Um, yes.

Interviewer: Mhm. One such program that I will go into more detail on, which I have chosen as a type of theme for the assignment and, it is the work training program from NAV. Do you know that?

Respondent: Yes, yes, we have, we have the employees that we get through the NAV system, where they add different programs. We have had that, yes in all the years I have been ** and it is starting to be a few years in a row. Ehm. So, we have full work training, and with contacts in NAV, and follow-up and meetings and dialogue along the way. Ehm. We have been a part of this for many years.

Interviewer: Mhm.

Respondent: And we are an arena that makes it so, I think that is where we have someone in almost all our hotels in type of work training. And what is nice to note is that we get people

on, and I also have examples of those who have come through job training in NAV, who are currently sitting as departmental leaders. So, we see that it works. But it is unfortunately those who fall outside.

Interviewer: Yes.

Respondent: Ehm, and, and when you talk about diversity and inclusion there are in a lot of areas, it also applies to people who are from Norway and people who are from Scandinavia, who in a way have the language in place, but, but you also see that it is important that if you are with people who come from other countries, who do not have the language, then I very often tend to ** move forward, it is important to acquire the language in the best possible way. And it is also an arena. After all, we are trying to say that the language that works in the workplace is Norwegian then. For people to, it is so important when people move on in the system, we only see from experience that it is important to be able to speak Norwegian, or at least good English.

Interviewer: Mhm. And what do you think a hotel can do as an arena for inclusion and diversity? Does it have any special qualities?

Respondent: Yes, because that ** because we have people from so many different walks of life to put it that way. So we have people with an incredible variety of backgrounds, different cultures, different countries, we have people who have had a tough time in periods and who may not have been in work for many years and who we have got into work and who we have in work to this day. And I'm actually very proud of that. And then, like the one, what matters most is that they come into an arena where they feel safe and where they thrive. And if we can't do it in a way, then people won't be with us either. We see a lot of examples today, now when we talk together, where you have people who come through different programs and different systems, including NAV then, come to us and who, like eh, certainly think it is very difficult in the beginning, but then they see that they meet people who would like to have

been in a similar situation earlier, and who then get a safe and see that 'yes but they have succeeded', and they often need it, they kind of need a pat on the shoulder and someone actually talks to them and someone builds self-confidence in them. And then they see that it is possible, so yes.

Interviewer: Mhm. Absolute. Do you see a particular risk in participating in such a program?

Respondent: Ehm, no, not risk, but I know, and one must be aware that among those who succeed, unfortunately, there are also some like **. So, if we see that there is a risk that, that we have some people that we unfortunately do not bring with us, that fall outside, then there is a risk. But I think that is the case for me, and for the system that I am a part of, we have a responsibility both within our own four walls and outside our own hotel door, we have a responsibility ** we have a grudge to try to get people, that is, they get into work training and get them up and forward, build trust. ** eh, because we are a big employer. There is always a risk that there is a part we cannot get along with. For that, I think so that we try, but whoever we try to bring with us also has a responsibility, if they are not in a way willing to make their contribution, it is terribly difficult to get it. And what we sometimes that happens.

Interviewer: Mhm.

Respondent: That those in attendance are not receptive, or they do not want it, or they still have, kept saying, have their own issues that make it very difficult to achieve. And on that scale, there is a risk that we will not be able to help others, but a risk such as danger or something **, I would say no. I am not afraid of that. But I think it's always boring if I'm told that there are some who ** and that we see that we can't get along with, and even though there is a follow up through the system that they are in a way is a part of it, eh, but if they do not contribute a bit, then it is plain. And that is what I always say.

Interviewer: Mhm. Absolutely. and in relation to follow-up and stuff, do you have established routines for this or is it a bit varied?

Respondent: We have routines, but it also depends on a little different, what to say, agencies. It is not always the case that they come in via the NAV system, there are also other actors out there who work with people who, for example, need work training. So, then it is a bit like that, it varies slightly what routines they have then, but we always have a follow-up, we always have some meetings. Sometimes, more in the beginning and processors gradually and sometimes given output. It is not always the case that there are fixed frameworks at the bottom, because there are different actors and different agencies involved in this.

Interviewer: Mhm.

Respondent: And the public is big too. Right. After all, we have people coming from many arenas then, that's not all that can be channeled through the NAV system either.

Interviewer: Mhm. Super. I see now that we really, we have jumped a bit and gone back a little bit, and it really is nice for it to come naturally. But we have really covered questions I have so I don't really think I would ask for anything more.

Respondent: That's why I talk a lot you know.

Interviewer: Yes. It is terrific, it is very, very nice, that it is such a natural transition, it is the very best.

Participant: Yes, that is good. And then I think, well, it is wise that there is no facet of this here.

Interviewer: We are at the end of the road. It was terrific that you would attend. Thank you for being my first respondent. Now I have learned a bit about what I can continue with next time too.

Appendix F

Tables Presenting the Item-Total Statistics, Summary Item Statistics, and the Cronbach's Alpha

Table F1

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Creativity and innovation	31,07	11,097	,380	,433	,706
Cost savings (lower turnover, less absenteeism)	31,77	9,922	,256	,197	,741
Image internally	31,45	8,510	,646	,638	,638
Organizational growth	31,12	9,804	,541	,564	,672
Image externally	31,37	10,189	,397	,481	,698
Employee loyalty	31,47	8,820	,612	,513	,648
Social responsibility	30,92	11,558	,257	,290	,721
Increased diversity	31,22	9,615	,346	,493	,714

Table F2

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	,256	-,147	,584	,732	-3,962	,037	8

Table F3

Internal Reliability Statistics of Cronbach's Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,722	,733	8

Appendix G

Tables Presenting the Frequency of Familiarity with The Job Training Program

Table G4

Frequency of respondents familiar with the job training program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	46	42,2	79,3	79,3
	2	9	8,3	15,5	94,8
	3	3	2,8	5,2	100,0
	Total	58	53,2	100,0	
Missing	System	51	46,8		
Total		109	100,0		

Table G5

Frequency of Number of Times Leaders have used the job training program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I am not familiar with the job training program and can therefore not answer this question	7	6,4	13,0	100,0
	I have not used the job training program during my period as a leader within this organization	11	10,1	20,4	20,4
	1-5 times	11	10,1	20,4	87,0
	6-10 times	10	9,2	18,5	38,9
	11-15 times	6	5,5	11,1	50,0
	16-20 times	4	3,7	7,4	57,4
	More than 20 times	5	4,6	9,3	66,7
	Total	54	49,5	100,0	
Missing	System	55	50,5		
Total		109	100,0		

Appendix H

Tables Presenting the Frequencies of Respondents Choice of Diversity Definition

Table H6

Frequency of respondents choosing diversity definition 1

Definition 1	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	89	81,7	81,7	81,7
1	20	18,3	18,3	100,0
Total	109	100,0	100,0	

Table H7

Frequency of respondents choosing diversity definition 2

Definition 2	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	102	93,6	93,6	93,6
1	7	6,4	6,4	100,0
Total	109	100,0	100,0	

Table H8

Frequency of respondents choosing diversity definition 3

Definition 3	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	92	84,4	84,4	84,4
1	17	15,6	15,6	100,0
Total	109	100,0	100,0	

Table H9

Frequency of respondents choosing diversity definition 4

Definition 4	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	89	81,7	81,7	81,7
1	20	18,3	18,3	100,0
Total	109	100,0	100,0	

Table H10

Frequency of respondents choosing I don't know/I don't want to answer

I don't know/I don't want to answer		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	109	100,0	100,0	100,0

Table H11

Descriptive Statistics of Leader's Choice of Diversity Definition

	N	Minimum	Maximum	Mean	Std. Deviation
Definition 1	109	0	1	,18	,389
Definition 2	109	0	1	,06	,246
Definition 3	109	0	1	,16	,364
Definition 4	109	0	1	,18	,389
I don't know/I don't want to answer	109	0	0	,00	,000
Valid N (listwise)	109				

Appendix I

Survey Respondent's Comments on Inclusion

Respondent 1	“Knowledge and recognition of values, vision, culture and goals are also important aspects”
Respondent 2	“Keep my employees well informed at all times. Also to give people second chances.”
Respondent 3	“Similar uniform as the rest of the team in the department. Meal participation (lunch and dinner together with the staff at the hotel)”
Respondent 4	“Very important, should be obligatory within certain frames.”
Respondent 5	“For me, inclusion is very much about letting all people have the same opportunity - to not let factors like nationality/native origin and cultur, sexuality, history of personal issues, etc rule out opportunities for that person, or put him/her in a dis-advantage when measured-up against others.”
Respondent 6	“I always aim to include ny colleauges in the work and the decisions. It important for me that they understand why er operate how we do and why. Many times I see that they have good suggestions and solutions for problems. We try to have an open communication line. With Peakon (employee survey program) this have become even more easy.”
Respondent 7	“Inclusion in working life can provide space and space for those who are outside the labor market. At the same time, Norwegian companies are in dire need of labor. Special situation now under Covid 19. When Norway experiences the greatest unemployment since World War II. Will be interesting to see how all the + 300K will be included again and how long it will take.”
Respondent 8	“Term "inclusion " defined in work relation; Should expectation be included, in my opinion.”

Overview 14. Overview of Respondent's Comments on Inclusion. Adapted from Survey Respondent's Comments on Inclusion.

Appendix J

Tables Presenting the Frequencies of Assumed Benefits of Increased Inclusion

Table J12

Organizational growth

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	3	2,8	7,5	7,5
	4	9	8,3	22,5	30,0
	5	27	24,8	67,5	97,5
	6	1	,9	2,5	100,0
	Total	40	36,7	100,0	
Missing	System	69	63,3		
Total		109	100,0		

Table J13

Creativity and innovation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	12	11,0	30,0	30,0
	5	28	25,7	70,0	100,0
	Total	40	36,7	100,0	
Missing	System	69	63,3		
Total		109	100,0		

Table J14

Cost savings (lower turnover, less absenteeism)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	,9	2,5	2,5
	3	15	13,8	37,5	40,0
	4	8	7,3	20,0	60,0
	5	15	13,8	37,5	97,5
	6	1	,9	2,5	100,0
	Total	40	36,7	100,0	
Missing	System	69	63,3		
Total		109	100,0		

Table J15

Image internally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	1,8	5,0	5,0
	3	4	3,7	10,0	15,0
	4	13	11,9	32,5	47,5
	5	21	19,3	52,5	100,0
	Total	40	36,7	100,0	
Missing	System	69	63,3		
Total		109	100,0		

Table J16

Image externally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	5	4,6	12,5	12,5
	4	14	12,8	35,0	47,5
	5	21	19,3	52,5	100,0
	Total	40	36,7	100,0	
Missing	System	69	63,3		
Total		109	100,0		

Table J17

Employee loyalty

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	,9	2,5	2,5
	3	6	5,5	15,0	17,5
	4	13	11,9	32,5	50,0
	5	20	18,3	50,0	100,0
	Total	40	36,7	100,0	
Missing	System	69	63,3		
Total		109	100,0		

Table J18

<i>Social responsibility</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	7	6,4	17,5	17,5
	5	32	29,4	80,0	97,5
	6	1	,9	2,5	100,0
	Total	40	36,7	100,0	
Missing	System	69	63,3		
Total		109	100,0		

Table J19

<i>Decreased image externally</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	15	13,8	37,5	37,5
	2	5	4,6	12,5	50,0
	3	4	3,7	10,0	60,0
	4	8	7,3	20,0	80,0
	5	5	4,6	12,5	92,5
	6	3	2,8	7,5	100,0
	Total		40	36,7	100,0
Missing	System	69	63,3		
Total		109	100,0		

Table J20

<i>Increased diversity</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	,9	2,5	2,5
	2	2	1,8	5,0	7,5
	4	8	7,3	20,0	27,5
	5	29	26,6	72,5	100,0
	Total		40	36,7	100,0
Missing	System	69	63,3		
Total		109	100,0		

Table J21

Descriptive Statistics of Leader's Perception of Potential Benefits of Inclusion

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational growth	40	3	6	4,65	,662
Creativity and innovation	40	4	5	4,70	,464
Cost savings (lower turnover, less absenteeism)	40	2	6	4,00	,987
Image internally	40	2	5	4,33	,859
Image externally	40	3	5	4,40	,709
Employee loyalty	40	2	5	4,30	,823
Social responsibility	40	4	6	4,85	,427
Decreased image externally	40	1	6	2,80	1,742
Increased diversity	40	1	5	4,55	,932
Valid N (listwise)	40				

Appendix K

Tables Presenting the Frequencies of Assumed Benefits of Increased Diversity

Table K22

<i>Organizational growth</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	,9	2,9	2,9
	3	3	2,8	8,6	11,4
	4	13	11,9	37,1	48,6
	5	18	16,5	51,4	100,0
	Total	35	32,1	100,0	
Missing	System	74	67,9		
Total		109	100,0		

Table K23

Creativity and Innovation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	,9	2,9	2,9
	3	5	4,6	14,3	17,1
	4	11	10,1	31,4	48,6
	5	18	16,5	51,4	100,0
	Total	35	32,1	100,0	
Missing	System	74	67,9		
Total		109	100,0		

Table K24

Cost savings (lower turnover, less absenteeism)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	,9	2,9	2,9
	2	3	2,8	8,6	11,4
	3	12	11,0	34,3	45,7
	4	10	9,2	28,6	74,3
	5	7	6,4	20,0	94,3
	6	2	1,8	5,7	100,0
	Total	35	32,1	100,0	
Missing	System	74	67,9		
Total		109	100,0		

Table K25

Image internally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	6	5,5	17,1	17,1
	4	12	11,0	34,3	51,4
	5	17	15,6	48,6	100,0
	Total	35	32,1	100,0	
Missing	System	74	67,9		
Total		109	100,0		

Table K26

Image externally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	,9	2,9	2,9
	3	5	4,6	14,3	17,1
	4	13	11,9	37,1	54,3
	5	16	14,7	45,7	100,0
	Total	35	32,1	100,0	
Missing	System	74	67,9		
Total		109	100,0		

Table K27

Increased homogeneity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2,8	8,6	8,6
	2	4	3,7	11,4	20,0
	3	11	10,1	31,4	51,4
	4	7	6,4	20,0	71,4
	5	8	7,3	22,9	94,3
	6	2	1,8	5,7	100,0
	Total	35	32,1	100,0	
Missing	System	74	67,9		
Total		109	100,0		

Table K28

Increased employee loyalty

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	,9	2,9	2,9
	3	6	5,5	17,1	20,0
	4	12	11,0	34,3	54,3
	5	15	13,8	42,9	97,1
	6	1	,9	2,9	100,0
	Total	35	32,1	100,0	
Missing	System	74	67,9		
Total		109	100,0		

Table K29

<i>Social responsibility</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	1,8	5,7	5,7
	4	10	9,2	28,6	34,3
	5	23	21,1	65,7	100,0
	Total	35	32,1	100,0	
Missing	System	74	67,9		
Total		109	100,0		

Table K30

<i>Increased inclusion</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	,9	2,9	2,9
	3	4	3,7	11,4	14,3
	4	6	5,5	17,1	31,4
	5	23	21,1	65,7	97,1
	6	1	,9	2,9	100,0
	Total	35	32,1	100,0	
Missing	System	74	67,9		
Total		109	100,0		

Table K31

<i>Descriptive Statistics of Leader's Perception of Potential Benefits of Diversity</i>					
	N	Minimum	Maximum	Mean	Std. Deviation
Organizational growth	35	2	5	4,37	,770
Creativity and Innovation	35	2	5	4,31	,832
Cost savings (lower turnover, less absenteeism)	35	1	6	3,71	1,152
Image internally	35	3	5	4,31	,758
Image externally	35	2	5	4,26	,817
Increased homogeneity	35	1	6	3,54	1,358
Increased employee loyalty	35	1	6	4,23	,973
Social responsibility	35	3	5	4,60	,604
Increased inclusion	35	1	6	4,51	,951
Valid N (listwise)	35				

Appendix L

Tables Presenting Descriptive Statistics of Leader's Assumed Barriers of Inclusion and Diversity

Table L32

Descriptive Statistics of Leader's Assumed Barriers for Inclusion

	N	Minimum	Maximum	Mean	Std. Deviation
Demonstrate profitability	40	1	6	3,10	1,374
Limited company vision	40	1	6	2,90	1,566
Lack of leadership efforts	40	1	6	2,98	1,510
Limited resources	40	1	6	3,13	1,159
Discrimination	40	1	6	2,20	1,400
Predjudice	40	1	6	2,55	1,484
Valid N (listwise)	40				

Table L33

Descriptive Statistics of Leaders Assumed Barriers for Diversity

	N	Minimum	Maximum	Mean	Std. Deviation
Economic preasure to demonstrate profitability	35	1	5	2,51	1,121
Limited company vision	35	1	4	2,00	,874
Lack of leadership	35	1	4	2,17	,954
Limited resources	35	1	4	2,26	,950
Discrimination	35	1	5	1,83	,954
Prejudice	35	1	5	1,91	,951
Valid N (listwise)	35				

Appendix M

Tables Presenting Frequencies of Perceived Diversity within own Workforce

Table M34

Frequency of Perception of Diversity within own Workforce

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	,9	2,6	2,6
	3	6	5,5	15,8	18,4
	4	12	11,0	31,6	50,0
	5	19	17,4	50,0	100,0
	Total	38	34,9	100,0	
Missing	System	71	65,1		
Total		109	100,0		

Table M35

Descriptive Statistics of Perception of Diversity within own Workforce

	N	Minimum	Maximum	Mean	Std. Deviation
Perception of diversity within own workforce	38	2	5	4,29	,835
Valid N (listwise)	38				

Appendix N

Tables Presenting Frequencies of Perceived Employment of Diverse Groups

Table N36

Employment of diverse groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	4	3,7	11,4	11,4
	4	9	8,3	25,7	37,1
	5	22	20,2	62,9	100,0
	Total	35	32,1	100,0	
Missing	System	74	67,9		
Total		109	100,0		

Appendix O

Descriptive Statistics of Perceived Benefits from Further Employment of Program Participant

Table O37

Descriptive Statistics of Leaders Perception of Benefits from Further Employment of Program Participants

	N	Minimum	Maximum	Mean	Std. Deviation
Image internally	34	2	6	3,94	1,099
Image externally	34	2	6	4,15	1,105
Increased diversity within the org.	34	2	6	4,26	1,024
Cost savings (lower turnover, less absenteeism)	34	1	6	3,94	1,369
Cost savings (investments spent on training, recruiting process)	34	1	6	3,88	1,274
Employee loyalty	34	1	6	3,91	1,357
Increased homogeneity	34	1	6	3,29	1,467
Increased inclusion	34	2	6	4,06	,983
Increased responsibility	34	3	6	4,65	,849
Valid N (listwise)	34				