



Universitetet  
i Stavanger

FACULTY OF SOCIAL SCIENCES,  
NORWEGIAN SCHOOL OF HOTEL MANAGEMENT

**MASTER'S THESIS**

**STUDY PROGRAM:**

Master in International Hospitality  
Management

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

Inspirational of Hospitality Sector in 21<sup>st</sup>  
Century

IS THE ASSIGNMENT CONFIDENTIAL? No

**TITLE:** Challenges for New Leaders in the Norwegian Hospitality Industry

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## **Abstract**

The 21st century has positioned itself with an immense technological revolution, and this will see a leading change in the competitive landscapes and markets paradigm. The base of this revolution is mainly characterized by globalization and technological shift that leaves indelible marks characteristic of ambiguity, uncertainty, and volatility. Leaders often face several challenges in the hospitality sector. New leaders are thus likely to face even more complicated challenges in the industry. This study examined the challenges faced by new leaders in the Norwegian hospitality sector. Focus group discussions were used in the study. The focus group discussions were conducted online through zoom because of the challenges posed by the COVID-19 epidemic. Each focus group discussion had between 4-6 members. The study sample comprised of new leaders in the Norwegian hospitality sector. The research established that demographic factors present significant challenges to new leaders in the industry and especially young leaders. Older leaders also present leadership challenges due to the perceived youth of new leaders. Other problems faced by new leaders include negative corporate cultures and disruptions caused by contemporary technology. The research also establishes that creativity, innovation, and transformational leadership, as well as training development, can be used to solve some of the problems faced by new leaders in the Norwegian industry. Barriers to addressing these challenges are the lack of experience of new leaders, corporate culture, and the negative attitudes and beliefs of millennials toward work.

**Keywords:** leadership styles, hospitality sectors, workforce, talent management, corporate culture, business environment.

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## **Acknowledgment**

First, we would like to thank God, who is the most powerful, merciful, and compassionate. We are still alive and doing everything in this world our life only for his kindness and the greatest blessing. May God direct us and help us to do the right things in this world, to be honest, sincere, merciful, helpful, hard worker, passionate, and resilient tolerance power. Because of his kindness, we are going to complete our thesis project: *Challenges for New Leaders in the Norwegian Hospitality Industry*.

In this regard, we are very much grateful to all our professors, family members, classmates, and friends who inspired us for the success of our life. From our encounters, life is not truly adaptable, it generally good, and bad times pretty much every progression, and these encounters make us especially more grounded, ground-breaking, handling the circumstances, and enduring with the new difficulties in each progression of our life. They are even incredible encounters to pick up future objectives, scholarly resources, and develop our profession emphatically. We have achieved a lot of experience from our collaboration, which has been fun and inspiring.

In this case, we would like to convey our cordial thanks to taking the opportunity of our Norwegian Hotel School department and appreciate them who have contributed their efforts and times to complete our thesis project throughout the duration of time. Above all else, we might want to communicate our most profound and sincerest thankfulness to *Associate Professor Olga Gjerald*, our director for the proposed venture. She managed us leniently and quietly by giving significant direction, guidance, support just as inspiration from the earliest starting point until the consummation of this exploration. We have appreciated your insightful comments and professional advice, as well as introducing us to the fun of interview and survey

participation. Without her insightful suggestions and dedication in guiding us, the thesis project would not have come to completion in such a timely and professional manner. Her enthusiasm and encouragement for this project had helped us towards completing our final year project.

Finally, we would like to thank our parents and our siblings for supporting us mentally and financially and blessing us with every step of our life and tolerating us separation for a long time. It is essential as we have gained a lot of knowledge that will be useful and beneficial for our future life. We would like to express my gratitude towards those respondents, individuals, and organizations that kindly assisted us with the valuable information and insights about the research matters.

## 1.0 Introduction

Leadership is an essential aspect of the hospitality industry, especially with the advancing nature of the industry. The 21st century presents an intensive revolution in the hospitality industry that is changing the sector and redefining competitiveness. Leadership is critical to the management of such factors in the industry (Sousa, Santos, Sacavém, Pinto dos Reis, & Correia Sampaio, 2018). Leadership in the modern era is demanding the emergence of new leadership roles such as comprehension of automation, concepts of social responsibility and inclusion, and fairness, which are all unique and have redefined meanings. For that reason, organizations continue to indicate a challenge in developing leaders for the modern business environment (Volini, Roy & Schwartz, 2019). Amidst all the factors surrounding leadership in the hospitality industry, new leaders face unique challenges in the industry, yet their leadership is critical to the industry's future. Currently, the definition of leadership has considerably changed in the past century, from the concept of a great man to a more transformational-centered type of leadership. Diverse task difficulty can mean that leaders' distinct capacity to succeed in motivating employees through transformational leadership might depend on the hierarchical leadership formation (Andersen, Bjørnholt, Bro, & Holm-Petersen, 2018). This leadership position aims at shifting toward servant-ship, where the followers enjoy the support of the leaders. Taking a glance at global hospitality and the place of leaders, a large portion of the associations have been significantly affected by the practices and activities of the leaders. It is frequently affected by the leaders interacting with the followers and customers within the hospitality setting (Brownell, 2010). With the changes in society and digitization, new changes and challenges arise in the hospitality industry. The challenges and changes are of great concern to the leadership and management of entities in the industry. A portion of the difficulties confronting the division

incorporates changing customer expectations, technological changes, security and political problems, labor shortage and related issues, revenue and booking challenges, and industry seasonality. The named issues are impeding factors to the expected growth (Jobs, 2020). A better comprehension of the bottlenecks makes hospitality leadership and management more competitive and maintain sustainability during hard times. Therefore, the management of hospitality entities has challenging roles to play to remain competitive. The task is harder for new leaders and managers seeking to get into the murky waters of management.

## **1.1 Research Background**

The Norwegian business environment is continuously changing due to changes in the external environment (Tervo-Kankare, Kaján, & Saarinen, 2018). One of the key sectors affected by these changes in the hospitality sector. Changes in the external environment affect the industry in various ways. For instance, technological changes have changed how consumers in the sector obtain information and make purchase decisions. The rise of stages, for example, Airbnb that has prompted the ascent of the sharing economy, has additionally impacted shopper needs and inclinations in the business (Strømmen-Bakhtiar & Vinogradov, 2019). While factors in the external environment can present business opportunities, they also create business challenges. Organizations in the industry must, therefore, analyze their external situations to identify opportunities and minimize problems.

Effective leadership is crucial to organizational success because firms in the industry can only overcome challenges and achieve their goals through able leadership (Liang, Chang, Ko, & Lin, 2017). The entry of new leaders into the hospitality sector mainly due



to demographic changes means that firms can have unique perspectives of understanding the market and addressing emerging challenges. The global hospitality industry has seen an increase in the number of millennials in the workforce (Maier, Tavanti, Bombard, Gentile, & Bradford, 2015). Some of them have risen to leadership positions within the industry, an indication that the sector might be changing in leadership approaches (Dimitriou & Blum, 2015). Millennial leaders in the sector have to manage a workforce comprised of nearly three generations of workers (Bodenhausen & Curtis, 2016). Leaders drawn from other areas of the economy will also experience leadership challenges due to the nature of the tourism industry. The industry is characterized by long working hours with minimal pay (Mooney, 2017). New leaders who join the industry are likely to experience challenges concerning attaining employee motivation and organizational commitment, especially with more millennials entering the labor market (N. M. B. Rosa & Hastings, 2018). Other than demographic changes and the nature of the hospitality sector, technological and ecological factors are increasingly presenting challenges to the leadership of hospitality organizations. Technological advancements have aided the rise of the sharing economy with serviced apartments claiming part of the market share held by hotels that also offer accommodation services (Williams & Horodnic, 2017). On the other hand, ecological factors have created the need for sustainable business practices in the sector (J. Wang, Wang, Xue, Wang, & Li, 2018). External and internal environmental factors, therefore, pose significant leadership challenges for new leaders.

The workforce talent running the hospitality and tourism engine creates 322 million jobs worldwide and contributes an astonishing \$2.3 trillion to the economy (World Travel and Tourism Council, 2018). Coping with the changes and challenges in the industry is no walk in the park. The management of hospitality entities should have adequate

leadership skills to maintain their competitive edge. Leadership skills come into play when considering the right people for management posts. Creativity and innovation are also essential requirements for new leaders of the industry. Resourcefulness could be tested by using personality tests, interviews, and analysis of various workplace challenges to ascertain the capacity to identify different explanations and to solve tasks creatively (Slåtten & Mehmetoglu, 2015). Leadership skills include the ability to handle others, attentive to superiors, better management of finances, time manager, decisiveness, problem-solving, integrity, and a team player. A good leader should also act as a role model or mentor to other junior staff. Resilience and consistency are other vital qualities that new leaders require to deal with the industry's challenges. The leaders should have the hospitality managerial grit needed in this harsh industry. Leaders with more managerial courage are less likely to shift from one job to another when the going gets tough (McGinley, Mattila, & Self, 2020). Therefore, hospitality leadership should be capable of sustaining their entities in both smooth and tough times.

This dissertation examines the challenges that new leaders in the Norwegian hospitality sector face. The study aims to identify the specific challenges that firms in the hospitality sector face and how these challenges present leadership hurdles for new leaders. The concept of new leaders refers to leaders that have not previously led hospitality sector organizations and are mainly drawn from the millennial generation. The research focuses on the challenges that are specific to the Norwegian hospitality sector and new industry leaders.

## **1.2 Rationale of the Study**

Business entities face several challenges in the marketplace. However, these challenges are not static and are often unpredictable. The hospitality industry in recent years has experienced many changes influenced by technological and socio-cultural factors. These factors have presented opportunities for attaining competitive advantage and business growth but have also presented challenges. As new problems emerge in the hospitality industry, firms in the sector must develop new and better strategies to gain a competitive edge in the business environment. New leaders entering the hospitality industry can provide new perspectives and leadership approaches to deal with the sector's challenges. Inferable from the significance of viable authority in defeating business challenges and the propensity of a new initiative to some of the time aggravate these issues. The distinguishing proof of the difficulties that are looked at new leaders in the Norwegian hospitality industry will prepare them better to deal with challenges in the sector and lead their firms to success.

## **1.3 Research Questions**

The primary research question of the study is:

- What are the challenges in the Norwegian hospitality industry that new leaders specifically encounter?
- What strategies can be used to solve the challenges encountered by new leaders in the industry?
- What are some of the obstacles that new leaders face when solving challenges in the sector?

## **1.4 Research Objectives**

The following are the objectives of the study:

- To determine the types of challenges that new leaders in the Norwegian hospitality industry encounter.
- To propose solutions that can be implemented to address these challenges.
- To identify factors that hinder new leaders from effectively solving challenges in the industry.

## **1.5 Significance of the Study**

The findings of the study can be used by company owners in the Norwegian hospitality industry to support new leaders in effectively addressing challenges in the business environment and leading their organizations toward success. The study results can also be used by policymakers to create policies that address some of the industry factors that hinder new leaders from implementing sustainable solutions. The research findings can also be used by scholars to examine further how the hospitality industry can change to attract new talents and achieve sustainable growth.

## **1.6 Dissertation Outline**

The dissertation is divided into six core sections. The first section introduces the study by providing background information, the rationale for the research, study questions and objectives, and its significance. The second section about theoretical overview and positioning. The third section reviews the literature to identify key concepts that can be used to relate the current study to previous research findings. The fourth section outlines the methodological approaches used to collect and analyze data and justifies selecting the specific

methods. The fifth section analyzes the results and discusses the findings. The sixth section is the conclusion of the study.

## **2.0 Theoretical Overview and Positioning**

The hospitality industry in the 21st century is characterized by the intensive revolution that requires strategic leadership to guide effective action and solutions. At the same time, new people are becoming more assertive in the workplace and outspoken, thus deserving of leadership roles. The essential contributors to the effectiveness of hospitality leaders encompass integrity, dignity, and ethical behavior (Calvert, Martin, Beck, & Lin, 2008). Nonetheless, these leaders have often been faced with challenges of maintaining ethical standards and integrity. Leaders are now required to be more adaptable and people-oriented (Huertas-Valdivia, Gallego-Burín, & Lloréns-Montes, 2019). These challenges can be attributed to the diverse working environments in the hospitality sector and the rapid technological and social change that often creates an impersonal and stressful situation. As such, the preparation of new leaders to take up these positions and cope up with the challenges means subjecting them to leadership education that helps to answer the needs and demands required of the new leaders within the hospitality sector (Brownell, 2010).

The hospitality industry is a vast labor-intensive relies on and employs the youth. The youth predominantly relied upon are less skilled, receive low wages, and work as part-timers or in casual positions (Golubovskaya, Solnet, & Robinson, 2019). Despite their unpalatable employment conditions, their contributions to the industry are essential. For a hospitality or hospitality entity to survive in the hospitality industry, it should invest in a stable

and reliable workforce that will serve its tourists and customers (Goh & Okumus, 2020). Their roles can be enhanced if they have talents and use them appropriately according to the duties they perform. One of the functions of leadership is to add value to the workforce to enhance their service delivery. Managing the talents that employees may have becomes essential in adding value, and this is where talent management comes in and is required. Employers have the responsibility of developing their workforce, and this includes talents if, at all, doing so will improve service delivery. Developing human resources into a highly skilled and talented workforce will enhance their performance and increase the organization's competitive edge. After establishing its workforce, the management should aim at retaining and attracting more talented clique of employees to ensure a sustainable organizational competitive advantage. The major problem is to get the necessary finances to facilitate such human resource development, considering the seasonality of the industry. The phenomenon illustrates the underlying challenge faced by hospitality management, acquiring the required factors of success using limited resources.

However, the responsibility of leadership for new people in an industry as significant and the hospitality industry and at a time of immense growth, demand, and advancement are not without its challenges. Exploring the challenges for new leaders in the hospitality industry would help inform management in the industry and assist them in navigating the challenges of developing new leaders. Thus, the challenges facing new leaders need to be identified and dealt with to allow them to thrive and promise the hospitality industry's future. A research paper on the challenges mentioned above will enable the Norwegian hospitality industry to develop solutions and promote new leaders' leadership effectiveness.

### **3.0 Literature Review**

The literature review focuses on studies relating to challenges in the hospitality industry. The primary objective of the evaluation is to identify key concepts relating to problems in the sector and how they are likely to impact on the ability of new leaders to lead their organizations toward success in the business environment effectively.

#### *3.1 Leadership and performance of the Hospitality Industry*

Leadership influences organizational performance in the hospitality sector. Effective leadership has a positive impact on an organization's performance in the business environment (Salehzadeh, Pool, Lashaki, Dolati, & Jamkhaneh, 2015). Effective leaders should know when to incorporate different leadership styles to lead efficiently and overcome the challenges that the industry encompasses. Authentic leadership appears to be a global leadership style appropriate for leading organizations in the hospitality sector. It is claimed that authentic leadership, a sub-category of transformational leadership, fosters organizational commitment, and reduces turnover (Gatling, Kang, & Kim, 2016). According to Gatling, Kang, and Kim (2016), authentic leaders have four key attributes: self-awareness, balanced processing, relational transparency, and internalized moral. Authenticity in leadership is a factor that appeals primarily to millennials in the hospitality industry. Employees working under such leaders are likely to be committed to the organization and will help in the realization of firm objectives. Similar claims were made by (Ling, Liu, & Wu, 2017), who argued that authentic leadership has a positive impact on organizational performance. Authentic leaders foster a group trust climate and enhance the work outcomes of employees. Firms led by authentic leaders are, therefore, likely to perform better than organizations without effective leadership. Effective leadership within the hospitality field requires that a leader gather much data, understand,

and develop an action plan to foster the employees' submission to the action plan (Crews, 2010). However, looking at the current leadership requirements, there is the creation of a more sophisticated technological environment where connectivity, technology, and globalization tend to blend. In this context, most leaders are often faced with challenges of inability to understand how the different parts within the system can impact on each other. Consequently, they end up not developing the right solution to emerging problems and fix the issues. On the other hand, (C.-J. Wang, 2016), claims that the hospitality sector's effective leadership styles enhance leader-member exchange. Leaders such as authentic leaders create a workplace environment that enables effective interaction between leaders and followers to drive organizational performance through improved employee creativity. Employees that interact more freely with their leaders and within an environment of trust are likely to be more creative in the workplace compared to workers led by individuals that do not foster leader-member exchange. Such organizations are expected to register positive performances in the business environment. However, (Anderson, Baur, Griffith, & Buckley, 2017), they disagree that authentic leadership is an appropriate style for managing millennials, a generation of employees who are mainly concerned about their interests. Since most millennials greatly value work-life balance, they are unlikely to be positively influenced by authentic leaders when workplace conditions do not enable them to achieve this balance. Millennials have a high intention to with an organization under authentic leadership that enhances employee engagement (Book, Gatling, & Kim, 2019). They further claim that authentic leadership increases loyalty among older employees, an indication that generational differences mediate the effect of specific leadership styles on the performance of employees in the hospitality sector.

The link between leadership style and the financial performance of hospitality sector organizations is also a significant concern when selecting the appropriate



leadership style to implement in the industry due to the objective of achieving returns on investment. (Patiar & Wang, 2016) find no link between transformational or authentic leadership with the financial performance of hospitality sector enterprises. Transformational leadership has four elements: individual consideration, charismatic leadership, idealized influence, and intellectual stimulation. According to Patiar and Wang (2016), while transformational leadership enhances the well-being of employees in the sector and improves the environmental performance of organizations in the industry, it does not necessarily result in a significant improvement in the financial performance of firms in the hospitality sector. Similar claims were made by (Patiar & Mia, 2015), who suggested that transformational leadership positively impacts the non-financial performance of hospitality sector organizations but not their financial performance. An indication that other factors other than transformational leadership increase the financial performance of firms in the sector. (Buil, Martínez, & Matute, 2019) disagree with these claims and establish that transformational leadership in the hospitality industry improves employees' job performance and, therefore, their financial performance. (Huang, Li, Qiu, Yim, & Wan, 2016) also agree with these claims by suggesting that transformational leadership approaches in the hospitality sector enhance service quality and thus the financial performance of firms in the industry. The ability of organizations to compete about service quality gives them an edge over their rivals and improves their business performance. (Katou, 2015) made similar claims by arguing that transformational leadership enhances the commitment of employees regarding the realization of organizational objectives, which, in turn, improves the firm's financial performance. Katou (2015) discovered a positive relationship between transformational authority and undertaking development, a sign that this sort of initiative positively affects endeavor monetary execution in the friendliness hospitality sector.

The study by (Salehzadeh et al., 2015) focused on spiritual leadership, which was defined as a holistic type of leadership that emphasizes the importance of spirituality on organizational success. Such leaders center their leadership approaches on the concept of calling an organizational membership. Spiritual guidance seeks to inspire followers to be committed to the organization and to work toward the recognition of its goals and objectives. At the same time, spiritual leaders focus on the well-being of employees, which could make this type of leadership appropriate for millennials. Since the study was conducted in Iran, a highly religious country, it is not clear whether this type of leadership can be replicated in secular countries. (Biswakarma, 2018) also determined that spiritual leadership can enhance organizational performance in the hospitality industry. The study focused on the Nepalese hospitality industry, a factor that seems to confirm that spiritual leadership can only enhance organizational performance or be suitable for leading organizations in religious countries. However, the study by (Gatling, Kim, & Milliman, 2016) shows that workplace spirituality can be found in hospitality organizations, even in countries that do not have a dominant religion. According to (Gatling, Kang, et al., 2016), workplace spirituality influences organizational commitment and reduces turnover intentions in hospitality sector firms in the United States. These claims imply that in organizations where spiritual leadership is dominant, employees are likely to be committed to the firm and will work toward realizing its goals in the business environment. (Fry, Latham, Clinebell, & Krahnke, 2017) also agree that there is an association between spiritual leadership and organizational performance even in countries that are not dominantly religious or without a state religion such as the United States. (Fry et al., 2017) argue that spiritual leadership is associated with performance excellence in the hospitality industry in the U.S. Many of the leaders that employ this leadership approach often receive the Baldrige Award. (Gatling, 2015) claims that while spiritual leadership

is often associated with improved firm performance, it is not a standard leadership style in the hospitality industry. These claims indicate that firms in the sector do not focus on workplace spirituality and employees' well-being in the job environment. Indeed, only a few studies directly identify spiritual leadership as a leadership approach within the hospitality industry. Additionally, most studies involving spiritual direction in the tourism industry tend to be concentrated in highly religious countries. For instance, the study by (Bayighomog & Araslı, 2019) established that spiritual leadership in the Turkish hospitality industry enhances customer service and improves business performance. Turkey, like Nepal and Iran, is a country where religion plays a crucial role in governance and culture. The finding further proves that spiritual leadership as an effective leadership style is not collective in countries that do not have a state religion and in which religion does not significantly influence culture. The assorted cultural variety of the networks the world over that is a critical fascination in the travel industry marvel, and it will be contended that decent range is essential to the eventual fate of the travel industry (Desbiolles, 2020).

### *3.1.1 New Leaders in the Industry and the Challenge of Inexperience*

New leaders in the hospitality sector face the challenge of inexperience. Remember that Generation Z is young and may not have enough work experience to provide service excellence. Given the increased employee/customer contact and inseparability nature of the service industry, a lack of customer training can further exacerbate helplessness and burnout among hospitality employees (Goh & Okumus, 2020). The experience of leaders influences their ability to effectively manage firms in the hospitality sector (Vij, 2019). The lack of knowledge increases enterprise risk, that is, the possibility that an organization would undergo financial losses in the business environment. (Yen, Tsaur, & Tsai, 2018) also agree that the lack of leadership experience is a significant challenge that new leaders

in the tourism and hospitality sector face. Such leaders usually lack the knowledge for problem-solving in the industry. Similar claims make (Amirudin, Nawawi, & Salin, 2017) by suggesting that the lack of leadership experience is a major challenge for organizations in the hospitality sector, especially about risk management. New leaders are likely to lack the knowledge required to manage different types of risks in the business environment effectively. On the other hand, (Marzuki, Hay, & James, 2012) claim that leaders' inexperience often results in poor strategies that cannot effectively solve challenges in the business environment. These findings indicate that new leaders, in general, lack an in-depth understanding of the problems in the business environment and may lack the ability to develop and implement effective strategies to overcome these challenges.

Several studies have pinpointed the importance of communication skills as a central part of the hospitality sector (Sisson & Adams, 2013). By briefly, it can state that leadership means communicating with others in such a way that they are influenced and motivated to perform actions that further common goals and lead toward desired outcomes (Daft, 2014). Most of the hospitality leadership currently suffers from various challenges, including the inability to effectively select team members. Besides, leaders within the hospitality discipline would select people concerning their ability to take part in the business's data collection process. However, the modern-day leaders must choose people based on the people's ability to unveil pertinent information from a large group of data that has been collected automatically. To suit this system, the leaders get piled up with the pressure to develop new skills. These skills bring challenges to leaders with their positions. For instance, just memorizing extensive data does not guarantee for today's leaders' competence, as most of their skills are now digitalized. Digital transformation is required in most hospitality entities, and it presents itself as a challenge and a goal to the new

leaders. The new management should rethink the customer experience dimension, internal procedures, and the new business model and how to assimilate these factors with the latest digital technology. The new leaders must have an organized strategy in incorporating physical and digital components to achieve the transformation of their business entities. Other contemporary activities required from the new leaders are, improving the proposition of customer value and digitalizing their operations procedures to work together and cooperate with their customers. New managers need to underscore digitalized showcase limits, digitalized authority limits, and advanced innovation limits that will guarantee accomplishment in computerized change, subsequently constructing and expanding commitment with clients (Prihanto & Kurniasari, 2019). The new skills also come with new ways of organizing work. In this regard, leaders may be posed with the task of managing the firm's employees at a distance, and this kind of approach poses various challenges. As a result of information technology, the efficient and effective interaction between the leaders and the employees may become problematic due to the infrequent physical presence and the absence of non-verbal forms of communication (Savolainen, 2014). To address this challenge, most leaders make extra effort to share such information with the employees and followers, which may constitute the essential pieces of information. Another way to bridge these challenges may be through the adoption of frequent physical and online meetings to facilitate communication between the followers and the leaders.

There is also an interest in environmental psychology in hospitality and tourism, which is the relationship between human behavior and the physical environment. The interest in laborers in the hospitality business shifts occasionally and geologically. When all is said in done, the mid-year season starts in May and goes through August/September; the winter season, as a rule, begins in November and finishes in March/April (Easter). The part is attempting to

broaden the season with new exercises and attractions. With the extensive focus on the impacts of hospitality and tourism-related industries, the notion of sustainability and particularly environmentally sustainable development is now central concerns of many consumers and tourists consuming hospitality and tourism products and services. Human skills are necessary for the supervisor to work with others effectively, such as subordinates, superior, and supervisor at the same level. Human relation skills include and understanding of human behavior such as human motivation and interpersonal relations. It is essential to have human relations skills and supervisors to integrate the ambitions of the individuals with the organization's goals and to discover the individual needs and incorporate them with the organizational goals and objectives (Mann, 1965). New leaders fear the possibility of rejection by the employees when starting in any given hospitality entity. The employees may be reluctant to follow the new guidelines and new operating procedures that the new leaders may come. However, there are some instances where the subordinates may be very eager to conform to the new changes brought by the new management. The question to answer is why the differences exist. Research on how and why subordinates identify with a new leader or their receptiveness to changes brought by the new leaders is not widespread, and few studies exist. The little research that exists shows that the correspondence of new managers and their subordinates' proactive personalities nurture identification with the new leaders, and their affirmative acceptance of the new agenda changes (W. Lam, Lee, Taylor, & Zhao, 2018). The receptiveness is better when the new leader has a more persuasive proactive personality than the former leader. The performance of the new leader will, therefore, be significant in the hospitality entity. Such behavioral responses will make the subordinates more involved in the original plan, aiding in the organization's progress and overall success in the industry. When the management works in unity with the employees, success is guaranteed.

## **3.2 Challenges in the Hospitality Industry**

The Norwegian Hospitality Association (NHO) is the largest employers and trade organization for the hospitality sector in Norway. The new leaders could explore working conditions and excellent development opportunities, which strengthen the hospitality industry. Firms in the hospitality industry face several challenges due to factors in both the internal and external business environment.

### *3.2.1 Demographic Changes and the Entry of Millennials*

One of the critical challenges that the hospitality sector faces is the entry of millennials into the labor market. Demographic changes in the hospitality sector have seen the workforce increasingly dominated by millennials (N. B. Rosa & Hastings, 2016). According to Rosa and Hastings (2016), millennials are challenging to manage because they do not often follow the rules and focus more on their interests than the interests of the firm. Firms must change their management practices to manage these employees and enhance their productivity effectively. Similar claims are made by (Brown, Thomas, & Bosselman, 2015), who argue that millennials focus more on work-life balance than older employees. Workers that fall within this demographic repeatedly seek to pursue their personal goals and will only remain committed to organizations that enable them to achieve these goals. Generation Y employees also desire exciting and challenging careers, an indication that hospitality sector firms must think beyond remuneration to reduce turnover among millennials and improve their performance. Generation Y employees value exciting work, and firms in the hospitality sector have to determine how to meet this need to enhance employee commitment to the organization (Dimitriou & Blum, 2015). Firms that are used to motivating workers using remuneration, therefore, experience human resource management challenges resulting from these demographic changes. Dimitriou and Blum

(2015) also claim that millennials are not conformists and will likely challenge workplace cultures and values that they consider unfavorable to their personal needs and expectations or their well-being. Hospitality sector enterprises experience challenges about the management of millennials because this is the only group that is not influenced to remain committed to an organization by workplace culture (Stewart, Oliver, Cravens, & Oishi, 2017). Stewart et al. (2017) claim that millennials think of work differently compared to other generations. Most of them view work as an essential element of life but do not believe that personal life should be sacrificed at the expense of labor. On the other hand, older generations consider the importance of work to override aspects of private life. Hospitality workforce experts have labeled this phenomenon as the “perfect storm” where older workers will leave due to natural life cycle attrition as younger hospitality talent enter the workforce (Solnet, Baum, Robinson, & Lockstone-Binney, 2016). To young people, work is considered to achieve various objectives in their personal and social life. Due to these differences, managers in the hospitality sector must present social contracts that would appeal to employees' needs and expectations in this generation. Traditional leadership approaches are continuously becoming less effective in empowering, engaging, and energizing the hospitality industry workforce today. Therefore, new leadership styles that adapt to the changing environment are called to ensure the sustainability of hospitality entities. A younger workforce will bring along generational attributes such as increased willingness to provide 24 h / 7 days per week / 365 days service to that is why it presents the hospitality workforce dominated by young talent and will continue to be younger as older workers leave and disperse the industry (Goh & Okumus, 2020). New leaders must understand the impact of demographic factors on human resource management practices and adopt leadership approaches that would effectively address the challenges associated with demographic changes within the industry's workforce. The managerial



staff in the hospitality entities should be able to realize such a problem and come up with innovative ways to maintain a stable and reliable workforce. Various studies stress the importance of building a happy, motivated, and satisfied workforce that will, in turn, create customer loyalty, add value to service and therefore increase profits.

### *3.2.2 Technological Disruptions*

The global hospitality sector has experienced significant disruptions in the last decade because of technological advancements. Leaders in the hospitality industry in this digital era face challenges. It includes e-leadership generated by IT technologies that may necessitate virtual management of employees, need for holistic thinking due to the complexity of the hospitality environment. The intersection of technology advancements and globalization, organizational learning, and ethical leadership is brought about as the statements and boundaries ethics continue to expand and change, becoming more sophisticated (Sousa et al., 2018). The rise of the sharing economy that has disrupted the hospitality sector results from new technology (D. Wang & Nicolau, 2017). The advancement of online stages, for example, Airbnb, has given accommodation firms new contenders that were not beforehand prevailing in the business. Wang and Nicolau (2017) argue that Airbnb has challenged the hotel sector industry and models and theories on the traditional hotel sector. The platform has increased the sharing economy and disrupted pricing in the hotel industry because the shared serviced apartments are much cheaper than traditional hotels. Therefore, conventional hotels must compete with businesses within the sharing economy while operating under different business models and sectors of the economy. The sharing industry has rendered the hotel industry significantly disadvantaged in pricing and operational costs while meeting the changing needs and expectations of customers. (Camilleri &

Neuhofer, 2017) agree with the claim that the sharing economy has extensively disrupted the hotel sector and made business conditions tough. Camilleri and Neuhofer (2017) argue that one of the key reasons why Airbnb presents a significant challenge to the hospitality sector is the involvement of customers in value co-creation. Guests in serviced apartments create an environment that meets their social needs, unlike in hotels where the social activities that clients can engage in within the premises are limited. Whereas hotels significantly limit the number of guests per room and will levy additional charges for extra occupants, serviced apartments within the sharing economy allow more guests in an apartment at no additional costs. The essential advantage of the sharing economy over traditional hotels is pricing, and the socialization discretions of guests (Munoz & Cohen, 2017). The sector enables people to access underutilized facilities at significantly lower prices compared to conventional hotels. Munoz and Cohen (2017) claim that some hotels have sought to invest in serviced apartments to obtain an increase in revenue generation from this growing sector. Salvioni (2016) also agrees that technology has extensively disrupted the hospitality sector, an increase in global tourism, and a change in business practices. According to Salvioni (2016), Airbnb has changed the competitive landscape of the hospitality sector. While hotels rely on brand reputation to gain a competitive advantage in the accommodation sector, the sharing economy is not affected by brand image. Therefore, hotels cannot use this resource as a source of competitive advantage.

Additionally, accommodation facilities within the sharing economy are not rigid compared to traditional hotels because they can be redesigned continuously to meet clients' changing needs and expectations. Forgacs and Dimanche (2016) make similar claims by suggesting that the sharing economy has disrupted the hospitality sector because of its ability to meet clients' changing needs and expectations. The industry has also presented a challenge to

traditional hotels because of the issue of pricing. Serviced apartments within the sharing economy meet the needs and expectations of clients at significantly lower prices compared to conventional hotels. Guests, therefore, tend to opt for these apartments instead of hotels. The emergence of the sharing economy as a result of technological advancements, thus, presents significant business challenges in the hotel sector. New leaders must understand these challenges and deal with them to improve their organizations' financial performance. But organizations need to focus on incorporate mentoring, strategic leadership, social media, and knowledge sharing into their talent management strategy for new generations of the workforce. The biggest challenge for leaders in hospitality in the century is being the popular leader and exercising the popular leadership style to create a productive workplace environment (Kužnin & Walker, 2017).

### *3.2.3 Poor Corporate Culture*

Another significant challenge that new leaders in the hospitality sector face are poor corporate culture. Most hospitality business entities will be serving customers with different characteristics, such as culture. Knowing how well to serve customers belonging to a social-cultural dimension is a test of capabilities to both employees and hospitality leaders. To provide the best service for the culturally diverse clientele, both the hospitality leaders and employees should have cultural intelligence. Applying cultural knowledge in service providence will translate to high levels of quality service to the culturally diverse clients and thus boosting customer satisfaction (R. Lam & Cheung, 2018). New leaders should possess cultural intelligence in all four dimensions, namely, cognitive, metacognitive, behavioral, and motivational aspects. The knowledge can be, in turn, instilled to employees through transformational leadership. Employees with such understanding will ensure customers are satisfied when they encounter such

cross-cultural service providence. Customer satisfaction translates to the success of the hospitality business entity in the industry.

According to Mansour and Tremblay (2016), most firms in the hotel sector have corporate cultures that contribute to the exploitation of workers. Employees are made to work for extended periods with low compensation. Mansour and Tremblay (2016) argue that most employees in the hotel sector lack work-life balance due to unfavorable working hours. Implementing flexible working hours can increase employee motivation and reduce turnover rates within firms in the sector. Schaufeli (2017) agrees that most firms in the tourism industry have inferior corporate cultures that contribute to high turnover rates and adverse work outcomes. Most of the organizations in the sector focus on profit maximization at the expense of employee well-being. New leaders would find it challenging to implement leadership approaches that appeal to the needs and expectations of a changing workforce if such strategies are viewed by the top management to erode the bottom line of the form. Murray et al. (2017) agree that organizational culture influences how leaders can effectively solve challenges in the business environment. According to Murray et al. (2017), some of the significant challenges facing organizations in the hospitality sector are human resource challenges. Firms in the sector experience significant labor challenges due to millennials' entry into the workforce. While labor challenges persist, their efficient resolution extensively depends on organizational culture. Murray et al. (2017) claim that a positive corporate culture enables leaders to develop solutions that enhance employee well-being while improving employee performance through increased employee retention and productivity. On the other hand, negative organizational cultures hinder the development of practical solutions for human resource management challenges. Naqshbandi et al. (2015) make similar claims by suggesting that a negative corporate culture can hinder the development of innovative solutions to

business challenges in the hospitality sector. A hierarchy culture especially limits in-bound innovation to the extent that corporate leaders cannot make decisions relating to their departments or work areas unless they secure approvals from top management. Decision-making in such organizations becomes challenging, and this, in turn, affects leadership efficacy. Overall, negative organizational cultures in the hospitality sector hinder effective leadership. The cultural variety of the networks the world over is the fundamental fascination in the travel industry marvel (Higgins Desbiolles, 2020). They have claimed that empowerment and gender diversity could be challenging in managing diversity. Diversity is arguably required in the industry as the need for incorporating different qualities, elements, and people rises. In organizations, including all the needed diversity, it becomes a challenge to the management. Diversity of thought is, therefore, essential to the management and new leaders of the hospitality industry. By the way, diversity in the workforce is something that could bring in an element of new by mixing people who are diverse and have different ideas, perspectives, and worldviews.

### *3.4 Summary*

The literature review shows that effective leadership plays a vital role in the ability of organizations to deal with challenges in internal and external environments. Authentic, servant, and spiritual leadership approaches are ideal leadership styles for managing contemporary tourism industry organizations. The review also determines that the hospitality industry faces several challenges. These challenges include demographic changes that have caused more millennials to join the workforce and create a need for management approaches centered on employee well-being and retention, technological disruptions, and poor organizational culture.

### *3.4.1 Research Gap*

While the literature review identifies challenges that tourism sector organizations and leaders face, there is minimal research on the challenges faced specifically by new leaders in the sector. No current study focuses on the challenges faced by new leaders in the hospitality industry. Additionally, no study has examined challenges faced by new leaders in the Norwegian hospitality sector.

## **4.0 Research Methodology**

The research methodology section outlines the methodological choices made during this research study and justifies the options made. The chapter describes the research philosophy, research design, data collection, and sampling techniques, and the method used to analyze data. The section also identifies the ethical considerations made during the study.

### *4.1 Research Philosophy*

The discoveries of this examination give vital experiences into the challenges that new leaders in the Norwegian hospitality industry face. Interpretivism was used as a research philosophy for this study. The philosophy emphasizes that there exists a difference when conducting studies with the views and experiences of people as the source of data and when exploring physical phenomena. Humans, unlike physical experiences, create meaning. Interpretivism tries to develop new and deeper understandings and interpretations of social contexts (Saunders, Lewis, Thornhill, & Bristow, 2015). The research philosophy was appropriate

for this study because the research sought to understand the experiences of new leaders within the hospitality industry. The methodological choices made thus enabled an in-depth examination of the challenges that new leaders in the industry face.

#### *4.2 Research Design*

Research designs are plans for how we want to collect and analyze data. A qualitative research strategy was used to explore the experiences of new leaders in the Norwegian hospitality industry. The study needed to collect non-numerical data that would provide a more profound understanding of the challenges faced by new leaders in the Norwegian hospitality industry. An exploratory research design was used for the study because exploratory studies are suitable for conducting research concerning issues that have not been examined extensively in existing studies. The exploratory analysis's primary objective is to develop new concepts and theories about a research issue. According to (Reiter, 2017), an intention that this study intended to achieve by developing new ideas concerning the challenges faced by new leaders in the hospitality industry. An inductive approach was employed while conducting the study to support the development of new theories and concepts.

#### *4.3 Data Collection*

Qualitative data collection methods diverge using unstructured or semi-structured methods. Some conventional techniques include focus groups (group discussions), individual interviews, and participation or observations. Small focus groups, with four to six participants, are becoming progressively popular because the smaller groups are more comfortable to host and are more relaxed for contestants. The sample size is predictably small, and respondents are chosen to fulfill a given allocation. Data for the study was accumulated through focus group

discussions because they are ideal for collecting qualitative data concerning the views and expertise of the target population (Carey & Asbury, 2016). The data collection technique allows for the collection of detailed information concerning the perceptions and experiences of the research participants (Rosenthal, 2016). Additionally, the focus group provides an opportunity to seek clarifications concerning the claims made by study participants. The members themselves can engage in moderated debates that yield in-depth understandings of the research phenomenon being investigated. In this study, the focus group discussions allowed study participants to share their experiences and views regarding the challenges that new leaders face in the hospitality sector. An interview guide was used to direct the discussions to ensure that the responses provided offered insights into the research issue. The interview guide shown in Appendix I was designed based on the themes identified and examined in the literature review. The focus group discussions were held online via zoom. A total of five focus group discussions were used to explore the research topic. There was a need to ensure the safety of the participants and researchers due to the COVID-19 epidemic. The researcher recognized that having face-to-face focus group discussions was not possible during this period and thus resorted to online zoom meetings. Additionally, there were government policies that had restricted movement and social gatherings. The researcher also ensured that the number of participants in each focus group discussion was a least four and the highest of eight.

Furthermore, a pilot interview was conducted with six new leaders in the Norwegian hospitality sector to determine the extent to which the interview questions developed and captured the objectives of the study, as Majid et al. (2017) suggested. The six participants were also part of the final sample used in the research. Participants in the pilot study were selected through convenience sampling. Availability was a critical factor that informed their



selection for participation in the pilot interview. The participants were interviewed together through a small focus group discussion that enabled the researcher to develop better-interviewing skills. The pilot interview was also conducted online through zoom. While the participants were few and could participate in a face-to-face discussion, the researcher opted for an online meeting to safeguard personal health and the participants. Findings of the pilot interview, as determined by Castillo-Montoya (2016), were used to improve the interview guide to ensure that the focus group discussions provided vital insights into the problems faced by new leaders in the Norwegian hospitality sector. The results of the pilot study yielded the themes summarized in Table 1.

Table 1: Pilot Study Results (Author, 2020).

Codes (Associated words and Phrases)	Themes
Why do we have this industry, Leisure activities, relaxation and stress reduction, GDP, employment.	Benefits of the hospitality sector to society
I find the industry to have bad employment practices, focused on profits, horrible working hours, low pay, being fair.	Industry challenges
I stay because no option at the moment, calling, passion, fun, interacting with people intelligent and tough, trained for.	Reasons for staying in the industry
Changing organizational culture, regulations, alternative business models, responding to the crisis, adaptation ability.	Resolving Challenges

Out of the four themes identified, three were used to formulate questions for the focus group discussions, while the theme of ‘reasons for staying in the industry’ was not used in the interview guide because it did not contribute to answering the research questions developed for the study. Focus group discussions were audio-recorded and later transcribed. Discussions for each focus group took approximately 50 minutes to 1.50 hours.

The researcher also conceived a brief structured questionnaire to examine four critical issues initiated on the findings of the literature review. These issues were why leaders were staying in their current jobs, the number of working hours per day, how they rate their level of income, and creativity and innovation levels in the industry. The structured questionnaire was not an essential tool for data collection in this research, but it was employed to provide a snapshot of the working conditions in the industry. The structured questionnaire was primarily drawn from the interview guide used in the focus group discussions. It was applied to provide a summary of the working conditions that new leaders are subjected to in the industry. The structured questionnaire's findings were not extensively used in the analysis section because the focus group discussions already provided in-depth insights into the challenges that new leaders face in the industry. Still, the questionnaire played an essential role in summarizing the research findings.

#### *4.4 Sample and Sampling Techniques*

The study sample consisted of new leaders in the Norwegian hospitality sector. In qualitative research, there is less prominence on counting numbers of people who think or act in specific ways and more emphasis on explaining why people think and perform in convincing ways. Participants in qualitative studies often involve smaller numbers of tools include and utilizes open-ended questionnaire interview guides. The notion of ‘new’ refers to

individuals that have ascended to leadership positions in hospitality firms within the last year but with a focus on youth (W. Lam et al., 2018). People that had been working in the hospitality sector but had, for the first time, ascended to middle and senior leadership positions within the last year were included in the study as long as they could be categorized as millennials and Generation Z also. Leaders coming from other industries to take up leadership positions in the hospitality sector are also new leaders, according to Lam et al. (2018), and were also included in the study, although age was not a restriction for them. We have attempted our best to reach more leaders for interviews, but it was quite challenging due to the pandemic of COVID-19. Altogether, 22 members participated in the study because they were the only leaders available that eager to participate in the study when the focus group discussions were scheduled. Five focus group discussions were used in the study, with each group having 4-6 members. The use of zoom to conduct the focus group discussions eliminated the risk associated with having more people. However, the researcher ensured that each group had between 4-6 members to keep discussions civil and to provide each group member with an opportunity to make valuable contributions to the discussion. Krueger and Casey (2015) recommend that focus group discussions have between five to ten participants, a conclusion that was used to allocate focus group numbers for this study. The discussions for each group were scheduled on different days and flexible time. Convenience sampling was utilized to choose the examination of participants because new leaders in the industry were challenging to reach, and most of them were too busy to participate. Participants were identified by accessing the websites of major tourism firms to identify news on new or recent appointments. They were contacted via their official emails and requested to take part in the study. Sixteen new leaders were approached in this manner because they were the only ones identified on the internet with six agreeing to participate in the study after being emailed. Additionally, the HR managers of major

tourism firms in Norway were contacted to access new leaders in those companies. The participants that agreed to take part in the study totaled 25, but three were left out of the final sample due to scheduling conflicts and COVID-19.

#### 4.5 Data Analysis

Manual coding was used to identify data patterns from the interview transcripts. Coding is defined as the process of indexing words and phrases based on the relationships that exist between them to form categories (Stuckey, 2015). These words and phrases are considered complete or raw data that can be analyzed further to offer deeper understandings into the research issue (Vaughn & Turner, 2016). The categories developed through coding were analyzed to create themes and sub-themes. A thematic analysis technique was used to analyze the findings. Table 2 is a summary of the Codes and themes identified during data analysis.

Table 2: Code and Themes (Author, 2020).

Codes	Themes
Demographic challenges, sharing economy, social media reviews, motivation and laws, organizational culture, focus on profits, hierarchy.	Challenges faced by new leaders
Creativity, innovation, training, and development, doing things differently, transformational leadership, improving workplace conditions.	Strategies for solving challenges

Bureaucracy, culture, profit targets, millennials' attitudes and beliefs, lack of experience.	Barriers to solving challenges
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SPSS was used to analyze results for new leaders in the hospitality industry. The software was specifically used to analyze the results of the brief structured questionnaire employed to provide a summary of the working conditions that new leaders are subjected to in the sector. The analysis provided insights into the challenges that new leaders experience in the industry. The findings obtained through SPSS analysis were used to examine the study participants' claims during the focus group discussions.

*SPSS analysis results for new leaders in the hospitality industry*

Case Summaries 1:

			Why are you staying at the moment	Working hours per day	How can you rate your income average in NOK	How is the culture	Creativity and Innovations in your industry
Leaders type	Millennial	1	No option	Long	low	selective	high levels
		2	No option	Long	low	selective	high levels
		3	No option	Long	low	selective	high levels
		4	No option	Long	low	selective	high levels
		5	No option	Long	low	selective	high levels
		6	No option	Long	low	accommodative	high levels
		7	No option	Long	low	selective	high levels
		8	interaction	Long	low	selective	moderate
		9	interaction	Average	low	selective	moderate
Total N			9	9	9	9	9
		Mean	2.22	1.11	3	1.8889	1.2222
		Minimum	No option	Long	low	accommodative	high levels
		Maximum	interaction	Average	low	selective	moderate

		Why are you staying at the moment	Working hours per day	How can you rate your income average in NOK	How is the culture	Creativity and innovations in your industry
Older Generation	1	passion	Short	high	accommodative	moderate
	2	passion	Short	high	accommodative	moderate
	3	passion	Short	high	accommodative	moderate
	4	passion	Short	high	accommodative	moderate
	5	passion	Short	high	accommodative	moderate
	6	passion	Average	high	accommodative	moderate
	7	passion	Average	high	accommodative	moderate
Total	N	7	7	7	7	7
	Mean	1	2.71	1	1	2
	Minimum	passion	Average	high	accommodative	moderate
	Maximum	passion	Short	high	accommodative	moderate

		Why are you staying at the moment	Working hours per day	How can you rate your income average in NOK	How is the culture	Creativity and innovations in your industry
80s Generation	1	interaction	Average	moderate	all-inclusive	moderate
	2	interaction	Average	moderate	all-inclusive	moderate
	3	interaction	Short	moderate	all-inclusive	moderate
	4	interaction	Average	moderate	all-inclusive	moderate
	5	interaction	Short	moderate	all-inclusive	moderate
	6	interaction	Average	moderate	all-inclusive	moderate
	Total	N	6	6	6	6
Mean		3	2.33	2	3	2
Minimum		interaction	Average	moderate	all-inclusive	moderate
Maximum		interaction	Short	moderate	all-inclusive	moderate
Total	N	22	22	22	22	22
	Mean	2.05	1.95	2.0909	1.9091	1.6818
	Minimum	passion	Long	high	accommodative	high levels
	Maximum	interaction	Short	low	all-inclusive	moderate

**Table 2: Case Summaries 2**

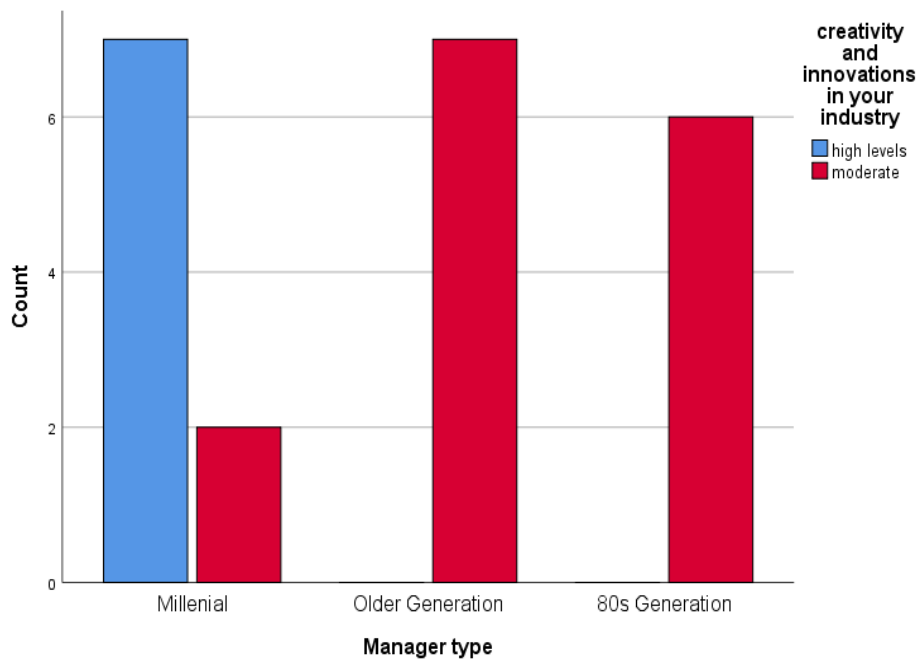
		Experience	Cost fo Service	
Leaders type	Millennial	1	3	high
		2	3	high
		3	4	high
		4	3	high
		5	2.5	high
		6	3.2	average
		7	3	average
		8	4	high
		9	3	high
	Total	N	9	9
		Mean	3.1889	1.2222
		Minimum	2.5	high
		Maximum	4	average

		Experience	Cost fo Service	
Leaders type	Older Generation	1	12	low
		2	12	low
		3	12	low
		4	12	low
		5	12	low
		6	12	low
		7	12	low
	Total	N	7	7
		Mean	12	3
		Minimum	12	low
		Maximum	12	low

			Experience	Cost fo Service
Leaders type	80s Generation	1	7	average
		2	7	average
		3	7	average
		4	7	average
		5	7	average
		6	7	average
	Total	N	6	6
		Mean	7	2
		Minimum	7	average
		Maximum	7	average

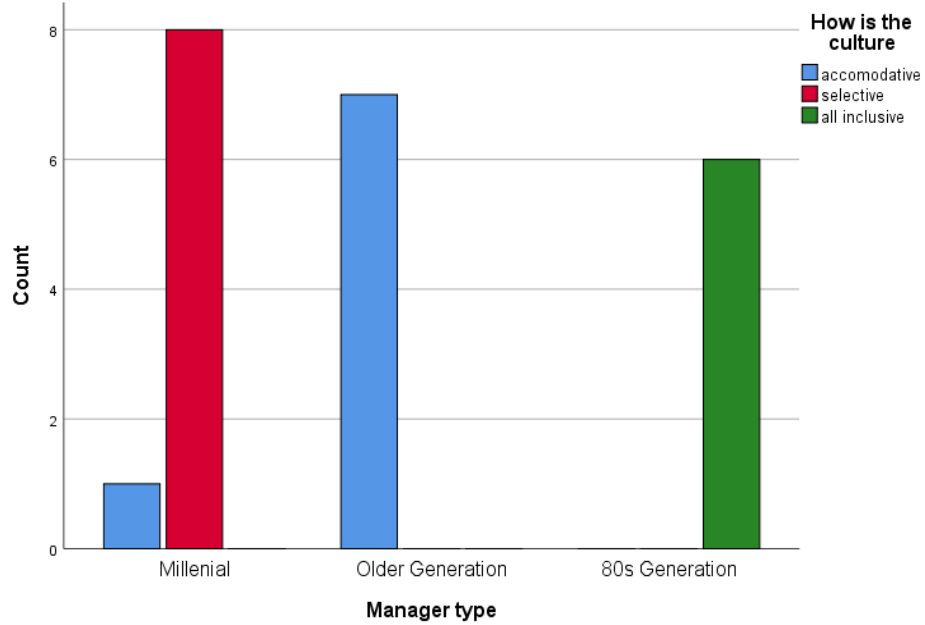
Total	N	22	22
	Mean	7.0318	2
	Minimum	2.5	high
	Maximum	12	low

*Graph of creativity levels and innovation in different management*

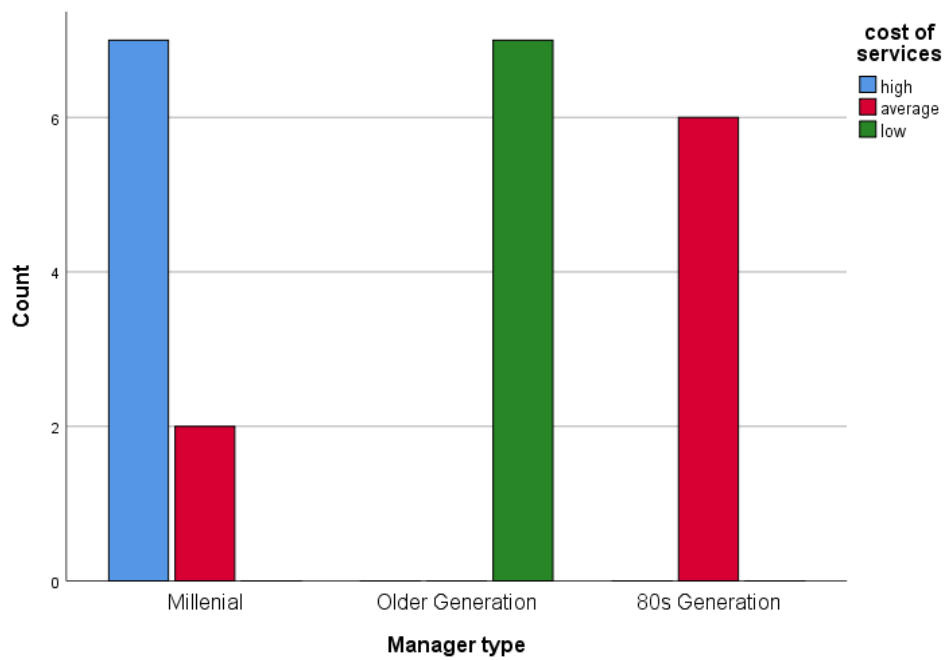




*Graph of cultural with respect of hospitality management*



*Graph of service cost based on management type*



#### *4.6 Ethical Considerations*

One of the key ethical considerations made during the research was regarding the issue of privacy. Informed consent is a procedure for ensuring that people comprehend what it means to participate in a research study so they can decide consciously or not to participate. Data were anonymized to safeguard the privacy of the study participants. The participants were also provided with consent forms shown in Appendix II to read and sign before they could participate. The forms stated their rights before, during, and after the conclusion of the study. The researcher also ensured the integrity of data during the study to enhance study reliability. Information analyzed in the study was based on the responses provided by the research participants without the manipulation of data to conform to the personal bias of the researcher. The researcher also sought to enhance the validity of the study through research rigor. The methodological choices made were clearly outlined and the reasons why these choices were made justified. The reader is thus able to determine the extent to which the findings are credible and reliable.

#### *4.7 Summary*

The preceding chapter outlined the methodology of the current study, including research philosophy, research design, data collection, mechanism development and pilot study, sampling and sampling techniques, data analysis, and ethical consideration conducted. The subsequent chapters will present the results of the data collection analysis, the discussion of findings, conclusion, recommendation, future research, and limitations of the study.

## 5.0 Results

Focus group discussions and the subsequent analysis of the responses obtained yielded four major themes. These themes are the problems faced by new leaders in the Norwegian hospitality sector, strategies for solving the challenges faced, and barriers to solving the problems faced by new leaders. The themes have several sub-themes that provide a deeper understanding of the issues faced by new leaders in the Norwegian hospitality sector and how these challenges can be solved. This chapter analyses the results obtained to answer the research questions developed for this study.

### *5.1 Theme: Challenges Faced by New Leaders*

A critical issue that emerged from the focus group discussions was that new leaders in the Norwegian hospitality sector face different challenges. Under this theme, four sub-themes were identified.

#### *5.1.1 Sub-Theme: Demographic Challenges*

The study results show that demographic factors present significant challenges to new leaders in the Norwegian hospitality sector, especially young leaders. Respondent 11 stated that:

*I find it challenging to deal with employees that are older than myself, and they are quite many in my organization. Many of them do not respect me because of my age, and I have seen how demoralizing it is to them to have someone as young as me lead them. In addition to the older generation, young employees also present leadership challenges. They need a lot of hand-holding that I am not prepared to do.*

The claims made by respondent 10 indicate that he is experiencing leadership challenges because of demographic factors within the organization's workforce. These challenges are caused by the age difference between himself and older employees and the attitudes and beliefs of millennials in the workplace. Respondent 3 raised similar issues, who stated that:

*I know that it is surprising that millennials present challenges to me in the workplace, yet I am one of them. It is difficult to deal with this group because they require a lot of attention from managers. They expect leaders to be father-figures that will focus on their needs all the time. They also have no loyalty to the organization and will leave at the slightest chance. I find older employees easier to deal with, although sometimes it is uncomfortable to give orders to people that are way older than me.*

The respondent shows that millennial employees present the most significant challenges to leaders in the hospitality sector. Demographic challenges also extended to Generation Z. Respondent 8 stated that:

*I find it very challenging to operate with this generation. They are relatively young, and most of them are not really accommodative of authority figures. Getting through to them is a major problem.*

The attitudes and beliefs of workers from both generation Y and Z make leadership difficult because they are not easily influenced or motivated to remain committed to the organization. Young leaders also find it challenging to lead significantly older employees. There also appears to be a considerable age divide between employees because the industry has very young workers and elderly employees. New leaders must, therefore, deal with challenges presented by demographic factors to lead effectively.

### 5.1.2 Motivation and Law

The analysis shows that motivation and law also present challenges to young leaders in the industry. Respondent 16 stated that:

*Motivating staff when it comes to tips is also difficult as (at least in Oslo) Tips are taxed, and therefore, staffs are more inclined not to put in the extra effort to get the tips as they do not see the benefit in the long term - this leads me into other aspects which I feel has been specific to Norway- staff knowledge of salaries, holidays, etc. seems to be lacking.*

The respondent also stated that inspiration alludes to the powers either inside or outside to an individual that excite eagerness and perseverance to seek after a specific strategy. Representative inspiration influences efficiency, so some portion of a leaders' main responsibility is to channel followers' motivation toward the achievement of the association's vision and objectives.

Respondent 19 also mentioned that:

*Other challenges include varying drinking laws, customer expectations, and other institutions such as Mattilsynet that demand high standards of hygiene and procedure (this being a very good thing that other countries lack). Of course, one thing you must know is that each hospitality company I have worked for here as well as heard of work differently, so this is a very opinionated answer.*

Leaders convey to impart the vision to other people, rouse, and propel them to endeavor toward the vision and construct the qualities and trust that empower viable working connections and objective achievement.

### 5.1.3 The Sharing Economy

The study shows that the sharing economy also presents challenges to new leaders in the hospitality sector. Hotels are losing business to serviced apartments as customers opt for cheaper Airbnb accommodation facilities instead of traditional hotels. Respondent 12 stated that:

*Yes, this is a massive problem for us because we are losing a lot of business to Airbnb. Unless we come up with better business plans that rival the Airbnb model more so in pricing, we will continue to lose business.*

The respondent also noted that enterprises in the sharing economy offer similar services as conventional hotels but escape regulations that guide operations in the hospitality sector. This factor gives Airbnb operators an unfair advantage in the market. Respondent 13 also confirmed the challenges caused by the emergence of the sharing economy by stating that:

*It is not a very good time for new leaders in the hospitality industry. We are faced with extremely tough business conditions due to the rise of Airbnb. I am beneath a lot of stress to increase accommodation figures now.*

The results indicate that new leaders must look for creative and innovative solutions to overcome the business challenges caused by the rise of Airbnb and the sharing economy. Many of the new leaders are finding this to be a difficult undertaking because the sharing economy offers similar services to those provided by hotels. Still, enterprises in the sector do not conform to the regulations that guide operations in the hospitality sector. A new business approach must, therefore, be developed to achieve competitive parity.

#### 5.1.4 Poor Corporate Culture

The study determines that poor organizational culture is a foremost source of challenges for new leaders in the Norwegian hospitality sector. Many of the respondents claimed that although they desired to bring new leadership styles that improved employee well-being and drove innovation, poor organizational cultures prevented them from doing so. Respondent 14 stated that:

*There are many variations that I would like to initiate as a leader, but there is a way that things are done in my organization that hinders me from implementing the changes.*

The statement shows that organizational culture limits the capacity of new leaders in the industry to initiate positive changes, especially about employee relations. Respondent 22 offered more insights into the issue by stating that:

*I would like to do something about employee relations and workplace conditions, but the organization values profit-making even if it occurs at the expense of employees' welfare. There is not much I can do about this because I am not the owner of the business.*

Poor organizational cultures pose challenges to new leaders, especially when they seek to embrace transformational leadership and improve employee well-being. The limit to which they can implement the desired changes is thus determined by existing organizational culture. The poor organizational cultures have also lowered the commitment of millennial leaders to their organizations. The SPSS analysis shows that some leaders are staying with their employers because they have limited employment options. Such leaders would move to other employers if such opportunities become available.

## 5.2 Theme: Strategies for Solving Leadership Challenges

The study also showed various strategies for solving some of the problems faced by new leaders in the Norwegian hospitality sector.

### 5.2.1 Encouraging Creativity and Innovation

New leaders can solve business challenges by focusing on creativity and innovation. The results of the study show that through creativity and innovation, organizations in the hospitality sector can overcome many of the challenges that they face, including those presented by the sharing economy and social media platforms. Respondent 11 stated that:

*I trust that as a leader, I have to be creative and innovative to develop effective solutions for many of the tasks that we face in the business environment and the workplace.*

Respondent 15 agreed that creativity and innovation is the most effective way to succeed as leaders in the industry. She stated that:

*I have tried to be creative and innovative, and this has helped me to come up with some interesting business strategies that we have implemented. Many of them have been successful. I also encourage creativity and innovation within my team. We must dare to do things differently to succeed because the business and workplace environments are changing.*

Therefore, many leaders believe that enterprises in the hospitality sector can overcome business and labor challenges and attain success in the market through an emphasis on creativity and innovation. Respondent 20 stated that

*Honesty and communication - I feel the biggest issue in the hospitality industry is that it can very quickly become a toxic environment lacking openness and honesty - it is still often a very*



*hierarchical set up with the owners being aggressive towards leaders and leaders towards employees. The best method for approaching this is, to be honest, work honest, and communicate when there are issues, or you disagree with a matter. More often than not, this does not happen, and the business suffers.*

### 5.2.2 Transformational Leadership

The study results indicate that transformational leadership is an applicable leadership approach for managing millennials in the workplace because it appeals to their attitudes and beliefs about work.

Respondent 6 stated that:

*I believe that an effective leadership style for managing millennials should also focus on their well-being and improving them. Such a leadership style also supports their career growth and professional development needs. I have been supporting the career growth and professional development of those who report to me. I believe that I have played a key role in their development.*

Respondent 12 agreed that transformational leadership approaches make millennial employees more committed to the organization. The respondent stated that:

*I have tried many leadership approaches, but the most effective so far has been transformational leadership. Younger employees have become more enthusiastic regarding their roles and responsibilities when I show more concern for their wellbeing.*

Effective leadership can, therefore, help improve employee organizational commitment and enhance the firm's performance.

### 5.2.3 Education and Training Development

The study results also show that education and professional degree is essential for young leaders. Training and skills of a different kind of leader's impact on the industry. It could be an excellent strategy for new leaders to overcome the challenges in the industry. Respondent 2 mentioned that

*I believe that education is vital in a particular field in the hospitality industry, and in Norway, it is quite challenging to get a professional degree in this specific sector. For productivity, employees are fortified with expert education knowledge, experienced skills, and valid opinions in an authentic working environment.*

The findings designate training is the procedure of providing supervision and education to increase employees' skills and capacity. Therefore, training and teaching the skills necessary for each position in the hospitality sector is significant to ensure that employees provide excellent customer service. Organizations within the hospitality industry can effectively recruit, choose, train, retain, and encourage future talent.

### 5.3 Theme: Barriers to Solving Challenges

The results of the study show that new leaders in the Norwegian hospitality sector encounter many barriers that hinder them from solving challenges that they face as new leaders in the industry.

#### 5.3.1 Lack of Experience

One of these hindrances is the absence of initiative experience, particularly about the hospitality sector. Respondent 16 stated that:

*I have not worked in the hospitality industry before. I think when I came into the industry, I did not understand what awaited me. I can say that I have learned with time, but the experience is very important for leaders.*

Respondent 9 also stated that the lack of experience is a key barrier to solving challenges for new leaders. The participant said:

*I think that having some experience is really important for leaders. While we could be great leaders, limited understanding of the industry and the organization makes it difficult to develop effective strategies to solve changes. I initially made so many mistakes because I did not have adequate knowledge about the challenges that I would face.*

These findings indicate that while new leaders can lead their organizations to success, the lack of experience hinders them from implementing successful strategies fast. Many new leaders make strategic and leadership mistakes due to the lack of knowledge of the industry and the organization.

### *5.3.2 Millennials' Attitudes and Beliefs*

The study also shows that attitudes and beliefs factors hinder new leaders from effectively solving challenges that they encounter in the hotel sector. The consequences of the exploration show that millennials' attitudes and beliefs make it difficult for new leaders to address employee relations challenges. Most employees within this generation in the Norwegian hospitality sector focus on their personal interests, and this limits the extent to which new leaders can meet their needs and expectations. Respondent 17 stated that:

*Sometimes it really has nothing to do with you as a leader. Young people are just difficult to deal with. They only care about themselves, and honestly, their attitude is problematic.*

Respondent 4 stated that younger employees are difficult to deal with in the workplace because they expect to be hand-held. The participant said:

*Young employees make it difficult to lead because even if you want to meet them halfway, they are not always willing to move to the center. I think it may be because of age. I did not realize that people of my generation were this challenging to lead in the workplace.*

These results show that while millennials have genuine demands in the workplace, they also act as a barrier to solving employee relations challenges because they are more focused on their personal needs, sometimes at the expense of the organization's needs.

### 5.3.3 Corporate Culture and Structure

Corporate culture and structure are also major barriers that hinder new leaders in the Norwegian hospitality sector from solving challenges in the business environment. Bureaucratic corporate structures hinder effective decision making. New leaders cannot make decisions fast and effectively when dealing with challenges because of widespread bureaucracy. Respondent 15 stated that:

*Making important decisions as a new leader is really challenging because of bureaucracy. I think this needs to change for the industry to achieve positive transformation and growth.*

Respondent 18 also discussed the challenges to decision-making posed by bureaucratic organizational structures and stated that:

*Coming from a different industry, I experienced significant challenges as a leader because of bureaucracy. The structure made it difficult for me to make decisions and solve challenges.*

*Companies need to have structures that support fast decision-making.*

The results of the SPSS analysis also showed that most millennial leaders in the hospitality sector believe that the existing organizational cultures are not selective. Such organizational cultures are not tolerant of divergent opinions, a factor that hinders the ability of millennial leaders to work effectively in the industry. These findings demonstrate that bureaucratic structures act as barriers to solving challenges experienced by new leaders in the Norwegian hospitality sector. The study also established that organizational cultures that focus on maximizing profits make it challenging to introduce strategies that make the industry a socially responsible industry.

Respondent 5 also mentioned that:

*Treating everyone in the company equally and sticking to the reputable culture directs the organization in delivering on their brand promise.*

#### *5.4 Discussion of Findings*

A rational leader who aims at success in the hospitality industry should be aware of the environment in which their business operates. Hospitality business entities operate in the ever-changing environment and are faced with the problem of seasonality. The success of any business is defined by how well it serves the market. In the hospitality industry, the market is customer turnover. Unsatisfied customers will not be loyal customers, and therefore revenues will vary, most of the time declining, leading to losses. The scenario is not a good report that any leader needs to be giving, and it serves as a challenge to them. Focusing on the client to be served becomes essential to bring up a competent performing hospitality entity. Customers will be loyal and flood in numbers to a business where service delivery is at par and exemplary. No customer would like to go to a hospitality business utility where the services are shoddy; they are disrespected, they are

provided with poor quality items, and cannot get the value of their money spent. Therefore, the leadership concerns shift to the service providers. The employees involved in providing hospitality should be well conversant with the job. Leaders need to focus their responsibility for predicting, budgeting, planning the coordination of employees and resources, as well as introducing new business occasions to expand departmental expansion. Therefore, education and training development are a concern to the leadership and management to possess a reliable workforce.

Efficient leadership should put into account the changes happening in the sector and adjust their businesses to conform and adapt to the changes. One of the vital questions of the study focused on the challenges that new leaders specifically face in the Norwegian hospitality sector. The results of the study indicate that new leaders face demographic challenges. The research shows that leaders must deal with a workforce that consists of both young and elderly employees, with each group presenting different sets of problems. Millennial employees demand workplace conditions that enhance their comfort, whereas the poor treatment of employees characterizes the hospitality sector. Similar results were obtained by Rosa and Hastings (2016), Dimitriou and Blum (2015), and Stewart et al. (2017), who found that millennials demand an exciting workplace that enhances their well-being and supports career development. New leaders in the Norwegian hospitality sector must adopt leadership approaches that can improve organizational commitment. The study also found that age is a factor that causes challenges for new leaders in the Norwegian hospitality sector, especially when dealing with older employees. Many of the elderly staff find it challenging to follow new leaders that are significantly younger than them. There is significant discovery since it has not been explored in existing hospitality literature. The result offers insights into how millennial leaders might find it difficult to manage older employees in the workplace. The study also determined that apart from

millennials, Generation Z also present leadership challenges because they are less accommodative of authority and focus on their well-being in the workplace, a factor that makes it difficult to align their needs and interests with the needs of the organization. These findings conform to the results obtained by Goh and Okumus (2020), which showed that employees from Generation Z are difficult to manage. There is a need for leaders in the hospitality industry to create work environments that enhance their fortune and positively influence their productivity.

The hospitality industry in Norway had been flourishing for a decade. Overnight remains in 2019 expanded for the 6th consecutive year, hitting another record of 35.2 million visitor evenings, a figure that avoids private rentals, for example, Airbnb and the ever-expanding number of daily visits from cruise ship travelers. Occasional work is a large business in the Norwegian travel industry, and a register blockage or even total absence of worldwide visitors will see a considerable number of short positions lost due to COVID-19. The Norwegian government has reported a progression of unprecedented financial measures to help organizations through the fiasco. The principles which incorporate money payouts to, in any case, reasonable organizations severely influenced by the present circumstance are worth more than 75 billion Norwegian kroner (\$7 billion). The leaders need to urge the representatives to think of new thoughts and look for upcoming difficulties. Motivating employees is a challenging task for leaders in every organization. Seasonal work is usually characterized by lower wages and is not offered opportunities for development and promotion. By the study found to Kaithapall et al. (2009), reasonable payments, exciting work, and full appreciation are the three most important factors in motivating seasonal employees. Respondents also deemed trust, responsibility, feedback, appraisal, the flexibility of work, and flexible working hours to motivating factors. Norway has an excellent law system within specific sectors, implemented regulation with minimum requirements

with regards to wages, payment of travel expenses, lodging, working clothes, and other issues concerning health, safety, and operating conditions. There are vital areas such as job security, working hours, termination of employment relationships, and health and safety are all regulated in the Working Environment Act 2005. Leaders must consider the necessities and wants of employees and create an environment that helps them accomplish their objectives and thus derive satisfaction.

The results of the study also show that new leaders face business challenges because of technological advancements. The emergence of the sharing economy poses significant business challenges to new leaders in the Norwegian hospitality sector. The sharing economy reduces market share for traditional Norwegian hospitality firms. The study results indicate that new leaders in the hospitality industry must develop strategies to improve business performance when the sharing economy provides customers with cheaper and more flexible accommodation options. The hospitality industry has never encountered such a challenge before, an indication that new leaders do not have a blueprint upon which to base their decisions on. When they are ideally disadvantaged, these leaders must make decisions that can improve the performance of organizations in the hospitality industry. New leaders face more significant challenges about enhancing their organizations' performance because of the emergence of the sharing economy. Finding the appropriate strategy that improves business performance is thus a critical challenge that new leaders face because of the sharing economy. The study by Wang and Nicolau (2017) also attained similar results and determined that Airbnb has presented hospitality firms with new competitors that were not previously dominant in the industry. Camilleri and Neuhofer (2017) arrived at similar conclusions. They established that the sharing economy presents a significant challenge to hospitality sector firms because they provide services that allow



for more social engagements than hotels. Munoz and Cohen (2017) and Salvioni (2016) found that the sharing economy is disruptive to the hospitality sector, mainly because of low pricing. Therefore, there is a consensus in existing literature concerning the adverse effects of the sharing economy on the hospitality sector. The fourth challenge faced by new leaders is a negative corporate culture that focuses on profit maximization at the expense of employee protection. Most new leaders find themselves forced to embrace this culture and, therefore, unable to implement unique and meaningful changes in the Norwegian hospitality sector. The findings conform to the results of the study conducted by Mansour and Tremblay (2016), which showed that most firms in the hospitality sector have corporate cultures that contribute to the exploitation of workers. Schaufeli (2017), Naqshbandi et al. (2015), and Murray et al. (2017) also obtained similar findings that showed that organizations in the sector focus on profit maximization at the expense of employee well-being. Negative corporate cultures, therefore, present new leaders with significant leadership challenges in the hospitality sector. The management and leadership of a hospitality business entity should be aware of the employees' potential and capabilities to manage them effectively. The efficient management of human resources is vital to the success of the business, as the hospitality industry is a service-oriented sector, relies more on its workforce. Incorporating talent management in the management of the workforce will be helpful to identify talents and improve the skills of the employees (Goh & Okumus, 2020). By the discussion Goh and Okumus, (2020) ten practical recommendations issues that might help to drive future directions to attract and retain Generation Z hospitality employees.

The research study also established that there are strategies that new leaders in the Norwegian hospitality sector can employ to solve the challenges that they face. One of these strategies is the use of transformational leadership approaches to provide leadership in the

workplace. The transformational leadership style helps the management to unify the workforce and direct them in attaining organizational goals and objectives. Hospitality leadership that aims at satisfying both customer and employees' needs while working towards a corporate vision is bound for success. The leadership approach can help new leaders to lead millennials in the workplace productively. Transformational leadership is an appropriate leadership approach that new leaders should adopt because it appeals to most of the workforce. The study results demonstrate that hospitality organizations can no longer continue with the same leadership approach that considers employees merely a tool for profit generation. Most of the employees entering the workforce desire a work-life balance, an indication that remuneration is not the only social contract issue that they care about. The results show that millennial employees prefer to work in organizations that enhance their psychological well-being through a workplace that enables them to achieve a work-life balance. Apart from transformational leadership, the study results also indicate that strategic leadership is crucial to improving employee performance. Strategic leadership is not far removed from transformational leadership because it becomes imperative when used to enhance business performance. The valuable discussion of strategic leadership is the ability to predict and envision the future, maintain tractability, think strategically, and work with others to initiate changes that will create a competitive improvement for the organization in the forthcoming (Daft, 2014). These findings conform to the results of the study conducted by Gatling et al. (2016), which determined that leaders must adopt leadership styles that appeal to millennials to enhance retention and improve their productivity. Ling et al. (2017) attained similar results and determined authentic leadership appeals to millennials in the hospitality sector. Wang (2016) also found that leaders in the industry must be authentic to rally millennials around the organizational goals. However, the findings of the study by Anderson et al. (2017)

highlighted similar problems faced by new leaders in the hospitality sector but disagreed that transformational leadership can automatically solve them. Anderson et al. (2017) determined that authentic leaders might find it challenging to inspire retention among millennials if organizational factors are not designed to enhance their well-being. The claims reflect the challenges presented by negative corporate culture in the Norwegian hospitality sector. Even if new leaders adopt transformational leadership approaches, they cannot enhance retention among millennials if organizational workplace conditions negatively impact on their well-being. The results of this research study also indicate that new leaders in the Norwegian hospitality sector can use creativity and innovation to solve the challenges that they face. Creating a popular culture with the idea of inclusivity and a shared common sense of values and purpose in the organization is crucial for the success of the business-creativity and innovation center on using new approaches to solve challenges. Current hospitality sector literature has not examined how new leaders in the industry can use creativity and innovation to address challenges that they face. Further studies are required to determine the efficacy of this strategy. The highly competitive environment in the industry in which businesses operate today requires a skillful workforce in every organization to remain a successful player in the industry's competitive game. Education and training development refer to activities leading to the acquisition of new knowledge or skills for personal growth. Training is a piece of the human asset advancement, alongside the other HR exercises, for example, enrollment, choice, and remuneration. Training is an essential process that should be thoughtfully designed and applied within all corporations. Because of the increased quality, innovation continually increased productivity and improved profitability that can be achieved through this. There is no doubt that the higher education sector in hospitality education is facing significant challenges. The overall quality of the hospitality sector depends on education and training development. Current

trends in the hospitality sector demand continuous investment in education and programs that will help to raise the quality of services provided in the hospitality industry. Education and training development comprise the essential factor that both directly and indirectly, reflects the attractiveness of the hospitality industry in Norway.

The point is to make Norway stand apart as a fascinating and "extraordinary" goal, offering something special with its tough and pristine nature. Such exercises are additionally focused on expanding the high season. Models are social celebrations, agritourism, whale safaris, climbing, snow bike safaris, ice lodgings, games, chasing and angling, rowing, and boating, hound sledging and Northern lights spotting (Aurora Borealis). The travel industry in the northern cold area is exceptionally famous and pulls in sightseers, searching for something remarkable. An important question that this study aimed to answer centered on some of the obstacles that new leaders face when solving challenges in the sector are. The results of the research identified barriers to solving problems faced by new leaders in the Norwegian hospitality sector. One of the critical obstacles to solving challenges identified by the respondents is the lack of experience in the Norwegian hotel sector. New leaders lack the skill required to address problems in the industry effectively. Lack of experience is associated with knowledge limitations, implying that new leaders do not fully understand and appreciate the challenges that they face. The study shows that lack of experience does not mean that new leaders lack the skills and competencies required to drive success in the hospitality industry. The results indicate that experience prepares leaders for how to deal with the challenges encountered in the business environment. However, lack of experience increases the possibility that new leaders can make wrong decisions related to how to improve the performance of the teams that they lead. The experience provides new leaders with answers, and this means that they can make the appropriate

decisions that improve the performance of the organizations that they lead. Those without experience, on the other hand, can underestimate the challenges that occur in the industry. The findings conform to the results obtained by Vij (2019), which showed that leaders experience influences their ability to manage firms in the hospitality sector effectively. Yen et al. (2018) and Amirudin et al. (2017) also determined that the lack of experience is a significant barrier to solving challenges that new leaders in the tourism and hotel sector face. New leaders lack the knowledge required to manage business risks in the hospitality sector successfully. Marzuki et al. (2012) also find similar results and link the lack of experience in the formulation of poor strategies that cannot solve challenges faced in the business environment. The lack of knowledge is a thus critical barrier that hinders new leaders from effectively solving the difficulties encountered in the hospitality sector. Other restrictions include bad corporate culture and demographic factors that have already been discussed. Contentions about the idea of the human psyche being (a) in part indistinct as a result of feelings, thoughts, and practices, (b) controlled by certain elements (culture, religion, instruction, condition), and (c) hard to quantify and break down in light of the absence of exactness (Stanovich & Stanovich, 2010).

The optimistic forecast unlocks promising career prospects underlining vital workforce gaps for eligible and competent Generation Z talent to meet the labor demand of developing the hospitality industry (Goh & Okumus, 2020). From the above findings, young leaders face numerous challenges, including low pay, long working hours, and lack of experience. The results indicate that even new leaders are not prepared for the challenges that will negatively impact their well-being in the industry. Generation Z employees especially present a unique challenge to new leaders because this is a new demographic. Millennials present significant leadership challenges, but they have been studied, and this means that most leaders are familiar

with the problems that they present. On the other hand, Generation Z is just entering the workplace, and thus there is limited information concerning the challenges that they current to leaders within the industry. New leaders must develop leadership approaches that improve the performance of this generation within the workplace. With these results, they have few customers in their hospitality sector compared to their counterparts who have a more significant customer share for their affordable services, ethical culture, and long experience dealing with customers (Hassi, 2019). The advantage of the new leaders is their creativity levels, which are attractive and can be used as an excellent marketing tool by focusing on it. The findings of the research show that new leaders are facing so many challenges that need to be addressed as early as possible. With the emergence of new millennial leaders, they need to be motivated so that they can take up the leadership roles in the hospitality sector and hence taking into account factors such as culture, income level, working hours and a motivation to come to work daily. Since their strength has been seen in their creativity and innovation, they can employ technology to help in dampening the gap that has since existed between them and the older leaders. By focusing on technology, this can greatly help in achieving most of the goals (Lam et al., 2018). The new leaders have long working hours compared to the older and 80s generation leaders. The income levels and experience of the new leaders are lower than the other leaders, economy sharing based on the cost results shows that the new leaders are costlier. For the different results, the leaders are more creative and innovative compared to their counterparts. Culture for the new leaders that selective compared to the other managers who are accommodative and all-inclusive (Arasli, Altinay, & Arici, 2020).

## 6.0 Conclusion

In summary, the 21st century hospitality industry is a comprehensive one characterized by rapid growth, technological advancements, increasing the need for strategic leadership, and involved leadership roles. The industry is also a diverse and broad one whose boundaries are expanding with globalization and international travel and tourism demands. Attributable to the Norwegian Hospitality Association's aptitude inside the travel industry and accommodation, it speaks to and is the main business and bosses' association for the whole travel industry and neighborliness industry in Norway. Leadership is a role that, for long, has been identified with age as the element for the experience required leading such complex fields. The success of the hospitality industry is, therefore, reliant on effective and efficient leadership practices. The definition and qualities of a leader are, however, redefined in the 21st century, and new people can change. However, leadership by new people, especially in an industry as complex and diverse as hospitality, is not without its challenges. Yet, few works of literature explore new leadership in the hospitality industry. It helps the industry by leadership development to evaluate, diagnose, anticipate, and manage leadership advancement. The study sought to determine the types of challenges that new leaders in the Norwegian hospitality sector encounter. Guidance with integrity and honesty will help eliminate cases of injustices and oppressions in the industry. The research also aimed to propose solutions that can be implemented to address these challenges. Additionally, the study aimed to identify factors that hinder new leaders from effectively solving industry challenges.

The research identified three significant challenges faced by new leaders in the Norwegian hospitality sector. The study of the results shows that demographic factors present significant challenges to new leaders in the Norwegian hospitality sector and

especially young leaders. Millennials in the workplace have demands that are difficult to meet mainly because of their attitude and beliefs towards work. New leaders must find a way to balance these interests, a goal that it is difficult to achieve. Older employees also present challenges to new leaders in the Norwegian hospitality sector, especially if the new leaders are significantly younger than them. More former employees find it difficult to respect leaders that are younger than them, which makes management and leadership extremely challenging. Other problems faced by new leaders in the hospitality sector are disruptions caused by technology and inadequate corporate culture. These results indicate that new leaders face challenges caused by both factors in the external and internal environment. While leaders can respond to external factors, they find that domestic factors are challenging to address because the organization's top management must address them. The study also determines that transformational leadership, creativity, and innovation, as well as education and training development, can be used to solve some of the problems faced by new leaders in the Norwegian hospitality sector. However, barriers such as the lack of experience of new leaders, attitudes, and beliefs, the poor corporate culture that focuses on profit maximization, and the expenditure on the well-being of workers. The selfish interests of millennials and the age difference between new leaders and older employees hinder these leaders from successfully solving the challenges that they face. Overcoming the identified barriers would lead to leadership success among new leaders in the Norwegian hospitality sector.

### *6.1 Recommendation*

The study recommends that for new leaders in the hospitality sector to succeed in their roles, especially with the entry of millennials into the workforce, organizations in the industry must change their corporate cultures to create workplace conditions that enhance



employee well-being. Additionally, firms in the sector must invest in creativity and innovation to effectively compete in a changing business environment.

- ✚ Some steps to continue or to follow in future studies. A quantitative approach
- ✚ There are several benefits of further studies in this field. Future research approaches can use this study as a starting point, consolidating new findings, add knowledge in certain areas that lack, that this study was not able to cover.
- ✚ Some ideas from this study should be explored. Further investigation of creativity and innovation, what workplace conditions facilitate employee well-being.
- ✚ As another benefit of expanding the research is that by pursuing an international overview, other than a local one, like in this study, comparisons and more substantial grounds for arguments can be discussed.

## *6.2 Future Research*

Future studies should examine how new leaders in the hospitality sector experience leadership challenges because of age differences between themselves and older employees. These findings would offer insights into some of the problems faced by new leaders due to demographic factors and pandemic COVID-19.

- ✚ Talk about the possible extension of the study (an investigation of the comparison between leaders, educational background, small vs. big companies, national vs. international)
- ✚ Future studies can investigate team member's perceptions about their leaders and offer another point of view.

- ✚ Investigate another sector (not only hospitality) but extensive research also, if it can be applied to other business sectors could offer a universal model or a useful instrument of measurement across the main business sectors.
- ✚ Further research with respect to testing the strategies that new leaders in the Norwegian hospitality sector can utilize.
- ✚ Current hospitality sector literature has not examined how new leaders in the industry can use creativity and innovation to address challenges that they face. Further studies are required to determine the efficacy of this strategy.

### *6.3 Limitations of the Study*

A fundamental limitation of the study is that the results cannot be verified due to the small sample size employed. However, the use of focus group discussions enhanced the credibility and usefulness of the research findings.

- ✚ To overcome future limitations, extend the sample size and issues with selection.
- ✚ Potential issues caused by the study's methodology (qualitative – subject to biases).
- ✚ Limited access to data, limited access to respondents.
- ✚ Questions addressed in a friendly manner; a friendly discussion was promoted.
- ✚ People's participation was voluntary, and there was no reward promised.
- ✚ Unforeseen incidents like Covid-19.
- ✚ By conducting qualitative research, another issue refers to the inability to generalize the research findings
- ✚ See how similar studies discussed their limitations (cite from articles).

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**Appendix**

Appendix I: Interview Guide

**INTERVIEW GUIDE**

[Topic: Challenges for New Leaders in the Norwegian Hospitality Industry]

This interview is for academic purposes and the progress of our final master thesis at the University of Stavanger (UiS). Your participation is highly appreciated.

Focus Group Name: \_\_\_\_\_

Interview date: \_\_\_\_\_

Phone # or meeting room: \_\_\_\_\_

- What are the challenges in the Norwegian hospitality industry that new leaders specifically encounter?

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- What specific challenges do you face as a new leader in the hospitality industry?

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- Discuss some of the strategies that you believe can be effective in addressing leadership challenges?

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- What do you consider the most important abilities and values of a leader?

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- How do you measure your own performance at work, and how do you motivate your subordinates?

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- What are some of the obstacles that new leaders face when solving challenges in the sector?

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- Why do you choose to work in the hospitality industry?

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## Appendix II: Consent Form

### CONSENT FORM

It is essential that you read, understand, and sign the consent form. Your contribution to this research is entirely voluntary, and you are not obliged in any way to participate, if you require any further details, please contact your researcher.

-I have been fully informed of the nature and aims of this research.

-I consent to take part in it.

-I comprehend that I have the right to withdraw from the study at any time before and after the interview without giving any reason and up to 24 hours after the conversation has taken place.

-I permit for my words to be quoted (by use of a pseudonym).

-I understand that the data collected will be kept in secure conditions, and the data should be deleted right after the thesis is graded.

-I know that no person other than the researcher/s and facilitator/s will have access to the information provided.

