University of Stavanger

Norwegian School of Hotel Management, NHS

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MHRHOV – Master thesis

Hotels employees` expectations of QWL by strategic adaptation of service providers: An interview-based qualitative research

Author:
Vilija Dargene

Advisor:
Tone Therese Linge

Foreword

Purpose – The hospitality industry needs to provide a good quality of work life (QWL) in order to attract and retain employees. This study aims to analyze the dimensions of QWL by employees of hospitality organizations who cooperated with third parties, in this case - UDI (The Norwegian Directorate of Immigration). This temporary adjustment is a special case taking advantage of the situation prevailing in the market.

Design/methodology/approach – QWL being multifaceted and context-based, this research conducted a qualitative study in an attempt to identify QWL dimensions expected in the working environment of particular hotels. Employees from hotel participated through a purposeful sampling frame. Data was collected using interviews with open-ended questionnaires, and analyzed in line with content analysis method. Theoretical basis for six dimensions of QWL was Walton`s (1975) eight dimensions of QWL and theoretical framework of QWL and strategic adaptation.

Originality/value – By collaborating with UDI hospitality organizations are using limited-term relationships to increase their revenue. They must have the strategy by cooperating with third party. Moreover, hoteliers must adapt to customer demands. Particular organizations will to make this change and to continue the previous activity. That is, by making this adaptation they must be sure to be able to compete afterwards. They must make continuous efforts to maintain service quality by showing attention to employees – "as human capital and key strategic assets" (Pablos & Tennyson, 2014 p. 67)

Keywords: QWL, TEC, strategic adaptation

Abstract

This qualitative case study aims to examine the perceptions of employees regarding quality of working life (QWL) in three organizations in the hospitality industry in Norway. In situation of strategic adaptation the particular hospitality organizations should provide a good quality of work life (QWL) in order to attract and retain employees. With the literature reviews as a basis this research will therefore look into different aspects of QWL. The QWL could be defined as "employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace" (Sirgy, 2001). This research is a qualitative study the data was gathered by conducting interviews to identify QWL dimensions expected in the specific working environment of accommodation places. The content analysis of the data yielded six dimensions of QWL which was derived from the Walton`s (1975) model to identify key concepts as initial coding categories (Forman, 2008, p. 42). This study used theoretical framework about the employee's expectations of QWL and strategic adaptation. Inductive content analysis is particularly appropriate for research which analyze the informational contents of textual data (Mayring, 2000). The results were compared with Kandasamy & Anchery (2009) and Saif (2016) studies to expand the knowledge obtained through research accomplished in other fields. The sample size was eleven in total distributed on three organizations, and where the participants consisted of two leaders, eight employees and one employee from helping organization. By choosing research topic was selected Daft's (2011) idea that "leadership influence people to bring about change toward a vision, or desirable future for the organization". The ability to adapt to the change depends on effort of communication with employees the managers are focusing on this through tasks and challenges in their daily work day (p. 232). However, the main challenge to have control, this according to all the employees in all three organizations, seems to lie in the fact that the success depend on the leader`s readiness to adapt the change. In addition to this a further challenge lies in each of the

three organizations having temporary strategic adaptation. When it comes to the employees themselves their greatest QWL factor for staying in an organization seems to lie in having the stability and feeling like "home" and communication triangle between employees, employers and residents of TEC. The data was collected from the three hospitality organizations which will remain anonymous. This investigation was limited by availability of information. The main reply to my appeal was that organizations doesn't have capacity to help making research. Based on my subjective attitude the leaders of those hospitality organizations who was working with UDI maybe felt not comfortable giving sensitive information about the difficulties their company has faced. I get agreement to cooperate only with thus who reached successful implementation of the change. Unfortunately, financial capacities also limited the amount of the investigated organizations.

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1.0 Introduction

1.1 Background

The Norwegian economy is weighed down by low oil prices. Due to falling oil sector investments, the downturn spread to other industrial activities (SEB Research & Strategy, 2016). According Robbins (2013) changes in oil prices is one of main forces determining changes on many oil service companies (p. 540). In recent years Consumer confidence has dropped, which could mean that we are looking at a more serious downturn in private consumption than the hard data suggest. The drop in consumer confidence is due mainly to diminished confidence in the economy as a whole. The first signs of these second-round effects came in the spring of 2015 in the form of falling investment in the service sector, a weaker growth outlook and rising unemployment in these other sectors. Investment in the service sector fell by more than 6% in first half of financial year, and unemployment in business services is on the up (DanskeBank, 2015). Accommodation industry is no exception. The hospitality organizations react sensitively to economic changes and looking for new opportunities trying to develop service innovations to gain a competitive advantage to survive and grow (Farley & Deshpandé, 1999, p. 10).

On another hand the record high number of asylum seekers to Norway dominated in autumn 2015. Over 70 percent of these came in the period September to December. Total sum of asylum seekers in given year was 31 145. The whole community and many sectors were affected. The media pressure and the need for information were also very large. Providing accommodation to all asylum seekers coming to Norway was most important task in the acute situation. There was a need for accommodation for a limited period before refugees were registered in the immigration system. UID (The Norwegian Directorate of Immigration) has decided to use hospitality organizations for this purpose. From 1 August to 31 December was

established about 28 000 places in different types of reception and accommodation solutions (UDI, 2016).

In such a situation examined above some hospitality organizations decided to use limited-term relationships with UDI to increase their revenue in the low season. Hotels as temporally emergency centers (TEC) distinguish from conventionally hotels by unplanned residents' attendance, and by employees' preparedness to manage a wide variety of illnesses, care for pregnant women, deal complicated psychological conditions. UDI overview shows that it was created 114 TECs (UDI, 2016). It was hotels, hostels, camps which adopted new strategy. Hotel's facilities was prepared or rebuilt in order to obtain necessary standards. Almost all TEC was located away from bigger towns.

In this case hospitality organizations have had to create the strategy by cooperating with third party (Xiaolong, LiuYi, YuFeng, & Liang, 2013). Moreover, hoteliers must adapt to customer demands (Heo, Jogaratnam, & Buchanan, 2004). Hotels would therefore need to be able to make this change in order to continue the previous activity. That is, hotels generally face fierce competition, and by making this adaptation they must be sure to be able to compete afterwards. They must make continuous efforts to maintain service quality by showing attention to employees - on the most significant resource within the hospitality organization. The reason why organizations are gaining competitive advantages is located in being able to have employees with necessary skills, abilities and knowledge. It is profitable to invest in developing greater employee skills and higher levels of motivation (Boxall, 2003, p. 14) because it is a source of sustainable advantage because tacit knowledge and social complexity are hard to imitate (Coff, 1997, p. 374).

The purpose of this research is looking in-depth into three hospitality organizations trying to find out how employees was feeling in this period and how was managed strategic adaptation in these organizations. The analysis of QWL has been envisaged as a process by which an

organization responds to employee needs allowing them to resist the change (Robbins, Judge, Millett, & Boyle 2013, p. 453) and ensuing the well-being of employees (Sirgy, Efraty, Siegel, & Lee 2001, p. 241).

This in term of each of the employees' subjective perspective has been trying to figure out interrelated elements that form purposeful system (Ackoff, 1971, p. 666). There are many researches about management of change and about QWL in organizations in general. The reason for why it is important to conduct this research is because as there's a lack of researches concerning how these concepts applies to the real life of an organization, and this especially in this particular context.

The research challenge of intrinsic case study is one of leveraging existing theory and examining diverse factors of QWL across multiple contexts. Such an approach, if accomplished through cross-case analysis, can complement theories that assume an invariant relationship between independent and dependent variables. For this reason were used case studies of Kandasamy & Anchery (2009) and Saif (2016).

So this research will provide a detailed account and analysis of hospitality organizations in the situation of strategic adaptation hereby contributing to a deeper knowledge and understanding of how human resources were managed. In addition to gain a better understanding on important QWL factors in adopting situation. It follows to central question:

- What are the important QWL factors for employees in an organization during a situation of strategic adaptation?

2.0 Theoretical framework

2.1 Literature review

2.1.1. Strategic adaptation

Strategic adaptation could related to the concept of organizational slack, which Bourgeois (1980, p. 30) defines as:

"…that cushion of actual or potential resources which allows an organization to adapt successfully to internal pressures for adjustment of to external pressures for change in policy, as well as to initiate changes in strategy which respect to the external environment."

The theoretical framework presented by Kettinger & Grover (1995, p. 11) Figure 1, attempts to provide a systematic view that describes and explains the effectiveness of management in business process change. According to the proposed framework the change in an organization begins with strategic initiatives such as visioning, commitment, and enabling from the senior management team. This vision must establish a sense of urgency and encourage the pursuit of change (Kotter, 1995, p. 60). Either the organizational adaptation is concerned with making appropriate adjustment to the business having a conceptual model related to the leadership, the organizational context and external environment (Schindehutte & Morris, 2001, p. 85). The environment is typically defined as the organization's operating environment or the industry in which it competes. The organizational environment, with a ready culture, a willingness to share knowledge, balanced network relationships, and a capacity to learn, should facilitate the implementation of prescribed process. Process and change management practices, along with the change environment, contribute to better business processes and help in securing improved quality of work life (Kettinger & Grover 1995, p. 15).

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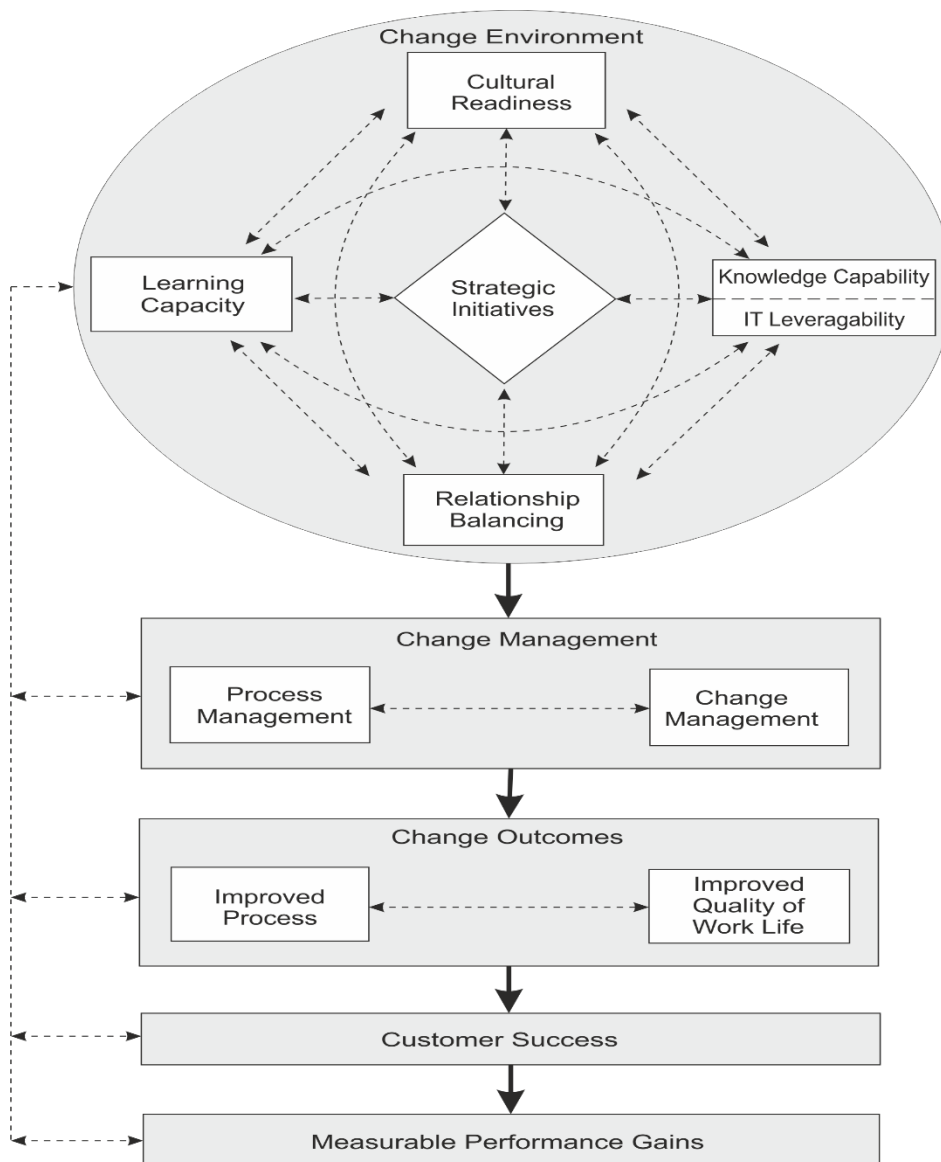
Figure 1: The theoretical framework presented by Kettinger & Grover (1995, p. 11)

Customer success and Measure performance Gains are not relevant in my case. For organizations which are seeking strategic adaptation economic difficulties could be a reason of particular importance. This leads to internal adjustments and actions oriented to the environment. By making the decision leaders must think about the "clientele the organization shall serve and employees it shall recruit determine the limits to its environment - that is, to the environment significant for the functions which the organization performs." (Child, 1972, p.10)

To find out what aspects of strategic adaptation are important for employees in an organization which cooperating with third party, is necessary look at change management practices along with the change environment.

2.1.1.1 Managing of the change process

A change management involves a reconstructing of resistance to change what means that according change theorists propose contrasting tactics for accomplishing change which vary depending on the type of employee involvement, communication about the change, and leadership nature (Ford, Ford, & D'Amelio 2008, p. 370). According to Daft (2011) leadership is defined as a relationship based on influence between leaders and followers where the understanding of the contingency approaches can help leader to adapt the organization to change. The leader also develops his ability to adapt through experience and practice (p. 66). To be able to communicate effectively is crucial skill for leader "persuading others to act in ways that achieve goals and accomplish the vision" (p. 282). Adapting Kettinger (1995) and Kotter (1999) principles of baseness process change it could be adapted eight steps how leader could transform successfully the organization:

1. Deliver the information for employees about the change an organization is facing. The leaders need to establish a great enough sense of urgency. Interaction between planning and learning adds capabilities needed for effective strategic adaptation suggesting that once the firm's executives have made their plans, the firm must be prepared to rework them and implement them effectively (Brews, 1999 p. 906). The Leader should also recognize the value of bottom-up participation of line workers and middle managers in design, implementation, and continuous improvement.

2. Get the right people on board and create a strong team identity. Towry (2003) in his study conclude that effectiveness of team, based on peer-enacted control, could be

enhanced by a strong team identity which exists only when the members have a sense of oneness. A strong team identity serves to help teams to reach cooperative solutions.

3. Paint a compelling picture. Employees need a clear direction in which an organization needs to move and clearness in actions to achieve provided goal.

4. Communicate the change widely. In this case communication helps to implement the vision and strategies or in opposite can block implementation. Relationships both intra- and inter-organizationally helps to reach balance and make good decisions related to the degree of employees cooperation and competition.

5. Remove obstacles and empower people to act. In this case leaders give followers the time, knowledge, resources, and discretion to take steps and make the adaptation possible. In such organization employees have autonomy to make decisions and act freely to meet new needs, and responsiveness to customers is highly valued. Leader also encourages employees "creativity, experimentation, and risk taking" Daft (2011, p. 444).

6. Achieve and celebrate quick wins. The leaders identify some short – term accomplishments that people can recognize and celebrate.

7. Keep moving. I this case instead of declaring victory after temporally adaptation, leaders need to use credibility afforded by short-term win to tackle even bigger challenge. Mean to come back from radical new process design to continuous process improvement depending on the contingencies at work.

8. Make changes stick. Bearing in mind that this is a temporal adaptation which not becomes "the way we do things around here" people could create behavior which could be necessary to change again. According Kotter it is important to show people what they improved in this particular period and what they could use in continuous process.

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2.1.1.2 Organizational learning

According March (1981) organizations store knowledge in their procedures, norms, rules, and forms. They accumulate such knowledge over time, learning from their members. At the same time, individuals in an organization are socialized to organizational beliefs (p. 84). Some learning processes increase both average performance and variability. As example could be the short-run consequences from adoption of a new body of knowledge or new elements of cultural diversity to an organization, for example, through the introduction of individuals with untypical skills, attitudes, ethnicity, or gender. If a new knowledge is so clearly superior as to overcome the disadvantages of unfamiliarity with it, it will offer a higher expected value than the old one. At the same time, the limited experience with the new knowledge (relative to experience with the old) will lead to an increased variance (p. 83). Learning enables individuals to adapt to demands and changing circumstances. To the extent that an organization's ability to adapt to its outside environment is dependent on knowing and interpreting the external changes that are taking place (Choo, 2001 p. 2). According Fiol (1985) exist three levels of learning. Lower-level learning or "behavioral-level learning" which often is the result of repetitive behavior. The middle or "theory-in-use" level is a set of rules and restricts itself to detecting and correcting errors within that given system of rules. Higher-level learning occurs when members reflect on past learning experiences to learn and discover strategies for learning. Thus, higher-level learning affects the entire organization, develops understanding of causation and complex associations involving new actions, and is characterized by change in network relationships and decision making (Fiol, 1985, p. 808). So, learning organizations are characterized by the ability to adapt and improve, to build internal and external knowledge.

2.1.1.3 Cultural Readiness

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Organizational culture is best understood in terms of cultural beliefs, values, and norms (Schein, 1990, p. 32). In adaptation process organization is dependent on ability to learn, share information, and make decisions. The organizational culture have three impacts: it makes direction to accomplish the organizational goals, influence employees to follow organization`s formal mission. It spread among the members in the organization influencing to behave in a right way. It determine strength of impact on members in the organization (Kilmann, at al., 1986 p. 88). Beliefs shape interpretations of information, while value systems relate behaviors across units and levels of the organization. (March, 1981 p. 570) Norms are the unwritten and socially transmitted guide of attitudes and behavior. Norms that promote change include risk taking, openness, shared vision, respect and trust, high expectation for action, and a focus on quality. Norms that to promotes creativity: risk taking, rewards for change, openness. Norms to promote implementation: common goals, autonomy, belief in action (O'Reilly, 1989 p. 15). It is important to know if the organization is open and ready to support the change initiatives. Supporting personal lives and family values is closely related to work attitudes. Perceived managerial support linked with less intention to leave the organization (Lockwood, 2003, p. 5).

2.1.1.4 Knowledge-Sharing Capability

In situation of strategic adaptation managers must adjust more rapidly and frequently. Information technology is enabling to improve internal processes. Better information access and information management affects knowledge and tasks. It helps to capture and distribute information, coordinate actions, analyze and make decisions. (Rockart & Short, 1989 p. 15). In our case process of learning and knowledge shearing arise through the network. It helps to solve problems, create identify, reshape personal relationships. Manager`s performance and ability to promote could be evaluated by the network itself. (Charan, 1990, p. 106).

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2.1.1.5 Relationships Balancing

Successful change processes impacts the organization`s propensity, capability, and implementations effectiveness (Mayer, Benjamin, Caraway, & Painter, 1995, p. 103) often require the proactive leveraging of boundaries and relationships. Changing job responsibilities emerge an immense human-resource challenge. The staff should understand their new roles and the new emphasis on customers and profits (Hall, Rosenihal & Wade, 1993 p. 127) However, research also indicates that a manageable level of conflict can enhance individual and group performance. Participants need conflict management skills such as active listening, not being critical of persons but of ideas, and encouraging others; they should follow the golden rule of conflict, i.e. treat other persons the same way one wants to be treated. It can result in greater openness, cooperation and understanding (Sandy, Boardman, & Deutsch 2006).

2.1.2 Quality of Work Life

A review of a part of the literature on QWL began in the USA and Scandinavia in the 1960s and 1970s emphasizing the human dimensions of work by focusing on the quality of the relationship between the worker and the working environment (Connell & Hannif, 2009 p. 365). Up to now is practically difficult to encompass all of QWL's dimensions. A broad spectrum of QWL dimensions exists, and parts of it may be addressed depending on researcher interest and organizational characteristics. Walton (1975) proposes the eight dimensions of QWL:

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Figure 2: Shows the Practices of QWL

According Kettinger (1995) the business process reengineering is possible only by participation of the people and, therefore, employees' quality of work life issues is paramount (p.14) Having recognized human needs and having managed resistance to change, employees should experience improved working conditions in redesigned process tasks; this should increase employee job satisfaction and pride in work, and should strengthen commitment to the organization (Kim, 2005 p. 175), ultimately making employees more productive in their jobs and better able to serve their customers. The first three of six strategic principles are: 1) "make people a key priority," 2) "win customers for life," and 3) "use a process approach to run the business" (Pfeffer, 1981, p. 61). According Kettinger & Grover (1995) each of these principles are interrelated: employee value links to customer value, followed by profitable growth and shareholder value, which in turn links back to associate value. Associate value is

achieved by ensuring that employees have knowledge and skills to do their job effectively, have the ability to satisfy customers, and most are satisfied with their daily work life. Customer value is connected with their expectations they meet by getting the service (p. 22). Embedded in the QWL concept are "Theory Y" assumptions that people "like" to work, "enjoy" challenging work, and are willing to "take responsibility" for work outcomes (McGregor,1970 p. 11). An improved process should allow employees to team on the job, have an area of decision making, relate their work to a social life, and feel the job leads to job satisfaction (Hackman, 1980 p. 449).

Recent was studied QWL based on need satisfaction and spillover theories (Sirgy et al., 2001). Marcel and Dupuis (2006) have tried to give a consensus definition of quality of work life (QWL) and a clear way of computing it. This has been achieved by analyzing the theoretical perspectives in the literature, in order to achieve a clear outline of how to include all possible dimensions of the concept. Kandasamy & Sreekumar (2009) in their study proposed an instrument for measuring QWL, operationally named WRKLFQUAL, based on the gap analysis tool. QWL relates to job satisfaction and is essential to organizations' efficient growth and development (Vasita &Prajapati, 2014 p. 33), and to worker health, happiness, and productivity (Tabassuma, Rahmanb & Kursia 2011). Knowledge regarding these attributes would increase our understanding of expected QWL in a hospitality work environment:

2.1.2.1 Job characteristics

This refers to workers' experiences in the particular work situation. The strategic adaptation brings challenges for employees mentioned in results. On the one hand work overload has negative implications for mental and physical health, affecting their work life (MacDermid & Wittenborn 2007 p. 567), on the other hand interesting and challenging work is about things

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such as searching for deeper meaning and purpose, observing that work is a vocation (Munford, 2006 p. 429).

Workers' autonomy is independence and scope for exercising judgment and control in deciding how to carry out their duties. The most projects are giving workers more control, more responsibility, and more autonomy over their workplace. The leader may initially promote the QWL efforts, but finally it cause the conflicts in work values against long-run QWL effectiveness (Goodman, 1980, p. 500). Previous literature has shown that higher levels of job autonomy is related to job satisfaction, work engagement and reduced absenteeism in the work place. Job autonomy is positively related to workers' perception that work outcomes are the results of their own efforts (Madanagopal, Thenmozhi, 2015 p. 74).

2.1.2.2. Company image

These responses substantiate the finding of the study by Cable & Turban (2003) that a firms' reputation is a source of pride for its members. Such responses, are suggestive of the fact that organizations that are financially successful in the market may be better positioned to provide superior benefits to their employees and have future opportunity for continued growth and security (Koys, 2001 and Schneider et al., 2003) translating thus to higher levels of employee job satisfaction (Fram and McCarthy 2003). Job security is the most controversial issue in contemporary work environment. Job security, the central aspect of QWL represents strength of the organizations to provide permanent and stable employment regardless of the changes in work environment. However, on the basis of the empirical evidence, wages tend to be lower and more sensitive to 'outside' unemployment in high-job security countries, suggesting that wage determination is more strongly influenced by other job market characteristics than by job security (Bertola, 1990, p. 878).

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2.1.2.3 HR politic

HR (human resource) politics consists of several elements: Compensation refers to monetary and nonmonetary returns the worker accrues due to work done, which are sufficient to meet the basic requirements of the worker and his family (Walton, 1975, Goodman, 1980; Tinuke, 2013). Organizational support refers to senior management support and communication, supervisor support, attention to worker satisfaction, and provision of facilities providing appropriate services (Steenkamp & Schoor, 2008; Sinha, 2012). According Daft (2011) to be effective communicator leader also must make sense to deceptively simple components, such as asking questions, playing attention to nonverbal communication, actively listing to others and react to employees feedback (p.232). Nonaka & Tackeuchi (1995) describes the spaces where the knowledge is shared. This space can be physical, virtual or mental/social space, or combination of them. In this space knowledge is created, shared, and utilized. This space is the context shared by those who interact with each other, a process through which the context itself evolves through a self-transcending process of knowledge creation.

Temporally strategic adaptation brings opportunity to use and develop human capacities. The work becomes unusual, meaningful and exciting so gives the employees of fulfillment satisfaction. Training and orientation programs ensure future employability, manage their increasingly complex relationships with their members and bargaining partners. (Walton, 1975; Cooney & Stuart, 2013; Gayathiri & Ramakrishnan, 2013).

2.1.2.4 Interaction with customers

In this case interaction with customers refers to job security, organizational compliance with UDI rules and safety regulations (Marcozzi, 2011). Unsafe and hazardous working conditions cause problems to both employers and employees so it is expected prompt intervention to

protect workers when necessary (Walton, 1985). There may be little advantage to the employer in short-term but in medium and long-term, it adversely affects the productivity. Therefore, adequate investment must be made to ensure good conditions of working climate. QWL can be assessed by combining the amount and the degree of stress and the degree of satisfaction experienced by the individual within his/her occupational role (Rose, Beh, Uli, & Idris 2006).

2.1.2.5 Working relationship

Cooperation and positive relations between workers critically promote QWL (Saif, 2016). Social integration in the work organization as a part of Walton`s (1975) proposed dimensions emerges as an indicator of healthy work organization. Therefore, formal and informal interactions between employees play big role in this particular situation of strategic adaptation. All kind of classes, religions, races, crafts, and designations must be treated equally at work place because employees must communicate with refugees and accept them.

2.1.2.6 Psychological work relations and "Work-life balance"

Employees should have a balance between personal and professional life. This refers to the ways that people respond to their jobs have consequences for their personal happiness, the effectiveness of their work organizations. Additionally they must have the perspective of how his/her work in the organization helps the society and even contribute to the stability of society. Individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the workplace (Dhar, Dhar, Jain, & Parashar, 2009).

2.2 Sources for comparison

The study "Hotel employees' expectations of QWL: A qualitative study" of Indira

Kandasamy and Sreekumar Ancheri was selected because this study focused on exploring

employees' expectation of QWL dimensions too. QWL being multifaceted and context-

based, this researcher conducted a qualitative study in an attempt to identify QWL

dimensions expected in the working environment of a hotel. 84 students and 64 employees

from three hotel management institute and three hotel organization from Mangalore city in

India participated through a purposeful sampling frame. Data were collected using

interviews, focus group discussions and open-ended questionnaires, and analyzed in line with

grounded theory method. The content analysis of the data yielded eight dimensions of QWL.

Another study to compare was "Quality of Working Life in the Emergency Department:

Physicians' and Nurses' Perspective" written by Naser Ibrahim Saif. I selected this study

because this descriptive phenomenological qualitative case study aimed to examine the

perceptions of emergency department (ED) workers regarding quality of working life (QWL).

Nine QWL dimensions were investigated. Two rounds of individual semi-structured face-to-

face in-depth interviews were held with 5 physicians and 11 nurses. Data were analyzed

using Colaizzi's process. The findings indicate that most negative QWL issues centered on

high workload and poor salary. EDs should deploy additional resources to improve the QWL

of ED workers.

3.0 Methodology

According Christensen (2012) qualitative research as research relying primarily on the

collection of no numerical data prefer to study the world as it naturally occurs viewing human

behavior as dynamic and changing. The product of quality research is a narrative report with

rich description. Here are seven steps to structure this qualitative research effort. These have

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been adapted from Christensen (2012) eight common steps and Kvale (1996) seven steps in a qualitative research study:

Determine Research Questions: Questions are the heart of good quantitative research. To formulate questions of this research is possible analyzing the theories in the field and becoming familiar to the different interviewing techniques.

Design the Study: There are logistical advantages and challenges to collect data in terms the interview technique and the sample. The researcher must be prepared with the required knowledge on the particular field.

Collect Data: The qualitative researcher should assume the role of an unobtrusive observer and have little impact on the settings being observed. The ethical aspects influence the interview too. This paper will go deeper into this issue later.

Analyze Data: Most qualitative research studies generate a lot of data. Yin's (2002) definition of analysis "consists of examining, categorizing, tabulating, testing, or otherwise recombining both quantitative and qualitative evidence to address the initial propositions of a study" (p. 109) The transcription of tape is more reliable for later analysis than relying solely on own memory. Good conditions to perform interview increase quality of analysis too.

Generate Findings: This step involves synthesizing of information. During the analysis of the material was decided to use deductive content analysis. Each interview was analyzed for general categories and these general categories were then analyzed for commonalities that ran through all of the interviewees' responses. Then findings was integrated into a comprehensive picture.

Validate findings: One weakness of qualitative research is that it is hard to establish external validity, that is, to provide corroborating evidence that the findings aren't just the opinion of the researcher. One approach to minimize this researcher bias is to include a section on the

interviewer`s background and how it might influence their conclusions. Having recordings of sessions and detailed notes helps other interested parties come to their own conclusions and can help validate findings. Including verbalism along with the interpretation also helps others see how the conclusions were drawn.

Report: While information comes in sequentially from each participant, reporting the data in an inverted pyramid by issue probable works best. To start with the most important findings, and then note the number of participants that supported these findings and some good quotes to support what was concluded.

3.1 Qualitative research

Qualitative research emphasizes description, induction, and the study of peoples' understanding (Bogdan & Biklen, 1992). By doing qualitative research is possible to be unafraid to draw on own experiences when analyzing materials because the interpretation becomes the foundations for making comparisons and discovering properties and dimensions. The researchers' flexibility and openness helps to minimize the ambiguity. Realizing that phenomena are complex researcher is forced to think analytically. He can enjoy the flow of ideas in doing his research, having in mind that theoretical ideas have their own precious value. The sense of absorption in, and devotion to, the work process as such provides a sense of enhanced integrity must be reflected in a description. The self as an instrument in the data collection and analysis process is a point underscored by Rew, Bechtel, & Sapp (1993), who listed the following as attributes needed by qualitative research: Appropriateness, authenticity, credibility, intuitiveness, receptivity, reciprocity, and sensitivity. In this study was used Strauss` (1998) idea that researcher " need to get out into field to discover what is really going on, the complexity and variability of phenomena and of human action, a sensitivity to the evolving and unfolding nature of events (process) and an awareness of the interrelationships

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among conditions (structure), actions (process), and consequences" (p.9, 10). To choose qualitative method is the nature of research problem (Staruss, 1998). Because this thesis is looking for something more general (e.g. Factors of QWL by strategic adaptation). The goal tends to be less particularistic and more universalistic. The reason because this thesis will go deeper into people's subjective and personal perceptions, characteristics, feelings, reasons and perspectives is the matter to find out which factors of QWL in the situation of strategic adaptation are important for employees (Punch, 2005).

3.2. Case study

For instance, Yin (2002) defines case as "a contemporary phenomenon within its real life context, especially when the boundaries between a phenomenon and context are not clear and the researcher has little control over the phenomenon and context" (p. 13). The closeness of the case study to real-life situations is important for the development of a nuanced view of reality (Flyvbjerg, 2006). Proof is hard to come by in social science because of the absence of "hard" theory, whereas learning is certainly possible (Flyvbjerg, 2006). Analyzing data is the heart of building theory from case studies (Eisenhardt, 1989) but this method allow more room for the researcher's subjective and arbitrary judgment than other methods (Flyvbjerg, 2006).

It was formulated a research problem and specified some potentially important variables, with some reference to existing literature sources. There was no specific determination between variables and theories at the outset of the process. It was specified some constructs which also has helped to shape the initial design of this research. In this study of strategic adaptation in hospitality organizations was identified six potentially important constructs from the literature on QWL. These constructs were explicitly measured in the interview questionnaires. When several of these constructs did emerge as related to existing theories it helped to understand the rationale or theory underlying relationships revealed in the quantitative data (Jick, 1979). Also,

interviewers have had complementary insights which enriched the research data and their extensive view increased possibility to look deeper into specific situation. Theory derived from data is more likely to resemble the "reality" and to offer insight, enhance understanding and provide a meaningful guide to action (Staruss, 1998)

3.3 Method

This study borrow the method from Kandasamy & Sreekumar (2009) research to investigate the attributes that affects the QWL for the hospitality employees. The study adopts the strategy of using phenomenology to examine the QWL expectations from hospitality employees in situation of strategic adaptation. The steps followed for this study is graphically presented in Figure 3

Dimentions and attributes of QWL concepts

Qualitative findings

Content analysis

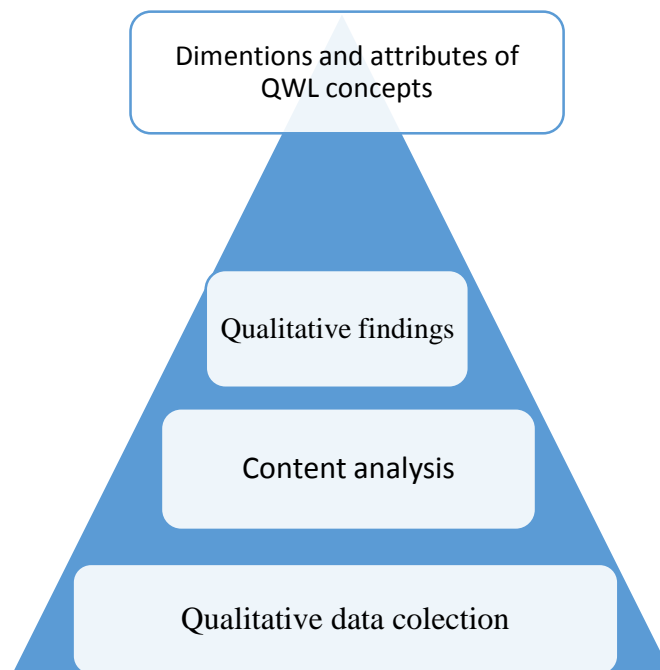**Qualitative data colection**

Figure 3: Shows the Practices of QWL

According this method qualitative data can be favorably undertaken by content analysis. Content analysis is a research methodology that recognizes the importance of language in

human cognition according Sapir and Whorf (as cited in Duriau 2007). This methodology assumes that a group of words reveal underlying themes, and that co-occurrences of keywords can be interpreted as reflecting to the association between underlying concepts (Duriau *et al.,* 2007). For these reasons, the content analysis method can be best used for deriving the dimensions and related attributes within each dimension. The end result of this process would be a logically compelling analysis that identifies the key constructs (Glaser & Strauss 1967). Thus, the qualitative data collection phase followed by appropriate content analysis would help in identifying the emerging themes. Appropriate dimensions of the QWL construct can be formulated by adopting this procedure, in a way, similar to that initiated by Kandasamy & Sreekumar (2009), where data were collected using interviews, focus group discussions and open-ended questionnaires, and analyzed in line with grounded theory method.

3.4 Sample

This research was conducted in three different organizations in the hotel industry in Norway and aimed to clarify the perceptions and experiences of EC workers regarding key dimensions of QWL. Table representing the mode of data collection and the number of respondent:

First Hotel	Second Hotel	Camp	Helping organization
1 leader 5 employees	1 leader 2 employees	1 employee	1 employee

According Merriam (1998) purposive or purposeful sampling occurred before the data was gathered, whereas theoretical sampling was done in conjunction with data collection (p. 66). This sample size is acceptable for the present research by trying to go into organizations with well-defined focus-to collect specific kinds of data systematically (Mintzberg, 1979; Remenyi,

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2013). This case could be defined as a critical case which could have strategic importance in relation to the general problem. For example in this case investigation was conducted trying to understand what the important QWL factors are for employees in hospitality organization by strategic adaptation. Those three organizations become a critical case: If common factors related to adaptation situation could be found at those particular facilities, then it was likely that the same factors would exist at other organizations which have made the same solution. This selection of materials provided the possibility to formulate a generalization characteristic of critical cases, a generalization of the sort, "If it is valid for this case, it is valid for all (or many particular) cases." In its negative form, the generalization would be, "If it is not valid for this case, then it is not valid for any (or only few particular) cases." Generally could be mentioned that this case as a critical one is likely to either clearly confirm or irrefutably falsify propositions and hypotheses (Flyvbjerg, 2006).

Personnel who had been employed before the change were included in order to ensure that participants were adequately experienced in the adapting situation.

3.5 Gathering data and coding

According Yin (2002) the demands of a case study on the intellect, ego, and emotions of researcher are far greater than those of any other research strategy. This is because the data collection procedures are not routinized (p. 58). In preparation stage I was asking interview questions the employee from helping organization and trying to get the picture of situation it was like small pilot case study which helped me to refine my data collection plans with respect to both the content of the data and the procedures to be followed" (Yin, 2002, p. 79).

According Yin (2002) was used three general principles, which include the use of evidence from three sources; a formal assembly of evidence distinct from the final case study report and explicit links between the questions asked, the data collecting, and drawing conclusions which helps

"follow the derivation of any evidence, ranging from initial research questions to ultimate case study conclusions" (p. 83).

At the beginning of each interview, was explained the research objectives, and presented participants with the organization's consent for the research to be conducted. All participants received an explanation that participation was voluntary, that they had the right to withdraw at any time, that interviews would be audio-recorded, and that their responses would be kept confidential; consent was indicated by signature.

Open-ended questions provided a rough structure for each interview, but it was frequently necessary to explain and clarify some of the questions, as well as ask additional question to get examples. This methodology helped participants to convey experiences, anecdotes, and rich meaning, which critically facilitated achievement of the research objectives (Harris & Reynolds, 2004; Stauss & Weinlich, 1997). The interviews were taped, transcribed, and then coded following the process described by Stauss and Corbin (1990). By taking interviews was watching very carefully and listening intently to what people said, carefully questioning when more information was needed and not jumping to conclusions in advance of important additions. Both the integrity and precision aspects was very important to get findings. All interviews pushed to think "What am I learning?" and "How does this case differ from the last?" This allowed to make some comparisons, informal observations**.**

Coding Text was used the Weber`s Protocol (Weber, 1990)

1) Definition of the recording units (e.g., word, phrase, sentence, paragraph).

2) Definition of the coding categories.

3) Test of coding on a sample of text.

4) Assessment of the accuracy and reliability of the sample coding.

5) Revision of the coding rules.

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6) Return to Step 3 until sufficient reliability is achieved.

7) Coding of all the text.

8) Assess the achieved reliability or accuracy.

Regarding text coding was selected an inductive content analysis. The responses of the interview with the students were coded as E1, E2, … E11; wherein E1 represents the response from the first employee; E2 the response from the second employee and so on. The hospitality organizations are identified in this study as H1, H2 and H3.

It was developed categorization matrix as example Table 1:

Interaction with customers

	Friendliness	Fear	Happiness	Worries
How did the meeting with the new guests affect your attitudes?				

Table 1: Coding units

The data according to the categories was coded as example Table 2:

	Friendliness	Fear
How did the meeting with the new guests affect your attitudes?	Friendliness because of rules Friendliness because of socialization Friendliness because of altruism	be afraid of health condition be afraid of safety be afraid of discrimination

Table 2: Coding categories

After a categorization matrix has been developed, all the data was reviewed for content and coded for correspondence with or exemplification of the identified categories (Polit & Beck 2004). Because I was using a structured matrix for analysis, it was possible to choose either only the aspects from the data that fit the categorization frame or, alternatively, to choose those that do not. In this way, aspects that do not fit the categorization frame was used to create their own concepts, based on the principles of inductive content analysis (Elo & Kyngäs, 2008)

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3.6 Data analysis

Novice researcher need more guidance than expert since he/she do not have so much experience yet. Therefore my impressions and intuitions was not the sort of guidance that I needed. The qualitative analysis could be understand as a nonmathematical process of interpretation, carried out for the purpose of discovering concepts and relationships in row data and then organizing these into a theoretical explanatory scheme (Stauss, 1998). Data consist of interviews and observations. The analysis was started with tape transcriptions because it helps to get better overview of enormous volume of data and be familiar with each case. To prevent the premature and even false conclusions as a result of these information-processing biases was selected categories and then looked for within-group similarities coupled with intergroup differences. Then was compared systematically the emergent frame with the evidence from each case in order to assess how well or poorly it fits with case data. (Eisenhardt, 1989). In addition, in this study the analysis was not finished when all the data had been collected. Quite the opposite. Analysis becomes more intensive as the study progresses, and once all the data was in. (Merriam, 1998, p. 155). Table 3. Summary of the QWL dimensions and related themes (attributes) for this study

No.	Dimensions	Themes (attributes)
1	Job characteristics	a. Challenge tasks b. Autonomy
2	Company image	a. In term of adaptation process b. Image of the organization in the society
3	HR policies	a. Adequate and fair compensation b. Orientation, management support and communication
4	Interaction with customers	a. Adherence to safety standards b. Customers showing disrespect to hospitality employees and usage of harsh words c. Customer praising the employee for a good service/food
5	Cooperation and positive relation between workers	a. Team spirit, b. Cooperation, c. Friendliness, d. Trust, e. Responsible, f. Respect Support, h. Communication

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| 6 | Psychological work relations and "Work-life balance" | a. Time for social/family life
b. Expectations in the workplace |

Table 3: Summary of the QWL dimensions

3.7 Reliability and validity

It is highly crucial in every step of the case study research to deal with aspects of quality control: construct validity, internal validity, external validity, and reliability. Yin (2013) suggests that researcher should keep these four "yardsticks" in his mind in every phase of their inquiry process so as to ensure the quality in his investigation. According Yin (2013) researcher control these criteria through well-defined and well-structured data analysis procedures. I this case study construct validity was incised through the triangulation of multiple sources of evidence, internal validity - through the data triangulation, external validity - through naturalistic generalization, and reliability - through controlling of case study databases.

Construct validity in this study involve two-part process 1) refining the definition of the construct and 2) building evidence which describes the construct in each case. This occurs through constant comparison between data and constructs so that accumulating evidence from diverse sources converges on a single, well-defined construct. A second step in building a construct validity is to verify that the emergent relationships between constructs fit with the evidence in each case. Falsification is one of the most rigorous tests to which a scientific proposition can be subjected: If just one observation does not fit with the proposition, it is considered not valid generally and must therefore be either revised or rejected. The case study contains a greater bias toward falsification of preconceived notions than toward verification (Flyvbjerg 2006).

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Stake`s term of naturalistic generalization (as cited in Christensen, 2011) refers to the process of generalizing on the basis of similarity. Comparing to similar studies is possible to incise external validity of particular study.

The main goal of reliability is minimalize the errors and bias in study. It is possible by making as many steps as operational as possible (Yin, 2011).

3.8 Ethics

My thesis is based on establishing knowledges that could be shared and developed further. Ethical dilemmas was discussed with managers and employees before interviews. The adherence to all ethical regulations set out by general research ethics and the UDI confidentiality rules. For me as for any social researcher is most important to seek for the highest ethical standards while doing research. Plagiarizing and falsification are not acceptable being responsible to scholarship. It is also very important to be honest and accept responsibility for my own work. For reaching better quality is necessary to ensure accuracy and strive for credibility also recognize limitations to one's work. This study requires special care and attention because using information I must protect not only employees who are working in hospitality organizations but also guests (Yin, 2013). Any information about refugees is protected by UDI. This research is socially very sensitive. According Yin (2013) and Kvale (1996) the concern about this involves:

Informing all participants about the research purpose and receiving a written consent to participate in this study;

Selecting participants equitably and protecting them from any harm taking in mind how this can improve the situations people who are being investigated. It is also important to consider how much details of the research design that should be provided, where this may affect the subject.

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Protecting privacy and confidentiality and anonymity of all participants keeping private data that can identify the subject, where the interviewer has a moral responsibility.

Transcribing and analyzing the interviews the ethical issues are in the statements by the subjects and on the extent of how critically this statement should be analyzed and interpreted. According special protection for the refugees is necessary to be careful by using given information from participants.

Reporting the collected data the researcher's responsibility lies in the consequences of reporting the interviews in terms of the subject itself and on the organization the person belongs in.

Because of this sensitive situation I was taking interview from all employees how was permissible and available. A standard format was generally followed for each interview. The individual interviews usually lasted for approximately 45 minutes and were recorded. These recordings were then transcribed without person and location names to protect human subjects because all case studies are about human affair (Yin, 2013).

It was very important for me to reach relaxed atmosphere during interview to get honestly answers. The interview place also played a big role. I was asking to find separate rom that we can talk without interferences. I was also getting their written permission of the interviews being recorded with a recording device for the interviews. I explained that the purpose of recording the interview lied in easier analyzing the interviews and that the audio file would be deleted after use. Having in mind all the rules is necessary to maintain the confidentiality of all collected data.

The employees of hospitality organizations told me that they were warned by UDI to:

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1) Safeguard the residents' right to privacy it means not to transfer any relationship with their residents from official to private life.

2) Be clear on the role and responsibility in collaboration with residents. This means also that employees could not use the relationship with recipients of TCP for own gain.

3) respecting residents' integrity and uniqueness

4) strive to achieve equal treatment and combat discrimination

5) facilitate the residents to the greatest possible extent, safeguard their own lives

6) provide good care for unaccompanied minors residents

7) not give or receive services, gifts or rewards from residents, unless they are of symbolic character

8) not initiate sexual relationships / partnerships to residents

9) be active ambassadors for the values conveyed in this document, in word and deed (UDI, 2016)

Study participants mentioned:

E3: "We have been to warn not to take them into the car driving to the downtown, not to buy cigarettes".

E8: "We have been to warn not to talk about their situation"

E5: "We cannot wear open clothes".

E10: "We cannot leave cutlery in kitchen"

4. Results

11 interviews were completed; 2 hotel leaders and 8 employees and 1 worker from helping organization; Amount of respondents shared by sex 5 man and 6 woman. The current findings are, of course, preliminary. They are based on only three case studies, and claims of external

validity must await further examination with a wider sample of projects with different motivations and contexts.

4.1 Main changes in hospitality organizations

Hospitality organizations made an agreement with UDI to host refugees for period from 2 to 4 and more months. This different client group made life of those organizations very special. UDI made employees familiar with rules and regulations for working with refugees. They maid confidentiality agreement - there was information which cannot be used by talking with refugees and there was certain rules, which were required to comply. This information cannot be examined in this thesis because of confidentiality. Some spaces of buildings were closed because of security. There were closed restaurants and spa sections trying to save them, generally – almost everything what was more than just accommodation and catering was closed. Also it was doubled number of reception employees. Girls-employees could not walk alone in the hotel and could not have loose hair. The hotel uniform was changed to ordinary, everyday wear. It was special service for guests by taking care of health and trying to keeps psychological stability of this entire group. Guests was cleaning the rooms and washing clothes themselves. Chambermaids made general cleaning or get other tasks.

Different amount of guests

The consistent flow of guests is expected in an ordinary hotel and here you have all persons coming simultaneously. Special employees in kitchen get much logistical work.

Big amount of different cultures

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E4: "Different languages created some problems in the beginning. For example such as Persian and Arabic, they do not understand each other so well. We had to sort out who could stay together, if not it could be some neighbor conflicts".

Differences in food cultures

Variety of meal is challenging. People don't want to eat the same meal, several do not eat pork, and some believe the meat should be halal slaughtered.

This challenge was resolved differently in those three hospitality organizations.

First organization had longest adaptation period. Hotel was preparing local dishes, and trying to organize serving process as it is usual in the hotel. They passed difficult adjustment process.

Second organization had very short adaptation period because the leader was prepared for this problem. He invited kitchen workers who new food traditions of refugees and with translators help he got a lot help from new guests.

The third organization was camping which rented the houses. They have had different situation then previous two. In the beginning the catering was in camp like in hotels. The challenge was that new guests did not like this meals. The leader decided that organization can buy products and people can make food for themselves. It was not only one solution. The products which were bought was not accepted and only after harmonizing the list of products organization reached control over catering.

Communications problem: 1) no common language (need translator); 2) very loud, not understandable communication.

All three organizations made different solutions.

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First organization manage the work behaving with refugees like with ordinary hotel guests. The challenge was language. It was very difficult to explain how the hotel works, especially catering. It took a lot of time and effort trying to gesture or explain in English how the system works. They doesn't get any translation services from UDI. They was not looking for help from ordinary refugee's camps.

The leader of second organization invited former refugees who could help to understand each other. The leader found out what kind of people came to the hotel, what languages they speak. He started Norwegian language courses in the camp and get very good results by improving communication skills.

The leader of third organization invited to work employees from ordinary refugee camps as translators and coordinators.

Stress, confusion, fear on the beginning was common for all three organizations.

E7: "Since the hotel has become a TEC, they have strengthened staffing and tasks are not exactly alike".

E1: "We had no idea what we would expect."

E6: "Of course I was scared in the beginning, all those terrible stories about refugees we are getting from media…but it was only in the beginning"

E5: "We received information about this change to, three days before it happened. It was really shock for us because we did not have possibility to make decisions. If they said one or two month before we could start looking for another job and miss this possibility which as I see now is very good for us…I did not expected that it will be so funny to work here"

4.3 QWL results

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This section covers each construct with summative findings for each case. Whenever appropriate, respondents' statements are quoted to illustrate the construct. The tables in each subsection summarize interpretation of the data gathered for each construct.

Participants' views of the analyzed QWL dimensions are as follows:

Table 4: Summary of Results:

Constructs	First hotel	Second hotel	Camp
Job characteristics (Autonomy)	Full autonomy of kitchen worker from reception workers	Limited autonomy	Limited autonomy (Utilitarianism)
Company image (adaptation as decision)	Good	Very good	Very good
HR politick:			
1. Compensation	No need for special compensation	No need for special compensation	No need for special compensation
2. Management support and communication	Poor communication between administration and kitchen workers. Working as autonomous groups.	Immediate communication	Good support and communication
3. Training and orientation programs	Poor training and orientation	Rich training and orientation program + assistance from	Fool assistance from the outside

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		the outside helping	
Interaction with customers (security)	Conflicts was solved	Great work to prevent conflicts	No conflicts
Cooperation and positive relations between workers	A "family" relations	A team relations	Collegial
Psychological work relation and "Work-life balance"	Positive	Positive	Positive

4.3.1 Job characteristics

The nature of work hasn't changed, but changed work assignments. It was stressful because of amount of people, noise they made, and repetitive questions the asked all the time. Differences in food cultures, communications problem, stress, confusion, fear on the beginning was common for all three organizations. Despite this during the interview sessions, majority of the respondents expressed their sentiments to the refugees, contemplating that an interesting and challenging work was accompanied them every day. They was telling that work overload was component of everyday activity. This response coincides with the findings drawn by Kandasamy & Ancheri (2009). A large number of employees felt that they can work efficiently and experience a sense of fulfilment. Outstanding story was told by workers from the first hotel. They was very satisfied having ability the liberty to solve their guest's complaints. It was leading to employee's satisfaction (Mumford, 2006). The restaurant's chef argued:

"…on the beginning was approximately 200 people, 15 nations, great contrasts in food culture, we was preparing daily Norwegian food…now we know a lot and we can prepare food which everybody likes. Food was big challenge but we found solutions how to meet refuges needs…"

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In the second hotel the staff was very plunging in activities for refugees. The main idea was "bread and games". Residents have always had to be busy through activities such as table games, outdoor games in order to avoid conflict.

The results coincides with findings of Kandasamy & Ancheri (2009) study where majority of the respondents emphasized their preference for taking up 'challenging task' and 'interesting work'. According Munford (as cited in Kandasamy & Ancheri, 2009) these responses reflect the sentiments of those associated with the socio-technical movement, contemplating that an interesting and challenging work would lead to employee satisfaction.

Autonomy was expressed in different ways:

Workers in first hotel was autonomous because hotel administration managed accommodation and kitchen was managed of another catering company. It caused a lot of problems and a long period of adjustment. Employees from second hotel had limited autonomy, but they get more responsibility, and more autonomy over their workplace then it was in ordinary hotel. The lady from the thirdly organization felt limited autonomy, she described the leadership as utilitarian.

4.3.2 Company image

The results shows that respondents were motivated to be connected and related to organization which made strategic adaptation and was working with refugees.

The employees from both hotels told that organization provided a "feeling good", "feeling home", feeling as big family" factor that bound them to their organization. When they was asked if they believe that the organization made a good decision, everybody was unanimous that this was a good economical solution. Such responses makes you think that organizations

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that are financially successful in the market may be better positioned to provide superior benefits to their employees (Koys,2001; Schneider et al., 2003).

Public relations was also very important for employees of those organizations:

E10: "Generally this change was positive for hotel. Of course the hotel lost a business travelers and other guests who maybe wanted to come, but I don't think so that they complain. I believe that it was positive period with refugees in this hotel and we will do renovation before start of the new summer season. I don't know what economic benefit is from this project but I knew that it is important because of rumors. Because when we will start again as a hotel we wish to get guests back. I believe that this period was positive for local society too. There were some projects with Red Cross and with local school. For example there was arranged preparation for Christmas. Parents and students together with refugees baked cookies for the feast. I think it was very positive for hotel and for population too."

Of course some of them mentioned that there was some people who had hostile beliefs. They couldn't work because of frustration, and was forced to leave work place.

The responses of both studies substantiate the finding of the study by Cable and Turban (2003), that a firms' reputation is a source of pride for its members, translating thus to higher levels of employee job satisfaction (Fram and McCarthy, 2003).

4.3.3 HR politick

4.3.3.1 Compensation

In this study the respondents of all three organizations stated that they received adequate salary and benefits. One employee stated that it was poor paid regarding the work what they did. Participants stated that they get bonus for good work.

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The employees stated that working in the TEC has changed personal settings that the principal benefits they received from working in the TEC were communication with different people, knowing them. Receptionist stated: "When you are working with people you are not thinking about payment." Another receptionist told: "I was sceptics on the beginning but when I get acquainted with them, it was so exiting to work in this place"

Contrary to this study results from Saif (2016) coincides with results of Kandasamy & Ancheri (2009) study and confines with the observation put forth by Mitchell (2000) that lack of proper recognition for a job well done seems to be an endemic problem for many organizations. Moreover, evidence suggests that low pay triggers turnover (Griffeth et al., 2000), as employees remain largely dissatisfied when they perceive that their efforts are not acknowledged and rewarded.

4.3.3.2 Organizational Support and communication

There are few aspects of strategic adaptation which are important for employees in an organization which cooperating with third party. First of all is good leadership as a good organizer. In all three organizations the leaders was persons who was finking strategically, not afraid to engage with people, they was not afraid to talk, open up with people and build relationships based on acceptance, trust, respect with folk. The main point was action-reflection in organizing the change process keeping in mind that every situation was different. Dealing with employees is dealing with all kinds of personalities, more complex is deal with refugees because this process is strongly influenced by different background and language, gender and sexuality and age, culture and mentality. Leaders build the spaces for knowledge creation by providing time, space, attention, and opportunities for relationship-building. Creating mental space that fosters "love, care, trust, and commitment" among organizational members is important because it forms the foundation of knowledge creation (Nonaka et al., 2001).

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In this particular situation of adaptation was most important verbal and non-verbal communication between employees and guests because of some limitations to use IT in organizations who was working with UDI.

As one of the leader mentioned:

H1, E2:

"I got feedback not only from employees but also from guests was like: Very good! So much we solve with conversations...best way to learn things is to ask ... so, the understanding from the staff side and the communication between employees and the guests helped us to learn so much during this period and could then facilitate the life of the guests".

H2, E4:

"… The entire staff was very open, I believe that we managed to create social atmosphere,…we worked like one big family,…I was busy creating, talked with personnel, that it is very important to create trust in our camp…we had no incidents of violence or big things…you are able to create trust if you manage to communicate with refugees."

H3: E6:

"The leader had control over everything, and if something is changing, he always inform us, like ok, from today we are changing our rules and we do this… We did not improvise, it was rules. It was someone on the top who decide and we did what they decide...My bosses are very professional and they are very kind and in the same time felt respect. I was very positive surprised about atmosphere because in reception was working people from the entire world. I mean those people were former refugees who could speak Arabic because a lot of people who come don't speak English".

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Another important point is that good leader must be able to communicate well. There are also to sides. One thing is to communicate with employees, another - with guests.

Communication with employees:

Interviews shows different picture of situations in all three organizations and maybe gives explanation why adaptation process of first hotel was longer and more difficult. Employees mentioned that there was bad link between the administration and the kitchen staff. This extract reveals us the impact of the communication:

E8: "Those who are situated downstairs in the reception I mean administration was in one world and we who were working in the kitchen and providing food were in absolutely another world. It was not so much communication. We ourselves learned and from each other how things works. We get some injunctions very seldom. If we get them from administration then it was far away from our reality. They were interested only in rom service, into practical side: how people were living, what problems they have, what requirements they have for example medical help another different questions. What was here upstairs, it was absolutely different world. We were basically very different. On the beginning everybody was different and it was very funny to observe how it was, how we created, how we tolerated each other, how we express ourselves. We have evolved our special humor. Finely we did things by heart. We have had a shared journey. We have it once a year, it was very funny …I think that this period we have had together, not only employees but also our guests, it was like gift package - full of adventures, full of learning. We got good relationship between staff and good relationships with our guests and we started to be like a family, exchange contacts in Facebook. I think this community we created helps us to understand better each other. They have learned our habits; we have learned what they prefer to eat, what is the name of each. We have learned much more.

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We have also something common. They are not feeling safe because they don't know what will happen with them and we are not safe because of our jobs…"

Communication with guests:

In this particular situation of adaptation was most important verbal and non-verbal communication between employees and guests because of some limitations to use IT in organizations who was working with UDI.

Employee from the first hotel: "The leader cannot judge anybody and must be open-minded and genuine. He cannot be afraid to talk to people in any uncomfortable situations". In order to avoid a violation of the confidentiality rules there is any assessment from the guest's side.

This study repeat the findings in Saif (2016) study. Organizational support is widely regarded as importantly promoting QWL; further, among types of support, provision of sufficient resources importantly promotes QWL (Swamy, 2013). The resources necessary to patient management and support from senior management also critically affects QWL (Laschinger & Leiter, 2006), and participants identified the lack of clear and adequate communication between senior management and workers, which negatively affecting workers' perception of managerial regard for workers and diminishing worker satisfaction with the decision-making process.

4.3.3.3 Training and orientation

Participants stated that clear policies, procedures or plans for organizing adaptation in the TEC were present, but it was not enough for managing unusual situations.

One employee said, "Leader has been involved UDI representative, which explained how we will work and what we must know about refugees". "Leader himself organized meetings to explain plans for managing unusual situations and train us accordingly, to get rid anxiety

concerning such clients." One of leader said, "The problem is that employees don't want to know more about politic; it could help to understand situation much better". Majority of participants mentioned that in a very short time they had to find out how to adapt to the new conditions.

The comparison with two other studies shows that the responses are in consistence with the findings of Waters (2003) that, orientation programs provide new hires with the information they need to reduce stress and gain foothold in their new job environment.

4.3.4 Work group relationship

Participants stated that good relations and cooperation existed among workers in the TEC. Employees from the first hotel worked as autonomous work groups. Employees was given the freedom of decision making. In such a group the workers themselves plan, coordinate and control their activities. Also the group as a whole was accountable for success or failure (Reddy, 2010). One receptionist stated, "The extraordinary situations increased cooperation, and appropriate channels of communication exist between workers".

Emotional and professional assistance are available on request." Employees metioned that, "It was good relationship between workers; I can always find someone who can help me, assist and support". Kirmeyer and Dougherty (1988) study have confirmed that positive perceptions of workplace relationships have reduced work-related stress, increased job satisfaction and improved employees' performance. Commonly recurring phrases such as 'friendly atmosphere', 'team spirit', 'co-operation among all' and many times used word "good communication" and "family" confirms that.

Kandasamy & Ancheri (2009) study have demonstrated that, 'most problems occur when co-workers do not communicate to the next shift members about certain important task that has to

be handled by successive shift employees'. The impact of the co-worker support on reducing

burnout among the employees (Eastburg et al., 1994; Jackson et al., 1986).

4.3.5 Interaction with customers

For most respondents in Kandasamy & Ancheri (2009) study difficult customers contributed

to stress at work. The respondents in all the focus group aired similar sentiments about

instances when they have to deal with rude customers, which affected their work and caused

frustration. Respondents invariably felt that the 'experience of interacting with guest' affected

their mental wellbeing, impacting their work life. This observations draws consistence with

earlier findings in studies by Macdonald (1999), Louis and Smith (1990).

In this case is necessary to talk about the differences between guests of ordinary hospitality

organization and temporally emergency center from the employees' position:

H1, E3:

"When ordinary guests are coming to the hotel they are feeling themselves already welcome.

They must get good help, they must feel relaxed. It is important to get them back and get good

feedback. In the TEC it was more necessity to be friendly, to avoid undesirable situations. It is

important to be friend or have friendly relations to the guest who suddenly for some reason

becomes aggressive, and then I have bigger chance to have control over the situation. Normally

refugees are friendly with us. We know each of them, what kind of persons they are and we

know how to soothe them. I have had situation like this because of cultural differences...I have

separated them from each other and soothed...yes this is way it was necessary and when you

see them every day you are staring to speak not only say hi."

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E9: "When it was hotel, when guests were coming here, they were playing for the visit. They were staying just for one, to, four or maybe seven nights and after that going to another place. So they felt that we are working here, we are working for us and for them because they need hotel and hotel need us. So, it is like a rule. Current guest are not thinking like that. Of course they knew that we are working here and we earn money for that but they are feeling that we are part of this hotel. This hotel is big part of their life. Hotel is like a home and we are very important part of this home. It is really special feeling because you feel connection with this place and these people".

H2, E4:

"This is the big difference between ordinary hotel guests and refugees. Ordinary guests do not go into the communication and you do not need to create trust in the way that you have asylum seekers then you must create safety and feeling that they are welcome."

H3, E6:

"…the problems are different, not the people. In summertime we had in camp very difficult clients and very nice one". "We had very rich customers and very poor…and from all over the world. We show respect to all and because of that there is no difference for me now."

Almost all employees mentioned difference between formal and informal communication.

H2, E7: "Now we can communicate informal, everybody are trying to help each other, with ordinary guests are only formal communication. You cannot go with them to eat together, drink coffee..."

Ladies – employees have had some communication problems with guests. It is necessary to mention that ladies - employees felt a hostile attitude or even nihilism from some guests. It was strongly expressed by distributing meals and trying to explain rules.

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4.3.6 Psychological work relations and "Work-life balance"

Majority of workers argued that they felt some negative feelings on the beginning but later they was able to control and arrange their work. All participants agreed that in the beginning was a stressful because of an enormous amount of people at a time and crowded working environment. The TEC operated 24 hours a day, seven days a week and employees was meeting the same guests every day. This difference led to familiar communication and started the reducing process of distinguishing between people. Also this helped to reduce tension and stress. One employee said, "When I learned more about them we started to be friends" Another worker said: "The majority of cases were very instructive and sometimes funny." Few workers said, "I learned to be patient and to be open for the people". The participants who have children stated that they was more interested in the work of parents when they started to work in TEC. This study doesn't match with aspect of imbalance in their work and social life which is pervasive among employees in this industry. Participants stated that they are happy having work in this economic situation. On the contrary almost all the student respondents in Kandasamy & Ancheri (2009) study believed that an opportunity to balance work/family life would greatly enhance their QWL as purported by Kotze´ (2005).

5. Discussion

I attempted to examine antecedents to QWL outcomes in situation of strategic adaptation by applying a theoretical framework, compared to other case studies. I saw this case as being made up of little things which, when closely examined, would reveal itself to be significant and the strategy of focusing on minutiae proved to be worth the effort. This research is trying to understand social problems, which leaders and academic community must perceive and communicate (see Bohm, 1974; Schön, 1977) in a way that accommodates their present

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understanding. The objective of this study was to answer the question "What are the important QWL factors for employees in an organization during a situation of strategic adaptation?" To uncover the pertinent dimensions of QWL, this study adhered the theoretical framework presented by Kettinger & Grover (1995). It can be said that the strategic adaptation process as a part of change management practices contribute to better business processes and help in obtaining improved quality of work life. Drawing upon the essence of grounded theory, this study investigated the expected attributes that were indicative of a good work life quality from the stakeholders. Regarding dimensions of QWL, thus three temporally emergency camps successfully provided different levels of autonomy. The new situation inspired the need of autonomy because in some special or emerging situations they react discretionary. Participants mentioned that they get enough autonomy at work place but they also recognized the need to perform their jobs skillfully and in accordance with agreed standards (Weston, 2010).

The orientation was minimal because of extremely quick change in organization. According Walton (1975) managers must make great contribution providing preparation and ongoing training programs to avoid stress and reducing of productivity. It was necessary to do this during the process of familiarizing themselves with a new work environment. Managers invested extra effort, developed new skills and relationships, coped with higher levels of ambiguity and uncertainty, and experienced the pain and discomfort associated with changing habits and attitudes. A well-planned orientation program to relieve the initial anxiety and help them get off to a good start was viewed important by the respondents of all compered studies. Regarding compensation, participants indicated that the rewards they received for their work were more psychological satisfaction then economical. Salary created stability. This result extend perception about the studies whose results indicate that remuneration is one of the most consequential factors affecting QWL (Timossi, Pedroso, Francisco, & Pilatti, 2008).

The level of security was different between TEC. Some TEC doubled the number of employees at the reception, some additional hired safety staff. All compared studies mentioned that workers have the right to work in a safe environment, and require their working environment to provide security (Finney, 2008). Saif (2016) study's participants indicated that it was unable to protect their right to safety, especially regarding protecting workers from violence and ensuring the systematic evaluation and management of occupational hazards; this diminished their QWL (Ismail, Asumeng, & Nyarko, 2014). Participants of this study's indicated that the TEC protected their safety, especially regarding physical and psychological violence. This increased their QWL.

No one of participants mentioned the training as programs that promoted their continuing development. This is in line with the results of Saif (2016) study. The workers of emergency department were able to practice a wide range of skills, and received supervision and counseling to further their abilities. On the contrary the TEC workers was using the same skills as working in the usual hotel.

Work related issues were the most important among those affecting their QWL in this and Saif (2016) study. Participants in both study indicated that work-related issues were the most important among those affecting their QWL and required the most urgent resolution, corroborating Mensah and Tawiah (2014).

Overcrowding, lack of organization in the working environment. These working conditions do not impaired workers' QWL. In our case the main problem was preconception about refugees which increased misunderstanding, frustration and desire to leave the work place

Saif`s (2016) study shows the lack of standards information about workers duties and of how to discharge them increased workplace tension and impair workers' QWL. The results in this study shows that employees get strong rules and instructions from UDI how to behave with new guests. But there was some respondents who mentioned that they broke some rules because

they was affected by request for help. It can be assumed that both extremes negatively affect workers` QWL.

Organizational support and communication played a crucial role in this study. It is widely regarded as importantly promoting QWL; the support from senior management critically affects QWL (Laschinger & Leiter, 2006). Prior studies have acknowledged the employees' perception of organizational support impacting their health and well-being leading to increased organizational commitment (Mearns and Hope, 2005). The employees' experience of the interaction with customers influenced their well-being at the workplace even more. In those organization employees, leaders and refugees created communication which can be shown as triangle because of clearly understandable impact to each other.

The findings demonstrate that a challenging and interesting job enhanced the respondents' work life experience. It also emerged that respondents were happy and motivated to stay and serve an organization which made decision to do temporal strategic adaptation.

Next very important factor of QWL is cooperation and positive relation between workers where Cohen and Prusak (2001) surmised that a working environment that foster cooperative relationships and bring employees together to connect, share stories and build trust facilitates the building of social capital, that enhance QWL (Requena, 2003). All compared studies indicated that the levels of cooperation and quality of relation between workers were high, promoting workers' QWL (Voos, 1989; Senasu & Virakul, 2014).

Psychological work relation was directly related to guests. Thus this attribute emerged as relevant and appropriate in the context of this study, as it would be inappropriate to assume that work life quality is not affected by the customer, with whom the hotel employees' interacts with. A striking observation in this study is that 'job security' barely found any mention as an impediment to the QWL for the respondents. Interestingly, the responses are in subsistence

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with the findings of Wey Smola & Sutton (2002) that people entering the workforce today are emphasizing the importance of work-life balance more than their predecessors.

Having in mind that the individual leader can have a profound impact on the core focus, strategic direction and culture of organization (van Gelden ans Frese, 2000) and noting that all three organizations reached strategic adaptation successfully emerged main characteristics of leadership which was common to all three organizations. As mentioned in literature review ability to communicate and readiness was crucial for success. By compering three hotels was possible to get closer to this point of view. As it was mentioned in results catering service was main challenge in all three TEC. First organization made a lot of different solutions and was learning step by step in order to reach a consensus. The leader of second organization pre-assembled information from other organizations that have achieved the best practices working with refugees. He get information about possible difficulties and made good solution from the beginning. The third organization accumulated knowledge through interactive communication and adopted appropriate decisions.

The main characteristics of this adaptation process was clearly mentioned during the interviews:

Balancing the relationships between workers and between guests, open communication, involvement in decision making process, interaction between planning and learning, creating a strong team. In this case communication helps to implement the vision and strategies. Relationships both intra- and inter-organizationally helped to reach balance and make good decisions related to the degree of employees cooperation and competition. In this case leaders gave followers the time, knowledge, resources, and discretion to take steps and make the adaptation possible. In such organization employees hade autonomy to make decisions and act freely to meet new needs, and responsiveness to customers is highly valued. Leader also

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encourages employees "creativity, experimentation, and risk taking". However, nobody mentioned celebrating a quick wins. The leaders doesn't identified some short – term accomplishments that people can recognize and celebrate. Employees did naturally celebrating wins of guests. For example when they get residence permit.

6. Conclusions

The aim of this study was to determine importance of six dimensions for employees in situation of strategic adaptation in organization of QWL. That is job characteristics, company image, HR politic, interaction with customers, working relationships, psychological work relations (work/life balance). According Reddy (2010) the concept of QWL is based on the assumption that a job is more than just a job. It is the center of a person's life. Regarding dimensions of QWL in this particular situation of temporal adaptation the dimension 'interaction with customers', that surfaced seems to be specifically relevant in a hotel work environment, wherein the 'outcome of the interaction' between the service provider and the consumer of service, impacts the work life of the employee. The ability to adapt to the change depends on effort of management support and communication with employees. Cooperation and positive relations between workers made those organizational culture stronger. This according to all the employees in all three organizations, seems to lie in the fact that the success depend on the leader`s readiness to adapt the change. In addition to this a further challenge lies in each of the three organizations having temporary strategic adaptation. When it comes to the employees themselves their greatest QWL factor for staying in an organization seems to lie in having the stability and feeling like "home". Moreover, it is well documented that when employees perceive their work positively, they are more satisfied with their jobs, highly motivated at work. Nevertheless TEC workers indicated that conflict existed because of opposition to a refugees.

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There was mentioned that some employees couldn't accept this change and left their jobs. This is very sensitive information. Thus employees with racist attitudes couldn't work in this situation.

Company image was strongly influenced by Social Media. The start was full of preconceptions, superstitions and skepticism. The orientation was necessary to improve adaptation process in all organizations. The safety question was very relevant to this point when employees became more familiar with refugee, then the situation has radically changed. Hotel became a space in which communication developed the expansion of knowledge.

These findings suggest that QWL in hospitality organizations may be improved by implementing the following recommendations:

Starting to work again as a hotel after temporal adaptation process employers must evaluate management of the ongoing transition. This transition could influence again employees work satisfaction, physical and psychological health. It could be difficult by providing interesting, stimulating and challenging work like it was in adaptation period. They must reinforce workplace learning and showing all opportunities to improve service quality according experiences what they get from adaptation period. Career planning helps to meet expectations of achievement oriented employees. The image of the company as best in recruitment, retention, and in general motivation of employees must be maintained.

It should be noted that although this study contributes to our knowledge base, it has limitations and viable prospects for further research. The limitations of this study should be carefully considered along with the conclusions. Substantial research needs to be carried out in order to fully develop a complete understanding of those important QWL constructs.

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The limitations what I have in this research process was first of all limitation in scope. Three attributes characterize recent work. First, I don't have a pre-formulated theory. This means that it could be provided only limited guidance on strategic adaptation efforts.

Second, this study is looking at single organizations and single adaptation projects. The advantages of in-depth case studies notwithstanding, without variance or divergence in variables, it is difficult to interpret results in a manner that instills confidence in terms of external validity.

Third, making interpretation the report/data according my views may be different from someone else.

Fourth - the language is ambiguous and may be misinterpreted.

The research challenge, then, is one of leveraging existing theory and examining diverse attributes of QWL across contexts of strategic adaptation. Such an approach, if accomplished through cross-case analysis, can complement theories that assume an invariant relationship between independent and dependent variables.

Acknowledgment

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8. Appendix

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Interview form:

Introduksjon:

Generelt:

1) Alder:

2) Kjønn:

3) Stilling: Kan du fortelle meg hva driver du med?

4) Utdanning:

5) Hvor lenge har du vært ansatt her?

6) Har du hatt samme stilling frem til nå, eller har den endret seg?

Intervju objektets perspektiv:

7) Har du opplevd noen endringer i arbeidssituasjonen den siste tiden?

8) Hva vil du sier har vært de største utfordringene den siste tiden?

9) Hvor mye frihet har du råd til på jobben nå? Opplever du forskjell hvordan var før og nå?

Bedriftens image

10) Liker du å jobbe for arbeidsgiver som bestemte å jobbe med UDI? Hvorfor? Hvorfor ikke?

11) Hva mener du om hotellets prestasjon i bransjen?

12) Har du opplevd noen endringer i hvordan lokalsamfunnet oppfatter hotellet? Hvis ja, hva slags endringer?

HR politikk

13) Føler du at du må få kompensasjon for arbeidet du utfører i forbindelse med ny situasjon?

14) Hvordan har arbeidsgiver orientert deg i denne situasjonen?

15) Kan du beskrive i konkrete hendelser eller situasjoner, f.eks. hvordan den nye situasjonen ble introdusert til deg?

16) Opplever du at de trenger ny kunnskap nå som arbeidssituasjonen og oppgavene har endret seg?

MHRHOV

Interaksjon med kunder

17) Hvordan har møtet med de nye gjester påvirket dine holdninger som en ansatt på dette hotellet? "

18) Tror du at du har endret / tilpasset din måte å oppføre seg som ansatt i denne nye situasjonen? Kan du gi eksempel på hvilken måte?

19) Kommuniserer du på samme måte med de nye gjestene som du gjorde før?

20) Kan du gi eksempler på hvordan kommunikasjonsutfordringene har endret seg?

Arbeidsgruppe forholdet

21) Opplever du noen endringer i lagånden på din arbeidsplass etter på din arbeidsplass etter at hotellet inngikk samarbeid med UDI? (Andre mål: samarbeid, vennlig, tillit, ansvar, respekt, støtte, kommunikasjon)

Work-life balance

22) Føler du at denne situasjonen på hotellet har påvirket ditt sosiale / familielivet på noen måte?

Psykologiske arbeidsforhold

23) Hvordan opplever du forholdet mellom de ansatte og de nye hotellgjestene?

24) Har forholdet mellom ansatte endret seg etter at endringene i driften ble gjennomført?

Tusen takk for intervju.