

**Leadership Behaviour that affects Employee Experience in diverse
workplace**

Case Company: X



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Leadership roles have evolved over the decades; leading diverse groups has brought challenges that have forced leaders to adapt. Employees are leaving and demotivated to work due to toxic work culture and leadership. Human resource leaders are now focusing on the employee experience in making sure employees are valued and included in all processes to reduce employee turnover and increase performance.

The study explores the importance of employee experience in a diverse workplace and how leaders' actions can positively and negatively impact. The study analyses company x employee experience based on how Finnish and foreign work culture experience and the roles leaders played in the workplace and examines the differences and similarities different groups experienced. The study conducted in-depth, recorded interviews; the study obtained data through qualitative research, developed a focus group to explore employees' thoughts and feelings on its cultural environment, and impacted their experience.

The study's significant findings stated that the case company leadership had both positive and negative traits and employee experiences were due to the managers' actions and behaviors and shift leader. Employee experience is linked and that the leadership behaviors influence the culture of the organization, which brings a significant impact on the overall experience of employees in the workplace, from inclusion, employee development to well-being of the employees and that leaders play a significant role in making sure employees feel valued and recognized in the workplace.

Keywords Leadership Behaviour, Employee Experience, Diversity

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1 Introduction

Leadership behavior and Employee experience have been a trendy topic on many media platforms. Globalization has brought challenges for leaders within organizations, especially in leading and motivating a diversified group of people, improve efficiency, and achieve growth and success of the whole organization (Gentry et al, 2016, p5).

Employee experience focuses on how employees feel in their work environment. Leaders are the key players in making sure their actions or behaviors make or break those experiences. Employees' experience from their organizations primarily focuses on how companies create them feel; their motivation to work varies from individual to individual. Others work for monetary reasons; nevertheless, employees should feel great about their organizations. (Sadarjoshi, 2020)

Diversity in the workplace has changed over the years. Organizations are embracing the differences employees bring to the organization to more inclusion. Employees want to feel valued, belonging, and respected despite their different backgrounds and feel celebrated in the cultural environment. Leadership behavior through mentorship, training, career development, and making sure there is diverse representation throughout organization hierarchy. (Harrington, 2009)

Forbes declared 2018 as the year of employee experience where companies were encouraged to apply employee experience into their organizations to increase employee satisfaction, productivity, and retention. (Yohn, 2018). The researcher developed an interest in employee experience and leadership for a Finnish company.

1.1 Justification of the study

Employees spend more time at work than at home. If the work environment and leadership are toxic, it affects employees' experience at work and personal life. Experiences shape people's lives, and they also depend on the relationships people have with the organization, co-workers, and leaders. Previously organizations did not value employee, showing up at work and getting the job done was the focus but as time went on technology and robotization is replacing people at workplaces but still not all jobs can be replaced. Humans are yet required to run the technology. (Morgan, 2017)

Deloitte's article declared 2018 as an employee experience year, where the organization focuses on employee wellbeing in the workplace. Lack of

employee experience could result in employee dissatisfaction, employee turnover, and loss of talented employees due to the quality of work environment, leadership, or no progress in their career development.

(Bersin et al, 2017)

Case company had experienced a significant employee turnover in 2018. The study was significant in exploring what their employees had been experiencing and what areas the company could make improvements

1.2 Research Questions and Objective of the study

The study aims to examine whether positive or negative employee experiences is the result of the leadership behaviors by comparing different leadership theories) to examine whether leaders have the skills to lead a diverse workforce (based on race, age, and education).

The study is essential to the case company on how best they could build a good employee experience. The following are the research questions in order to answer the research problem.

Research Questions:

What is an employee's motivation to work for the company?

What are the leader's actions that affect an employee's experience?

What are the differences and similarities between Finnish and foreign employees' experiences?

1.3 Limitations of the study

The researcher found a lack of studies on leadership behaviors that affect employee experience. The company case company has hundreds of employees. Due to its size, the study will only focus on one restaurant unit to have enough time to get to know the setting and participants.

The studies found limitations in obtaining internal data from the case company due to confidentiality and company policies. The study was limited in the literature review on ethnic diversity-related materials with restaurant workers' experience.

The study has a limited number of participants willing to participate in the study due to fear that the study was for the company they work for and felt it might jeopardize their work and others due to work schedules. Time was limited to conduct face to face interviews and finding willing participants for the study. A literature review extracts the topic in giving focus on specific areas related to the interview information corrected.

2 Theoretical Framework

The theoretical study approach aims to understand and explore Leadership behaviors, Employee experience theories, and diversity literature to understand how that affects employees in the workplace entirely.

2.1 Leadership Behaviour Theory

2.1.1 Leadership in context

Janda (1960,358) stated that leadership has some power relationship characterized by group members' idea that another group member has the right to decide behavior patterns for the former regarding their activity member of that particular group. (Bratton, 2020). Leadership relates to exercising influence, with or without authority, that creates willing followers. That is, those forced to accept anything thrown their way. Leadership relies on trust and fairness and, in no small degree, meeting mutual expectations. (Salicru, 2017) . Bratton claims that a lot of leadership theory emphasizes how leaders' individuality contributes to the leadership process and their attributes, dynamics, and behaviors. Other scientists recognize the significance of leadership power and dynamic nature in relationship with employees. Countless researchers have come up with different definitions of leadership and how they influence others. (Bratton, 2020)

For instance, House et al. (1999:184) defined how a person can influence, motivate, and enable other people towards making useful contributions and organization success. Leadership directly influences reporting or chairing a meeting while indirectly through leading lower-level employees who often might not have direct contact with top leadership. Button claimed that top managers or leaders who support initiatives within the work environment could indirectly influence subordinates' workplace behaviors. Bass (1990) argued that the idea of influence points out the leader's social relationship and the follower and that its relationship by control. Furthermore, Bratton agreed that the only reason for it is the indeterminate nature of the employment relationship that motivates and manages individual performance, an ongoing leadership theme. (Bratton, 2020)

By reflecting on various definitions, it is clear that leadership relational and attributional phenomenon, meaning leadership is put into action when followers perceive their behavior in a certain matter, accepting the influence leader gives and leadership attributes towards the individual. Beckhard, 1996 stated that without followers' perspectives, acceptance, and attribution, the leadership phenomenon would not exist. (Mendonca & Kanungo, 2006, p30)

Power and Leadership: Power defined by Max Weber states that 'the probability that one individual within a social relationship setting will be in a position to carry out his or her own decisions despite resistance, regardless of the basis on which probability rests.' However, according to Stephen Luke Theory of power, he claimed power is a relational construct and not solely the individual's property, defining such power as an individual ability to enact commands in observable conflicts. He gave an example where if a leader changes his mind about transferring operations abroad in response to workers' strikes, it would be evident that they had power. Another aspect of power Lukes mentioned was power dynamics that's focus on leaders' behavior and followers in making a decision where there is a conflict of interest. (Bratton, 2020)

The second dimension of power Luke argued that people often act without coercion in ways that appear contrary to their self-interest. He claimed that manipulation uses one's power by controlling others' thoughts and desires to get what they want. Luke viewed power as a social process in which those who seem powerless to behave or believe the former wish without coercion by persuasion or justification. MONKS & Coyne, 2011 flipped the other side of exercising power in an organization with terminologies such as bullying behaviors known as harassment, discrimination, and victimization, as systematic abuse of power, where the abuser has control resources in the target life. The target depends on the abuser though employees might look at it with different terminology as intimidation or harassment. Hadikin & O Driscoll, 2000, If a leader does not see their behavior as bullying, it may result in an organizational culture that has normalized workplace bullying. Salin & Hoel (2011) claim that such an act of bullying affects the organization's performance and increases employee turnover, absenteeism, and productivity loss, and destroys the organization's reputation. (Bratton, 2020)

Culture and Leadership: Many scholars have tackled on the topic of culture for decades, Hofstede defined culture as collective programming of the mind. Schein, 2017 defined, Culture as a concept that leads us to see the patterns in social behaviour' and 'as the accumulated shared learning of that group as it solves its problems of external adaptation and internal integration; which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, feel, and behave in relation to those problems. Lastly as learning pattern or system of beliefs, values, and behavioral norms that come to be taken for granted as basic assumptions and eventually drop out of awareness'. Schien argued that how leadership and culture forms are the two sides with the same coin and sees culture as something a group learns. (Schein, 2016. P6). Giddens & Sutton (2017:995) described culture as 'the values, norms, habits and ways of life characteristic of a coherent social group which refers to society learned and embed cultural layers other internalizing the norms and values of society and by learning to perform social roles.

Ethics and Leadership: Manunzo & Kanungo described ethics as 'morals principles that are universal because they incorporate fundamental values like truth, goodness, beauty, courage and justice'. There are various theories on ethical leadership, according to Kreb, 1982, Altruism theory defined as willingness to sacrifice one's welfare for the sake of other' and Macaulay & Berkowitz, 1970 agreed to the definition by claiming that it is a behaviour with intention to benefit other people without expectation of praise or reward. (Mendunco & Kanungo, 2006)

2.1.2 Blake & Mouton theory: Managerial Grid

Blake and Mouton developed the two behavioral dimensions of leadership, famously known as the grid model. They classified the first behavior as a 'concern for people' on 'vertical,' which measures the degree in deciding the best way leaders could achieve a task by focusing on team members' needs, interests, and personal development. They developed the other behavior that focuses on 'concern production' on the 'horizontal' axis on how best to achieve a task by considering high productivity, organization efficiency, and objectives. (Islam & Bhattachar, 2019)

The image below shows the managerial grid with concern for production on X-axis and concern for people on Y-axis; each axis ranges from 1 (Low) to 9 (high).

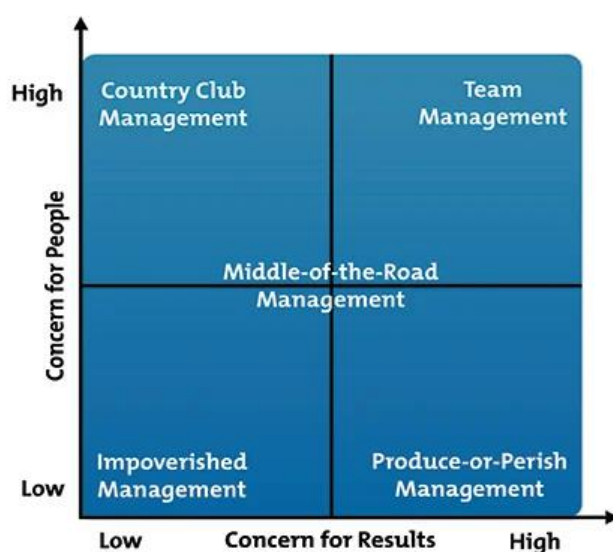


Figure 1: Managerial grid (Mindtools, 2020)

Country club management, this is also known as the Country Club leadership style that shows the leader's concern about the team members' feelings and needs. In the work environment, 'concern for people' is high (9), and 'concern for production' is low (1). The behavior style indicates that safety and employee well-being are the managers' concerns to increase productivity and performance. The leader's primary responsibility is to establish harmonious relationships among subordinates and provide a secure and pleasant work atmosphere. (Islam & Bhattachar, 2019)

Team management, also known as Team leadership, put excellent attention to both people and production, resulting in high motivation. Teamwork and commitments are always encouraged by managers among employees. The employees feel like part of the organization's family and provide a better understanding of the purpose of goals and production. Team leaders create a positive work environment that considers the subordinates' respect, feelings, and emotions. (Islam & Bhattachar, 2019)

Improvised management, known as Leadership is a lazy approach; the manager shows low concern for both people and production. Leaders have no interest in creating a system and environment for production and employee satisfaction. Produce or perish Management: Leader mainly concerns for production and low concern for employees. The leader focused on achieving tasks and minor attention to employees and their needs and often seen as an autocratic leader. (Islam & Bhattachar, 2019)

2.1.3 Path- goal Theory

The path-goal theory, defined as a motivational theory, also known as expectancy theory, means that individuals' job satisfaction results from the things that make them feel valued. It encourages individuals to work extra hard when they see that their effort leads to feeling highly valued. This theory helps predict why leaders behave the way they do and how they influence and motivate their employees in the workplace.

The approach covers different leadership behaviors, such as directive leadership, which characterizes a leader who gives specific guidance to employees on what they expect from them and how that particular task needed to be done. Roles include making schedules, creating standards on how the work should be performed and requires the employees or group to follow standards and regulations. Supportive leadership identifies as easily approachable, friendly, and well-being, and their employees' needs are their concern. For instance, they treat all employees as equal and make the work environment pleasant for the workers.

A participative leader identifies as a leader who takes employees' suggestions seriously into consideration and consults employees before making any decision. Lastly, the Achievement-oriented leader has high expectations for employees to perform at a high level, sets challenging goals, and focuses on continuous improvement in performance. Employees will assume responsibility by putting effort into accomplishing goals. Performance excellence is the leader's emphasis. These leadership styles vary from situation to situation and person to person, as some leaders might show all or some of the techniques in different scenarios. (House, 1975, p 6)

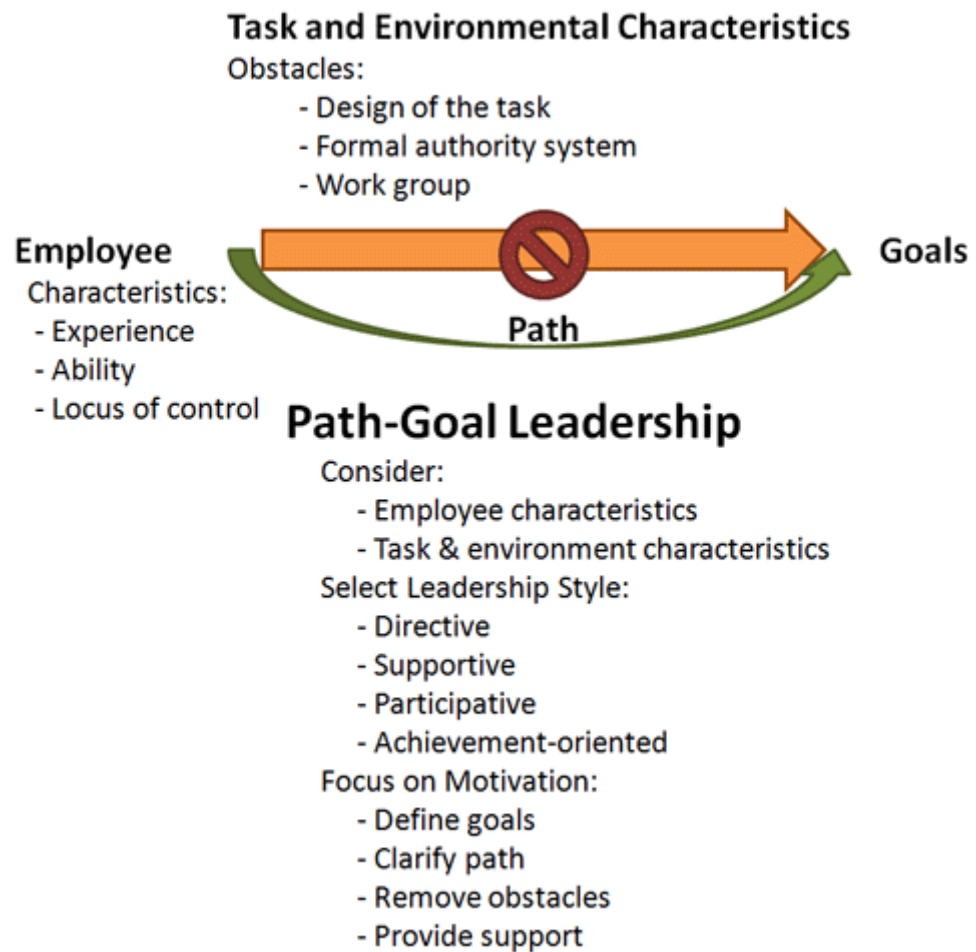


Figure 2: Path goal leadership theory (Clark, 2013)

House claimed that in directive leadership, employees are satisfied with directive behavior in an unstructured task and are confident with non-directive action in a structured job. The relationship between directiveness and subordinates or employees satisfaction is contingent upon the structure of the study. These contingency variables show the employees' characteristics and the environmental pressures and demands that subordinates have to cope with to accomplish the work goals and satisfy their needs.

The path-goal theory states that leaders' behavior will be acceptable to lower employees unless such conduct is the immediate or future satisfaction source. Leadership behavior will be motivational when it helps subordinates or lower employees cope with environmental uncertainties, threats from others, or source of frustration. It predicts a high increase in employee job satisfaction with the expectation of valued rewards from their effort. Directiveness Leadership has positive attributes with subordinates' satisfaction and expectancies involved in ambitious tasks and has negative characteristics with satisfaction and expectancies of employees engaged in precise tasks. They suggest that when task demands are ambiguous or when the organization procedures, rules, and policies are not clear, a leader behaving in a directive manner complements the

tasks and the organization by providing the necessary guidance and psychological structure for subordinates. However, when task demands are clear to subordinates, leader directiveness is seen more as a hindrance. (House, 1975, p 6)

Supportive Leadership: supportive Leadership will positively affect subordinates' satisfaction who work on stressful, frustrating, or dissatisfied tasks. Theory suggests that managers should be alert to the critical need for supportive Leadership under conditions where jobs are dissatisfying, frustrating, or stressful to subordinates.

Participative Leadership: participation would lead to greater clarity of the paths to various goals. The second impact of involvement would be that subordinates, hopefully, should select goals they highly value. If one participates in decisions about multiple plans, it makes sense that this individual would establish goals he or she wants. Thus, participation would increase the correspondence between the organization and subordinate goals. Third, we can see how participation would increase the individual's control over what happens on the job. In the participative system, pressure towards high performance should come from sources other than the organization's leader. More specifically, when people participate in the decision process, they become more ego-involved; the decisions made are in some part their own. Also, their peers' expectations and social pressure have a more significant impact.

Achievement Oriented Leadership: for subordinates performing ambiguous, nonrepetitive tasks, the higher the achievement orientation of the leader, the more the employees were confident that their efforts would pay off in practical performance. (House, 1975, p 6)

2.2 Employee Experience Theories

This study focuses on two literature reviews on employee experience, to examine the differences and similarities on how employee experience looks like in different perspective. Morgan theory based on three work environments, physical environment, cultural and technological and Tefzlaff and Mcleoad theory on recognition, appreciation

2.2.1 Jacob Morgan Theory

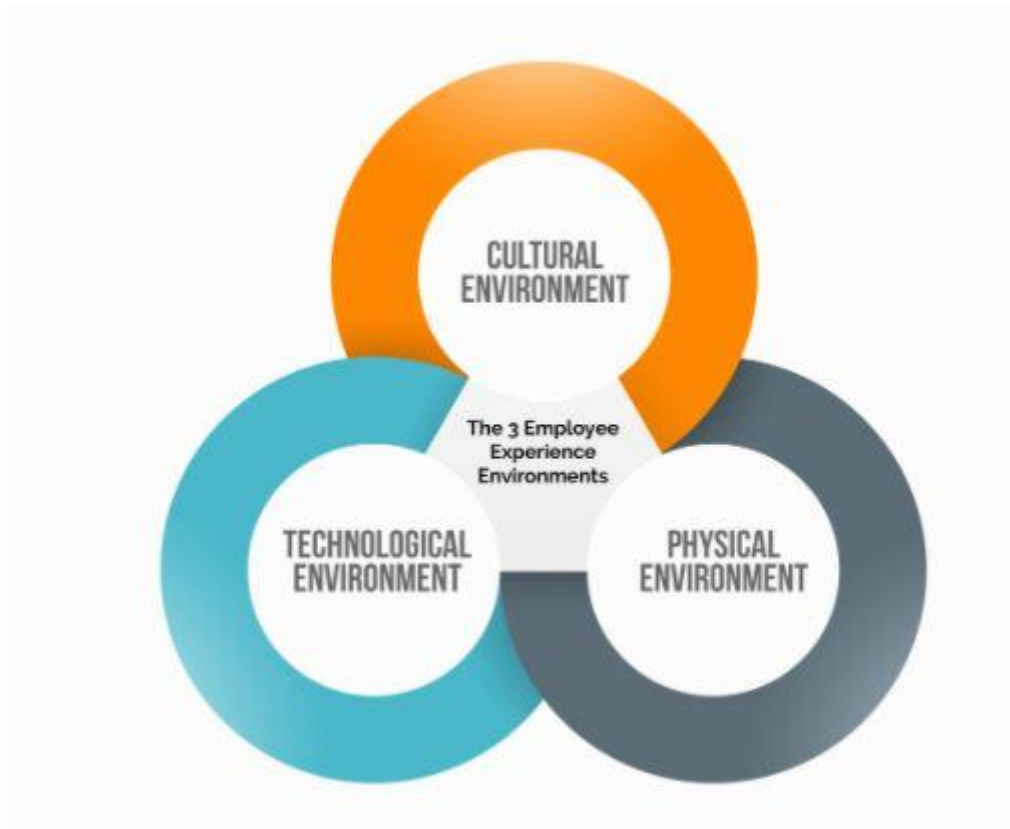


Figure 3: Employee Experience Model (Morgan, 2017)

Organizations are continuously changing by shifting on focusing on humanity and experiences within a company. However, this was not always the case decades ago; employers' relationship with its employees focused on utility, which meant that employers' focus was to provide employees resources to get jobs done. Productivity focus came right after the utility era, where employers optimized how employees complete a task with repeated processes intended to improve productivity, mostly factory workers. Organizations nowadays only focus on employee engagement, with goal to measure employees are happiness health and productivity. Morgan argued that introducing employee experience should not replace employee engagement but rather work together.(Morgan, 2017)

COOL Office Spaces



Figure 4: Physical environment (Morgan, 2018)

The Physical environment make up 30 per cent of the whole employee experience. This is the tangible space, surrounding where employees do their work on daily basis. The physical space is vital for inspiration and to bring energy whilst working and act as good representation of the whole organization and when the physical environment is poor it brings negative energy in the surrounding whilst attain work. Nowadays he traditional way of working in the office is slowly fading due to technologies, working in different locations, this has forced many big companies such as Microsoft, LinkedIn and many others to invest in creating employee experience centers. A lot of research has been done on how many employees are unsatisfied with their work spaces and how the physical environment has caused psychological discomfort. Morgan suggest that in order to create comfortable and great physical environment there is a need to create a place where employees would be happy to bring friends or visitors. Other companies such as Facebook and google has created work environment where their staff can bring friends and visitors to see where they work, eat and hang out, these organizations are shifting their focus on the wellbeing of its employees and creates community and diversity in the process.

Physical environments bring helps bring connection between employees and organization, it brings sense or ownership and pride. Allowing people to visiting the work places can act as recruiting strategy to attract great talents int the organization. Organizations should start looking a physical environment as employee experience centers rather just an office.

Physical environment has to have flexibility to allow at times employees to work remotely depend where they feel comfortable to work and studies have found out that such employees have increase in productivity, less stress, less absenteeism, increase trust, happier and cost efficient. however, this flexibility would depend on type of industry the employee is in for instance those in manufacturing industries could have different type of flexibility. Due technological changes in our society organizations have

no choice but to be flexible and employees are attracted to organizations that are flexible.

Physical environment reflects organizations value, despite what the company states in its mission statements and what it values, actions have to match up with what it stands for. Values needs to be manifested physically in the environment here employees' work. Usually employees apply for jobs that also align with their own values and when those values are not meant in the physical environment, they become resentful. Practicing values in physical space shows commitment, honesty and integrity. (Morgan,2017)

ACE Technology



Figure 5: Technological environment (Morgan, 2018)

Technology is what organizations use to collaborate, communicate and get work done, we live in a time where we cannot do anything without technology whether hardware or software. Availability of technology to all is usually a challenge in many companies and when other employees do not have access to these technologies at workplace, it can cause resentment, frustration, and demotivation and affect employee work experience. Studies embracing technology stated that technology is moving at a slow pace in organization and these technologies can be used by different segment groups ranging from cashier to office workers for instance online training programs. Technology drives innovation, collaboration, and communication within the organization. Organization needs to upgrade its technology and platforms that are relatable and attractive to be used by the employees by taking into account what technologies employees are using to create a modern workplace and encourage engagement in the workplace and transform from being enterprise grade to consumer grade tech. Organization IT and HR functions need to work together in designing

employee experience, which would require both parties understanding the needs of employees, Morgan state that its chefs working together to make amazing meal .(Morgan,2017)



Figure 6: Cultural environment (Morgan, 2018)

Culture is pervasive and has multiple layers that can often be invisible to the untrained eye. It acts like a pair of glasses that colours our vision. Culture works like a powerful filter through which we perceive and experience reality. It is like the mental software that we use to decode, interpret, encode and send messages. Culture determines how people 'do things around here'; it is the 'unwritten rules of the social game', and what we consider 'normal'. It is the glue that holds societies together. Leadership beliefs, expectations and practices are not readily portable from one culture to another. Hence, applying them uniformly across geographies is a fool's errand, much as we'd like to think otherwise. All this makes culture a critical business risk. But old habits die hard. (Salicru, 2017)

Cultural environment is intangible and can only be felt. Morgan stated that it is the feel that makes you excited or not excited about your work in other words the vibe of the organization. This environment involves how employees are treated, product and services offered and relationships within the organization that enables the way employees do their job. Culture is something that exists though organizations are unaware of its existence which leads to challenge in designing and creating it. Morgan stated how important employees and people outside the company views its business practices, how it treats its workers as employee branding on how it is essential to be transparent and being ethical in its operations. However, Morgan designed 10 attributes on how organization could create a celebrated culture. Many big and global companies such as apple, amazon to has great reputation of being world's most admired companies. (Morgan,2017)

There are ten attributes that author explored that organizations need to focus on creating celebrated culture within the organization to make employee experience worthwhile. It is essential for organization to have a positive reputation; it is not good to hear negative things about the

company you work for as it creates doubts though most employees would not quit but it affects the overall experience of employees in a negative way. Despite employees view of the organization but also the society which is external environment, nowadays through easy information flow, it is easy for the public to find out about the organization, when organization has good reputation many people would be attracted to work there. Nowadays, organizations are looking at employer branding where human resource functions use it as part of marketing the company image, having bad reputation can be costly for the company. (Morgan,2017)

Valuing employees through compensation and benefits, hearing their voices and recognition of their hard work is part of the value. Feeling valued and appreciated are two different things, as feeling appreciated is associated with task or specific project whilst feeling valued is ongoing feeling employees want to have in the work. However, when one is often appreciated then feeling valued comes afterwards. Employees are people with different aspirations, beliefs, expectations so value can be subjective depending on people. Establishing relationship to understand and know employees is a good start to know their values. (Morgan,2017)

Compensation and benefits are most requested by employees as no one wants to put their hard work for free. In organization hierarchy the flow of information starts from top down, managers controlling all information and decision making, it is important to get employees voices heard. When organization does not give platform for employees to share opinions, ideas often nowadays employees share this online. Making sure employees are recognized for the work they do and less about the process used to recognize them, spend more time talking and understanding your employees. (Morgan,2017)

Sense of purpose helps workers to feel connected to the company and for the company to make sure employees are doing their job because they want to and enjoy doing it, not because they need to do the job. Self-awareness and understand who you are, what you are passionate about as an employee is something organizations cannot do for their workers but they can help create sense of purpose by connecting their work to companies' purpose of existence. (Morgan,2017).

These days organization put team's ad departments for instance accounts department and sales etc. but Morgan stated that teams should be considers people or group assigned to complete task or has opportunities that need discovery. Teams should be dynamic nimble rather than normal organization style and teams with diversity are more likely to bring good outcome. It important for organizations to focus on team rather just individuals, it gives sense of belonging and knowing others have our back. It creates openness, trust, collaboration amongst employees. (Morgan,2017)

Morgan argued that diversity and inclusion should be the area where organization should put focus on. Many scholars have written a lot about

diversity and Morgan argues that diversity should focus on other areas than just gender. According to Royal Bank of Canada, they defined diversity as the mix of people, inclusion is getting the mix of people to work together. Morgan identifies Generation Z and Millennials as a group that values people from different backgrounds to work with and values diverse thinking in workplace. (Morgan, 2017. P 110)

Referral programs that offer financial incentives and rewards when an employee recommends other people to work for the company is a common practice among organizations nowadays especially social media has played a part in referrals. However, if the only incentive is financial gain, the result is always transactions and if employees honestly enjoy the organization, they are willing to make a recommendation for others to join the company and sometimes employees might send warnings they now might be applying for the job in the company if the reputation is not good. (Morgan, 2017)

Employees need to have a sense of growth. There are employees who feel stagnant and only stay at the company for a paycheck but have negative experiences with the work. According to research with Randstad recruitment company, most of the reasons people quit are due to a lack of career path in the organization. Learning and development helps employees to continuously learn and adapt in a changing economy, new skills, etc. and helps individual growth. Advancement is mainly focused on pay raises, promotion opportunities, and growth and senior titles and most is because employees have good resumes and understanding employees' motives might help organizations offer jobs easier.

Nepotism or favouritism is quite a common practice, as most managers give promotions to their friends, this can cause negative experiences and conflict. If a company is dishonest, biased, then many employees would leave. Fairness is free from injustice and dishonesty, but as human beings we are faulty whether we recognize it or not. Organizations need to offer training in empathy, emotional intelligence. Traditionally the power starts from the top, where rules and regulations are made and the rest follow, will do as told. The key point nowadays should be what they are doing to make employees successful rather than themselves. Employees leave bad managers, not the company itself. Embracing, mentoring helps employees to succeed. (Morgan, 2017)

Health and wellness for employees is not only paying for their gym membership, etc., it is about the mind and body. People are in a lot of stress because of jobs, long hours and hard to balance work and personal life and it is challenging to put oneself first. Stress at work can lead to depression, anxiety and more that is one reason many are working from home. Employees who feel taken care of are more energetic and relaxed. Organizations can offer nap rooms, yoga meditations, educational training and many more. (Morgan, 2017)

2.2.2 Tetzlaff & McLeod Theory

Building relationships with the employees that work for and with you should be the beginning of everything. Leaders should get to know their people within the organization, on what motivates them and what frustrates them and reasons why they come to work every day before leading them into any battlefield which is the organization or departments. Tetzlaff & McLeod argues that some leaders do not easily grasp the concepts of budgeting and income statements, but they are still expected to develop these skills as a leader so they challenge leaders to put into consideration, recognition, celebration as skills to have to show appreciation when a job well done. (Tetzlaff & McLeod, 2016)

Recognition, Celebration & Appreciation

Recognition was defined as a way to acknowledge or take notice of in some definite way. Appreciation defined as a way to understand the worth or importance of (something or someone); to admire and value (something or someone) and lastly Celebration was defined as a way to do something special or enjoyable for an important event, occasion, holiday, etc.; to praise (someone or something); to say that (someone or something) is great or important. Leaders showing gratitude to employees is a skill that's not only useful at workplace but also in own personal lives, it opens thinking critically and builds positivity for all even employees who underperform or misbehave can bring positive change. Robbins noted the difference between, celebration and appreciation, he continued to state that, celebration and recognition are firmly something that leaders does for employees may recognize someone for a job well done with a project or succeeding on a particularly challenge. They are given in relationship to an event or attainment of an objective or goal. Recognition goes away when the goal is met or the achievement is passed. However, Appreciation on the other hand is seen as the way employees are not recognized based on s specific task but rather is different appreciating them for the goodness that you noticed you when first hired them and where they are now through your leadership. (Tetzlaff & McLeod, 2016)

Leading multigenerational workforce

It is evident on how globalization has led to diverse generational workforce and acknowledging different generations in the workplace is vital for leadership. Tetzlaff & McLeod stated that the aim of leading a multigenerational workforce is aimed at assisting leaders to motivate employees to work at a higher level of engagement., and contribution to everyday operations. Pointing out differences in people causes conflicts that leads to failure and poor performances should not be the focus of leaders and employees but rather look at each other differences as a way to benefit from them to be a success. Generations of any kind should be celebrated, embraced, collaborated in order to obtain effective results for organization goals. Each and every one of us are shaped by our own environments and understanding that helps accepting people are they are

and have a deep appreciation of generations is essential to employee engagement.

Millennial generation are most likely required defined career path compared to other generations at the workplace and they do not feel that it is necessary for them to have a time limit prior work experience in order to get promoted in a role of leadership. As a leader engage in discussion regarding career goals and development or educational desires. This generation values teams as key to achieve their goals, so essential for leadership to be aware and adopt this generation way of operating. Millennial generation workplace hierarchy is not import but rather team collaboration, independent projects and have multitasking abilities and they would rather enjoy communication through technology than only way of communication. (Tetzlaff & Mcleod, 2016) Schein claimed that millennials are purpose driven their drive in career choices often brings fear in leaes bothsmall and big orgnizations, this is why organization need to design a culture that no longer focus on economic benefits but motivate employees to grow in corporate self preservation and economic interest is not important for millennials than environment, spiritual or collective shared interest. (Schein, 2017)

Generation X are small number in many workplaces, they range from age born 1965 to 1990, they are characterized as independent workers or prefer small groups to work to achieve their goals, family oriented, can handle challenges easily, resilient and good problem solvers. Baby boomer's generation born between 1946 and 1964, service oriented to achieve excellence, hard work is viewed as natural way to career development if they wish to become leaders, respecting title is important and responsibility. This generation is retirement age, separation anxiety is expected as work gave meaning and purpose and struggle to accept new reality may rise up to the occasion for shifts no one wants or extra projects that need to be done. They have strong verbal communication skills, maturity and firm believers in servant leadership and participative management styles. Lastly Traditionalists, traditionalists are a generation who chose to stay working for fulfillment reasons either because of loss of retirement funding or economy reasons. For younger leaders, it can be challenging leading employees that are older than own parents. There are more benefits in multigenerational workplace in creativity, problem solving and as a leader focusing on the strength each brings will be minimize the challenges but build strength. (Tetzlaff & Mcleod, 2016)

Transparency Communication

Transparency in communication requires openness of all the operations within the organization as well as external stake holders that have direct impact to the organization and to understand the importance of everyone involved to know what the organization is doing.

Careful consideration in giving feedback to employees needs caution from leaders in order to build trust and openness so employees can accept information both good and bad without creating anxiety and fear that they

may lose their job. Making sure the information is passing through proper channels. Lack of transparency walls will be built and work progress will delay

An organization without trust built from transparent communication can take months to hire a new employee because the human resources department cannot trust that leaders will follow the steps to select the right candidate. Trust building from transparent communication also requires “walking the talk.” Taking into account that leaders’ actions will speak volumes than his words. It is vital for leaders to explore, how their employees choose to receive open and transparent communications, then continue to inquire the types of information that will be communicated. For instance, as mentioned above that Millennials prefer communication through technology and by acknowledging that, as a leader is helps to communicate openly. (Tetzlaff & Mcleod, 2016)

Behaviour Standards

The privilege of working in an organization comes with conditions, responsibility on how the work should be conducted and the manner it should be done to achieve organization goals. Behavior standards are set very high in contribution and performing those tasks, however, there are always exceptions, the common thread that runs through each and every action plan involves changes in behaviors. Employees are naturally aware of what behaviors in the workplace have an impact— whether positive or negative good consequences. (Tetzlaff & Mcleod, 2016)

Bad behaviors in the workplace can cause everyone, not just the target of those behaviors, to lose motivation, engagement, and loyalty. When an environment of bad behavior is fostered, employees may stop caring about quality, service, growth, finances, or productivity. In other words, they are demotivated to make any contribution to the overall success of the organization. In an organization bad behaviors or practices could cost the company a lot monetary and human capital through staff turnover, decreased productivity, absenteeism. But good behaviors benefit the organization as a whole if work communication and relationships is improved; enhanced decision-making, innovation, and learning; engaged, motivated, and loyal employees; reduced turnover and absenteeism; increased productivity; and improved quality and service will ultimately lead to peak performance and the achievement of organizational goals. Leadership from top management to subordinates have to model on a daily basis their behaviors to make sure organization is successful. (Tetzlaff & Mcleod, 2016)

2.3 Diversity at Workplace

Diversity in organisations has focused on increasing equity and social justice and reducing work discrimination, unfair treatment, illegal bias. Diversity is often discussed topic among organisations and its viewed

as vital and more companies are willing to embrace it, creating work space environment where no one feels advantage or disadvantage and where everyone is one. However, Mannix and Neale (2005) stated that despite of positive things about diversity there has been negative outcomes where tension in diverse team process and how they perform when it comes to sharing knowledge and it has also created social divide which in return brings negative performance.

Nowadays diversity without inclusion is not effective, a lot of researchers are focusing putting emphasis on inclusion in order to bring more positive outcome. Ferdman and Brody noted out that if diversity initiatives address ways of building structural and psychological inclusiveness for employees in the organisation, such organisations are likely to succeed. Whilst Miller and Katz pointed that if organisations bring new people but does not enable them to contribute, those new people are bound to fail no matter how talented they are which means diversity without inclusion does not work. Some employees or members of organisation are bound to have different expectations of how they are included, usually on a bias of past history of being oppressed or under privileged.

Diversity is the actual mix whilst Inclusion is the mix work, (Tapia, 2009) and other difference between diversity and inclusion is that Diversity is about counting heads whilst Inclusion is about making the heads count. However, Ferdman, defined Inclusion as how organisations, employees' leaders or managers provide ways that allow everyone across multiple types of difference to participate, contribute, have a voice, feel connected and belong, all without losing individual uniqueness or having to give up valuable identities or aspects of themselves. Recognising and appreciating people or groups from different cultural and identity background where race, gender etc to work together and benefit from those differences.

Having representation of different groups of people in organisation hierarchy indicates how various organisations differ and are similar on how diverse they are and how such groups experience their workplace. According to Roberson (2006) diversity definition mainly focused on differences of the demographic composition of different groups or organisations whilst inclusion focused on organizational objectives designed to increase participation of all employees and to leverage diversity effects on the organisation.

Inclusion has been seen individually and collectively as way organization can benefit from diversity as a way to communicate, capture how people and organizations should desire to be not only reducing negative impacts that are related to prejudice, discrimination and oppression but fostering positive vision of what might replace those negative behaviours, policies and systems. It highlights increase and integration in the area of empowerment and equality. It helps and encourages lessons about acknowledgement, honouring difference and treating people fairly.

Studies has shown under representation of minorities and women breaking to high level positions.

2.3.1 Leadership & Diversity

Rost, 1991 Leadership influences relationship among leaders and followers who intend real changes that reflect their mutual purposes. House et al. 2002, Besides practical needs, there are important reasons to examine the impact of culture on leadership.

People or leaders have limited to amount control. No leader is a free agent as they have other people to answer; for instance, team leaders report to managers, and managers have to respond to the board of directors and the CEO, who has to answer to shareholders. Leadership exercises to set boundaries, and a good leader knows how far she can push and when she or he can not push such boundaries.

Due to many organizational changes, whether technological changes, it is the leaders' responsibility to help employees when such rapid changes were taking place by being a role model. The maturity level and competence are significant to match the lower employees' maturity; as a leader, it is challenging to teach new skills to employees, requiring time and empathy in support and investing time in people.

Resources play a crucial role in making sure leaders can do their work effectively. In monetary terms or tech system, it is challenging to keep employees and organization going forward. It is essential to acknowledge that not all leaders have similar or all qualities to be good leaders, but the qualities arise in different circumstances.

Confidence and self -esteem in a leader are regarded as necessary in a work environment, especially in a racial, ethnic gender mix workplace. It is challenging for a leader to be un defensive and maintain an even tone of voice during the conflict, and self-esteem gives a sense of stability and security where the team builds its confidence.

Be visionary, committed, and enthusiastic; without a vision, a more decisive leader wouldn't have followers. As a leader, it is essential to share a goal or idea, a picture of where you see the organization going and how you wish to get there. What employees would do to help get that goal gives clarity, purpose to employees, and motivation for doing what they do at the workplace.

The culturally competent leader in diversity would increase output by ensuring all people, despite gender and race. Leaders contribute and grow and not lead based on myths that you have to be a certain race to have a culture and explore the beliefs and customs of all employees in the open matter. (Gardenswartz,2003)

Leader of integrity, less selfish leader who put others first, excel more and get the best out of employees. More compassionate, courageous, and generous towards employees. Having a sense of humor can be taken as challenging. Still, when done correctly, it adds value, and especially when

faced with challenging situations, dealing with spirit makes it more comfortable, and employees feel essential.

Trust and being a dependable leader, employees know that private matters are confidential to others is a form of gossip. Leaders need to have a sense of excellence when they keep challenging themselves to exceed their expectations; this type of leader leads as a role model and sets a high standard for their workers, and supports them to be doing well.

The leader with a heart empathizes over others, willing to invest time in listening to employees about issues they face, and can instruct, challenge, and teach in helping employees the different perspectives without taking sides and builds employee empowerment.

Good leaders action speaks louder than their own words; both words and actions match. Leaders are human and have feelings, but they should be aware of what triggers certain situations and react reactively. Leaders respond objectively, value other people's views, and put personal feelings that might be harmful. (Gardenswartz,2003)

It is usual for people to gravitate toward those they feel connected with who are like them in some significant way. This could be visible as who would rather sit next to in meetings, whether in teams and usually is someone one feels comfortable with. When working with diverse groups is Undoubtedly common to choose co-workers with whom one gets a lot best. It is customary in work environments to see who is close and who is not. It is easily visible to see certain ethnic groups relative to each other than others with different diversity.

Most people are not aware of their biases as not everyone wakes you in the morning and plan to discriminate against that day. Nor do we make blatantly stereotypical comments or overtly prejudicial decisions. Biases and preferences are usually unconscious, resulting from the robust "second-hand smoke" effect of societal stereotypes that bombard us daily. When we make decisions, we offer: en think we are acting from free will and independent thinking. "I want to decide whom I work with." "I know who is best for the job." "I don't want anyone telling me whom to select." However, our choices are rarely independent of external influences, and our assumptions reflect many unintentional biases.

Often these biases hinder people from learning and making relationships with people that are different from themselves and could be missing out on a lot of things they could experience and learn from one another. (Gardenswartz,2003)

Internal Communication, Communication among diverse can be challenging as they don't just naturally happen unless people have something in common. Leaders would be required to intervene in job rotation, altering groupings, assigning individuals to projects or shifts so that there is a reason for the group to interact with those they are unfamiliar with and might not have chosen themselves to work with. It also breaks down the barriers between groups. One cross-functional team had the task of opening up communication in the organization by eliminating obstacles to both the top management to lower management teams and

incorporating managers, shift leaders, and team. It brings different perspectives, breaks down some of the stereotypes that existed within the group. Change is good and scary simultaneously; bringing new people into an already existing team and restructuring work processes, dynamics can be uncomfortable, but once they work together to achieve the goal, it gives freshness, energy and boosts morale. (Gardenswartz,2003)

2.3.2 Ferdman & Deane (Diversity & Inclusion theory)

Chin, 2010, p 150 claimed that leadership theories have evolved and increasingly reflect changing social contexts. They are often unable to include issues of equity, diversity, and social justice in their organizations. Thomas et al,2002 argued that attention to diversity should measure how many different groups present in leadership hierarchies; but focuses on how leadership frameworks shape diversity, leadership styles, relationships with employees, and how leadership bias influences how they exercise leadership.

Ferdman described the vital link between leadership and creating inclusive cultures when he suggests that attention to Inclusion pushes the envelope for leaders because the required skill set involves an increasing capacity for complexity. This practice consists of paying attention to how differences are managed in organizations and supporting the conditions that increase the likelihood that those differences will be noticed, valued, and welcomed. Ferdman described Inclusion as fully ourselves and allowing others to be fully themselves in engaging in everyday pursuits. It means incorporating ways that make all parties involved fully engaged and will enable them to believe that they do not have to be compromised or give up any part of who they are to feel included.

(Ferdman & Deane, 2016, p178)

Gardenswartz suggested tips on how to get the inclusion process effective. Creating opportunities that allow people to share their feelings and ideas by engaging in team-building activities will enable them to spend time with each other. It is necessary for employees and paying attention to their interpersonal dynamics while building relationships, which led to building trust through their experiences and profitability. An increased understanding of the cultural differences leads to less misinterpretation of behaviors, conflicts, and bitterness that can ruin team spirit.

Cultural diversity training, sharing different experiences is essential amongst a diverse team. They were demonstrating flexibility for different needs. Not all employees follow company rules and policies. They learn a lot of these policies while at work through observation. Another way to inform organization policies is by allowing old workers to brief companies policies and practices to the new staff; this minimizes discomfort and allows comfortable adapting to the new culture. (Gardenswartz,2003)

Handling conflict is crucial as some are ignored, hoping they go away independently; there is a need for acknowledgment and address issues. Lastly, get together parties, bowling activities, and birthdays are essential when they involve all members despite religion and beliefs. (Gardenswartz,2003)

The organization has employees from different backgrounds, different personalities, and communication styles. The difference creates a profound impact on how they work with others; for instance, some employees do not share issues and pretend that all is well when in actuality, they aren't. Every employee is a product of their environment, whether organization environment, internal, external or personality diversity has a different approach in things but these differences, when utilized well, can bring value to the organization. Other ethnicities are more individualist, while others are collective, group-oriented, and cultural differences can be useful when an organization faces different challenges. Cultural preferences of employees in the workplace could bring challenges. Leaders may have an open environment where they can share their own experiences, values, and differences. It helps connect the gap between cultures by understanding the differences and building relationships that allow freedom to share thoughts and ideas. In some cultures where hierarchical orientation is critical, it might not seem unnormal to work alongside your boss or collaborating ins solving problems. Often, some foreign workers who come from different cultures that do not normalize expressing feelings might be difficult. Different backgrounds, perspectives, and values encourage the team's ability to make progress, which builds productive relationships, works in harmony, and manages its process to achieve its desired goals. (Gardenswartz,2003)

Taylor Cox Impact Diversity Model

Cox defined cultural diversity as a representation in one social system of people with distinctly different group affiliations of cultural significance. Cox created the interactional cultural diversity model to show the importance of how the leading and cultural diversity leads to organization performance. The model has factors based on individual-level: identity, prejudice, stereotyping, structures, and personality. The three different aspects are cultural differences, ethnocentrism, intergroup conflict. Organization context factors involve the organization's cultural environment, formal & structural integration, and acculturation process. Cox argued that there are two ways in which diversity environment impacts individual career experiences and outcomes. Firstly is how employees feel about the work environment and the leadership or organization. Employee satisfaction and morale are related to identity groups. Lastly, different individuals' career achievement as measured by ratings in job performance might be related to group identities in some companies, which impacts productivity level, employee turnover. (Cox, 1994)

3 Methodology

This part of the study directs the method used to conduct this study and how the data was collected. Literature review was used to collect secondary data in relation to the study and the primary data was collected using qualitative research method through interviews. The participants were selected random sampling from the case company with support from the unit manager to make sure the study represents larger audience.

3.1 Qualitative Research

This study adopts qualitative research to develop concepts, insights, and understandings from patterns rather than just collecting the data to assess preconceived models or theories. It follows a design by formulating a research question, which would require spending time at the setting, operate through the theoretical framework, and making sure the theory fits with the data collected. It also studies people's pasts and present situations where they found themselves. (Taylor,2015)

Denzin & Lincoln argued that Qualitative research qualitative is concerned with the individual's point of view. Qualitative investigators think they can get closer to the actor's perspective through detailed interviewing and observation. They argue that quantitative researchers can capture their subjects' perspectives because they rely on more remote, inferential empirical methods and materials. (Seale, 2004)

Qualitative research aims to examine the way things look from a different point of view, and it rejects the assumption that the perspectives of influential people are more valid than those not in power. (Taylor, 2015). The researcher found this method useful, mostly dealing with the study that wishes to examine participants' real feelings and emotions and their perspectives on the work environment and the people that leads them.

3.2 Case Study

As a researcher, choosing a case study brings real-life scenarios, offers detailed information about people's behavior in a setting, and offers the researcher the ability to learn and develop new in conducting research. According to Rainer, case study approach as it is commonly used in business to bring change in the phenomenon at the same time increase knowledge about people, groups, and organization. (Rainer,2012)

Abercrombie, 1984, defined a case Study as a detailed examination of a singular example of a class of phenomena; it cannot provide reliable information about the broader class. However, it may be found useful in the preliminary stages of an investigation since it provides hypotheses, which may be tested systematically with many cases. (Seale, 2004)

Pier Zero Restaurant, HMS Host Oy 2019, is the case study company the researcher chosen to be used in the study to explore their leadership, employee experience, and diverse workforce. The case company formally

agreed to the research investigation in order for the company to view their employee perspectives, reputation, and ways they could improve through the studies that would benefit their employees and organization as a whole.

The researcher presented the idea of doing a study on employee experience. With agreement from the HR department of HMS Host with the acting manager of Pier Zero, permission was granted for the research process to begin in 2017. Due to management changing the case company agreed to continue the research; communication through email interactions and a meeting where the HR management in making this agreement. However, getting access to internal documentation was not granted, as the company wished to keep their documents confidential. Some data used from the case company came from spreadsheets with names, numbers of the employees only, and some of the information collected from their international webpage.

3.3 Observation data collection

Observation as methodology was used in his study, the researcher as an employee at the research field allowed the possibility to observe potential candidates for the interviews. According to Beuving & Vries, as a researcher, thinking of other people as intrinsically interesting is of course a very good attitude and later on selection must be made of a limited number of individuals whose lives you feel are particularly interesting for further study. This can be done only meaningfully after an idea has been developed about the social diversity to be encountered in the field, for instance that there are different modes of social relation management.

3.4 Interview

This study focused on in-depth interview which detailed descriptions that encourages the interviewees to elaborate and detailed answers. Seale claimed that research interviews – pervades and produces our contemporary cultural experiences and knowledges of authentic personal, private selves. Interviews by nature are social encounters where speakers collaborate in producing retrospective (and prospective) accounts or versions of their past (or future) actions, experiences, feelings and thoughts (Seale, 2004) whilst Taylor defined interviews as phenomenological perspective looks at how people behave, say and do as a way how they interpret their world. This seem fitting as we are exploring behaviours, and what participants say and do through their work experience and capture their realities and mainly focus at others view point. Interview as a method is flexible, no rules just guidelines, it serves the researcher not the researcher save to technique or procedure. (Taylor ,2015).

The study interview researcher model the interview after normal conversation rather than just having a questionnaire to understand people's thoughts and actions. It examines how things are seen from different points of view. Qualitative research is designed to emphasize on validity and reliability to bring meaningfulness to the study. Taylor argued that, interview as a method is flexible, no rules just guidelines, it serves the researcher not the researcher save to technique or procedure. (Taylor, 2015). Interviews by nature are social encounters where speakers collaborate in producing retrospective (and prospective) accounts or versions of their past (or future) actions, experiences, feelings and thoughts (Seale, 2004) whilst Taylor defined as phenomenological perspective looks at how people behave, say and do as a way how they interpret their world. This seems fitting as we are exploring behaviours, and what participants say and do through their work experience and capture their realities and mainly focus at others view point. (Taylor, 2015).

Formulation interview questions

The study formulated research questions based on Employee Experience by Jacob Morgan, during this time the research found the literature outline as a good guidance on what questions to ask. The researcher had thoughts and hunches on important areas to be covered in the interview which consisted of employee experience and how leaders are linked to their experiences. The study had prepared interview questions, during the interview the direction changed to allow the participants interact freely without getting stuck to instructed questions to avoid limiting the study agenda, that way the researcher was able to get new data.

Recorded Interviews

The study conducted recorded interviews with the participants consent. Due to challenges in finding private place to be interviewed and the right time, phone recorded interviews was best method to collect data from the participants. The recorded interviews gave the researcher detailed information, access to replay the information over and over for clarity compared in taking notes.

suggests that

recording interviews focuses attention on the interview data and not the broader experience of the research which includes observation and personal interactions. It suggests that recording interviews focuses attention on the interview data and not the broader experience of the research which includes observation and personal interactions.

3.5 Focus Group

The study focuses on obtaining the research and collecting data in a diverse workplace. Diversity is broad, the study will only focus on ethnic diversity which meant that the study will focus on native British and foreign workers

experience. According to Seale, focus group research takes place in a context of different layers of argument, which indicates that people have conflicting beliefs, and where social researchers present different framings of those beliefs. Rubin & Rubin, (1995) note four key areas around 'recruitment': initially finding a knowledgeable informant, getting a range of views, testing emerging themes with new interviewees, and choosing interviewees to extend results. (Seales, 2004)

According to Travers, there is no specific rules on number of participants to be interviewed in a qualitative research as it all depends on how much time the researcher must collect and analyse the data (Travers ,2001)

Participants	Category
Foreign workers (two people)	Group 1
Finnish workers (two people)	Group 2

Table 1: Focus group

The participants were both male and female for both groups to avoid any gender bias. The focus group were lower-level employees who consists of waiters or counter workers at a deli restrurant. They all had been working for the company approximately two years to get their true experience with the company. The study participants were all parttime workers and pursuing university degrees.

According to the Finnish ministry of interior, in 2016, over 21,000 foreign students studied for a degree at Finnish institutes of higher education. pproximetley 77% of the foreign students came from outside the European Union area mostly came from Russia, Vietnam, China and Nepal (Ministry of Interior Finland, 2017)

3.6 Ethical Vailidity

Clive Seale, et al. 2016 stated that, consent has to be presented to people or the case company being asked to be part of the study, they have the right to know that they are being researched, the right to be informed about the nature of the research and the right to withdraw at any time. (Seale, et al. 2016)

The researcher developed interest in the study and asked permission from the human resource manager in 2018 to conduct the study through face-to-face meeting and email exchanges. Individuals wh participated in the interview were asked to sign conset form which the prticipants had the write to know what the study was about and permission to withdraw if they feel uncomfortable, in the end all participants were forthcoming and

helped with the study willingly. Unsigned consent form will be found in the appendix page of the study, the researcher will not share signed consent for confidentiality purposes.

Clive Seale, et al. 2016 argued that in a research there are other reasons that may restrict the researcher from giving too much information, either might be linked to the vested interest in making the interviewee cooperate, whereas much information may increase the risk of withdrawal. (Seale, et al. 2016)

The case company did not give much information, no documentations from the company was used in the study due to the case company willingness to hold their internal information confidential and the researcher had to comply with case company wishes. Most of the case company information designed in the analysis was based on what the interviewee participants shared during the interview.

4 Empirical Data and Analysis

This part of the study will look back at the theoretical approach used in the study. It will analyze the results based on comparing the information to the case study to establish the connection. There is a possibility to collect new information that might not be in the theoretical approach. The researcher aims to get answers from research questions formulated and produce answers to the study to understand and analyze to obtain results.

4.1 Business Description: HMS Host Oy, Pier Zero Restaurant

HMS Host is part of an Auto grill group and a global company with expertise in food and beverage operations, mainly travel venues in approximately 120 airports in the US, Canada, Europe, and Asia.

HMS Host Oy is a Finnish part of the global franchise restaurateur organization in the food and hospitality industry, specializing in creating dining and culinary experience for international travelers at Vantaa Airport. In 2013, HMS Host launched approx. Ten restaurant units from fine dining, coffee shops to fast food, and this business opportunity also created jobs for hundreds of diverse workforces from the Helsinki area with an estimate of 290 workers. (HMS Host, 2019).

Case Company Values

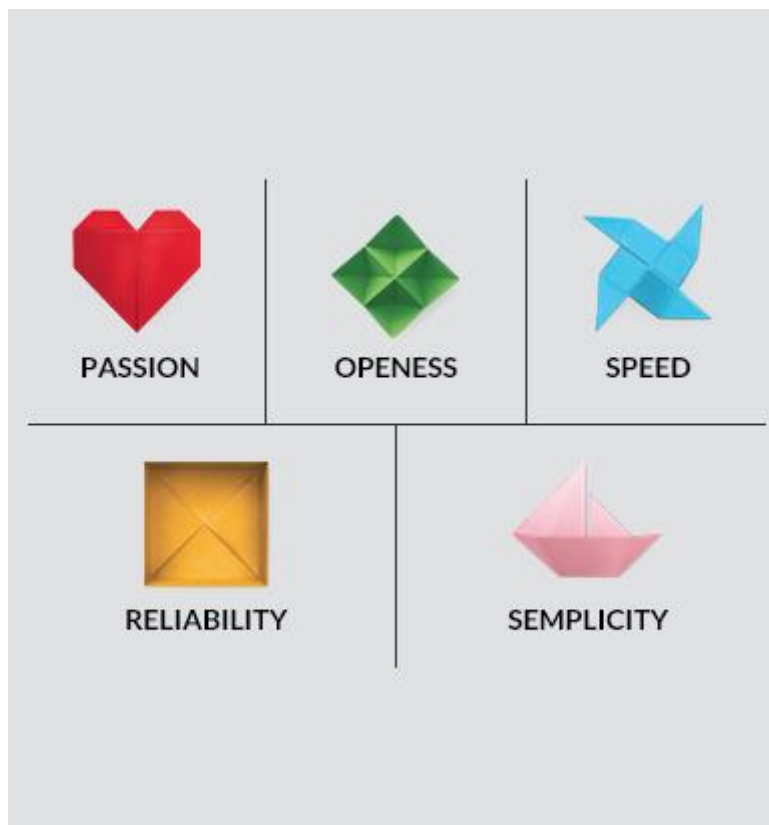


Figure 7: HMS Core values (HMS Host, 2019)

According to HMS Host, as an organization, core values are part of the business strategy. Feel good on the move is one of the slogans used to make their customers and travelers feel good. The picture above shows HMS Host values; firstly, the heart-shaped symbolizes as 'Be passionate' which includes enthusiasm, teamwork, commitment, and involvement as moto that they strive to be for their customers. Secondly, Be open; the company stated that in a diverse workplace and environment, they aim to be welcoming with respect, curiosity, and an open mind to communication through dialogues by listening, adapting new ideas, and shaping them to build a new future environment as a whole. Thirdly Set the pace stated on how effective and efficient every day the company strives to meet customers' needs effectively on time. Fourthly Be Reliable, which states that through long time experience in the industry. Reliability and consistency are critical factors in strengthening relationships with stakeholders, including landlords (airports), customers, suppliers, and brands. Lastly, 'Keep it simple,' hard work, and integrity is what the company claims to be for its customers and have a sense of empathy while dealing with people to achieve their goals. (HMS Host, 2019).

HMS Host OY , Pier Zero Leadership Hierachy

The case company leadership hierarchy starts with the General manager to lower management, where we have waiters who are our participants in the study. For this study, we will look at leadership from store managers to waiters. Our case company runs the restaurant Pier Zero which is led by

the Store Manager, followed by Shift leaders, then the chefs, waiters, and baristas who are in day-to-day runnings of the cafeteria, bar, and kitchen and contact with customers. Herewith the whole company's overall leadership hierarchy, our study will focus on leadership from store managers onwards.

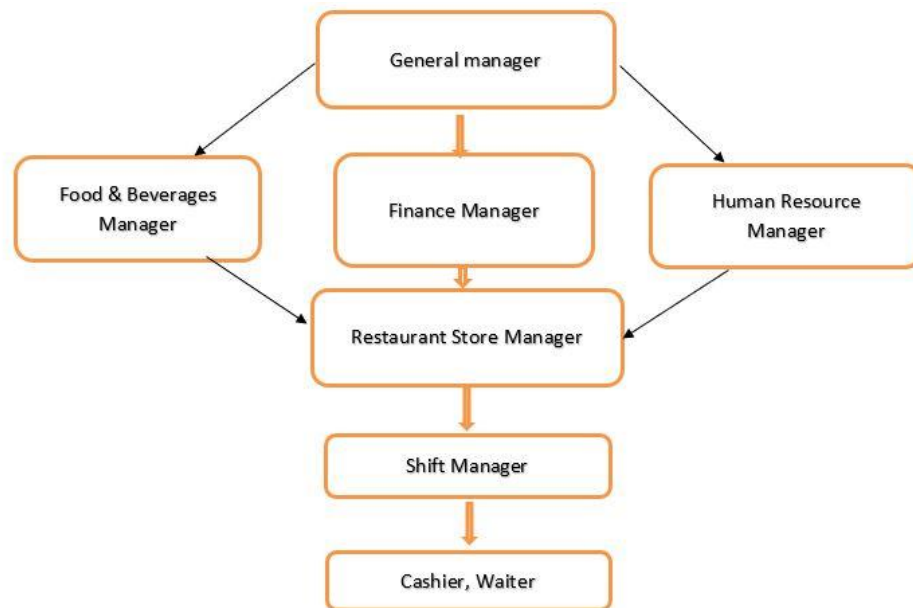


Figure 8: Case company leadership hierarchy (case company x, 2018)

Case company restaurant managers are responsible for the day to day running of the units with cooperation with shift managers in the kitchen, bar, and cafeteria. The Shift managers are responsible for creating shift rosters and leading the team, consisting of the waiters' and bartenders in service with products and customers. The general manager is the overseer of all units' business operations with the help of finance, Human resource manager, and Food and Beverage managers. Pier Zero restaurant managers are responsible for the day to day running of the units with cooperation with shift managers in the kitchen, bar, and cafeteria. The Shift managers are responsible for creating shift rosters and leading the team, consisting of chefs, waiters, and bartenders in service with products and customers.

Case Company Employee Diversity

Looking out for yourself and others simultaneously can be challenging when operating in one's own culture. However, it becomes immensely more difficult when bridging across differences in nationality, race, gender, and sexual orientation (Ferdman et al, 2016, p184)

The case company has more equally number of employees from different countries and native Finns. Airport work uses English as universal language and this helps many foreign workers who lack Finnish language and most foreign workers who could speak multiple languages that would be useful in travel business have more upper hand. In this scenario, the case company has done well in recruiting more foreign workers, this comes with positive and negative impacts.

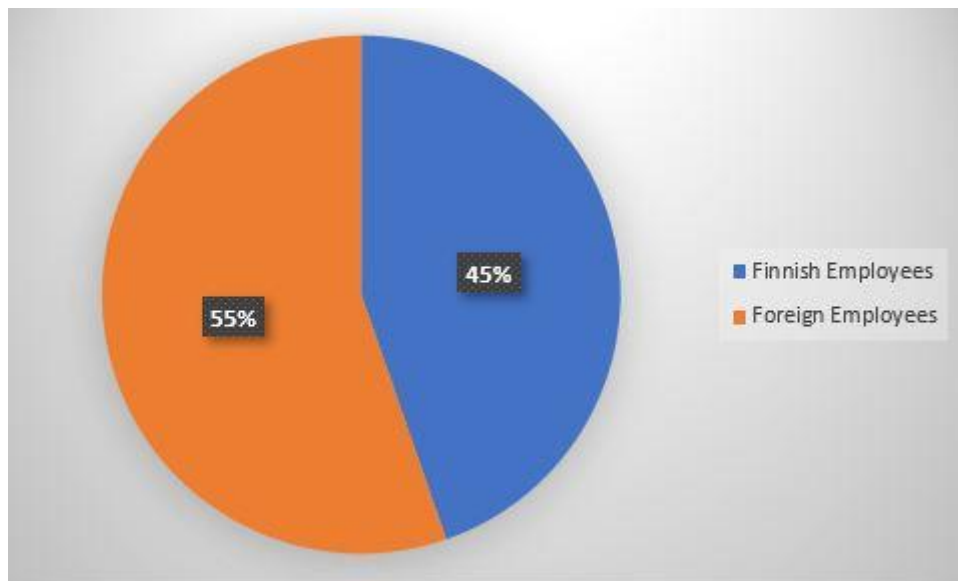


Figure 9: Employee ethnicity diversity, (Case company x, 2018)

The case company employees consist of Millennials and Generation Z, majority of the workers at the study are students and work as part-time employees. The company as global business and located at Vantaa airport attracts younger generation to work there due to its international atmosphere and flexible working hours tha enables many students to work there.

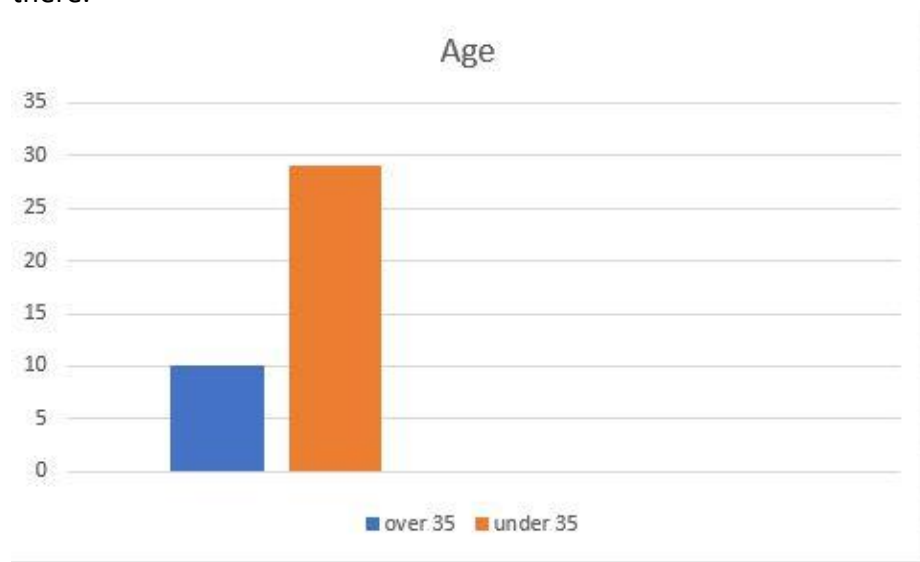


Figure 10: diversity by age (Case company X,2018)

The figure below shows number of women and men at the workplace. This shows that her are more women than men, especially in-service industry. Both genders were working as bartenders and counter employees, chefs, shift managers and manager.

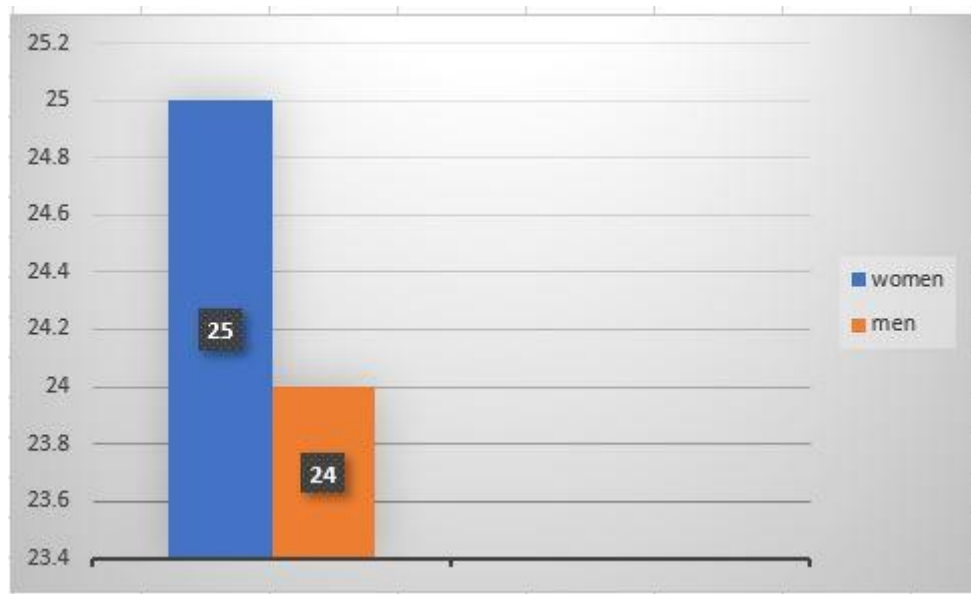


Figure 11: diversity by gender (Case company X, 2018)

The figure below shows the education background of the cas company employees by education background. Approximety 3 of the foreign employees have vocational training and 22 of them have a degree in different industries or instance engineering, hospitality and business. Finnish employees estimated to have 3 with degrees and 18 with vocational or high school diploma, most of the finish grous were younger and ursuing degree in finnish universities.

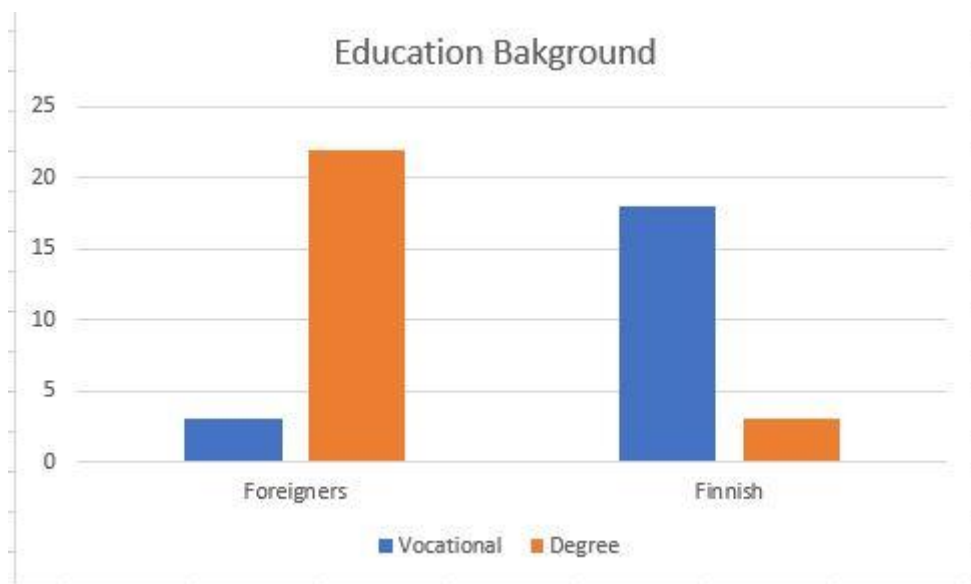


Figure 12: diversity by education (Case company X ,2018)

4.2 Foreign & Finnish Employee Experience

This section will focus on the results collected from the interview with the participants, their thoughts, feelings, and words. They are sharing their experiences with the case company.

4.2.1 Workspace Environment

Group 1 (2019), case company oy, were asked what their thoughts and feelings were for the workplace station as a physical place where they work daily. They claimed that they enjoy the international atmosphere of being at the airport, despite the security checks that are mandatory for every airport staff to partake to move around the airport environment. One group member stated that the work environment is busy and requires little time to interact with customers. The customers are travelers on busy airline schedules and often do not have enough time to chat with them. The second member stated that service customers from different countries make the work fun and engaging, and the people are always different and make the work experience unique each time. Members believed that they could speak multiple languages that are useful for working in the international environment.

Group 2 (2019) case company, the group was asked smake question on how they feel about the work environment. They stated that as Finnish nationals, they had seen improvement in their English-speaking skills compared to if they had been working in the city center. Working with different people from different countries makes the work enjoyable. They argued that working with many different cultures can be challenging. They claimed that worth ethics are different. Sometimes they find themselves frustrated with how some foreign worker's work. They felt as, with the Finnish background, the pace of working is faster while some of the foreign backgrounds seemed more relaxed when it comes to doing work with no pressure attitude.

4.2.2 Company Values VS Employee values

Group 1 said that the case company values were necessary, and they were entitled to apply the values during the work with customers and with fellow employees. One gave an example of the values, Be Reliable as one the values; they had to make sure customers could rely on them when they offer service. When customers ask for directions within the airport, employees can offer help to customers when the need arises. Be Passionate; they argued that they are more enthusiastic about meeting new customers and working with teams but not about how leaders behave in the workplace. Regarding the value of 'Be Open,' they claimed that they feel they can share concerns with managers and shift leaders but feel there

is a lack of communication in giving feedback and acting fast when presented. Company value, 'Keep it simple'; they argued that when it comes to customers, they try to make service go smooth and straightforward, but at times in a rush hour, it becomes challenging and leads to customers complaining about the service.

Group 2: Said that the values were essential and offered guidance and constant reminder of what the company wants its employees to represent to the customers, however one argued that be reliable as a value should also reflect on the leadership so that management also is reliable towards the employees, they gave an example, that some times their wages were miscalculated and took time to get the error fixed. They continued, claiming that management should also be reliable in ensuring they meet employees' needs. Be Open as a value; the group claimed that the leaders are very open and friendly and do not have issues; they are easy to approach. 'Keep it simple' means to the group that the service should not be complicated to serve customers, as deli restaurant everything is already packed and ready, this makes the work faster.

Company value, 'Be passionate'; they stated that they are more excited working with co-workers and service customers. They claimed they had established great friendships within the work, which makes their work exciting. The other disagrees that sometimes it is challenging with people when they do not get along within the workplace, which might change the working mood.

4.2.3 Training & Career Development

Training & Learning environment

Group 1 felt that leaders do not offer training unless they show interest and requests from the manager or shift leaders. They mentioned that the training offered comes as a job rotation where potential or interested candidates work in the other restaurant section, for instance, in the bar or ala carte. The other form of training they claimed offered is making different kinds of coffees, alcohol training. They feel such training is not challenging enough for their development. One claimed that since the company has multiple restaurants at the airport, they offer job rotation to other units. They argued that 'Changing unit is also challenging here. It is not like somebody wanted to change from burger king to bar; changing bar to another bar as a workplace is also too complicated. It should not be like that. 'They felt that the job rotation is randomly offered out of convenience for other units when those units have employee absenteeism or sick leaves instead for employees to learn new ways of working.

Group 2. Claimed that working for the case company did not require having experience in a restaurant or bar or having the need to have an alcohol pass. As a result, the company hires more outside rather than within the

company, rather than offering the alcohol pass for current employees, making them feel easily replaceable. They also claimed that the restaurant unit has three sections the bar, deli, and ala carte. They argued that managers and shift leaders rarely give chances working in challenging areas like the bar for the workers t the deli.

Career Development

Morgan argued that when an organization has a new promotion that employees within the organization are qualified for, they will jump on that opportunity. a manager often gives that opportunity to somebody else with whom they have ties or friendship. (Morgan, 2017.p 120)

Group 1: the group stated that they had obtained a university degree holder in Finland and previous degrees and work experience from their home country. They feel managers have lack trust in foreign workers' abilities to do the work. The foreign workers carried work experience within Finland. One claimed that because of their background, managers discriminate against them when it comes to promotion. The group claimed that the Finnish shift leaders and managers did not have a university degree than shift leaders of foreign backgrounds who had a university degree.

They felt that leaders lacked leading skills; they thought that the leadership got the position if they have worked longer in the restaurant business instead of on their abilities to lead people. They claimed managers refused to give the promotion because they were unqualified, though they were qualified and had worked in the place for many years.

Group 2 (2019), case company, Interview 04 June 2020, Managers offered shift leader positions to new employees rather than current employees. They argued that they applied for promotion in the company. However, the manager claimed that they were young for the position and hired someone outside the company. They claimed they had all qualifications and felt discriminated against because of age rather than experience and hired a friend for favoritism. They also added that qualifications to work for the company were not essential but the knowledge obtained from the previous job even with just a vocational qualification or high school qualifications..

4.2.4 Communication

Group 1. Stated that they do not have information or knowledge of who the top managers are except the human resource and accounts department. They feel informed about what goes on in the organization; they feel managers' goal is profit-making rather than knowing the lower-level employees who bring the money to the company; they only focus on-target sales.

They also claimed that managers and shift leaders take time to get feedback from managers; they feel that top managers are less concerned about what the lower employees need and want.

Group 2 : feels shift leaders communicate and give feedback on an excellent job well done. However, the feedback is often given as a group but not on an individual level, making the employees demotivated when they feel they are not recognized individually. One claims that shift leaders do not know how to handle conflicts and often talk behind the employee's back to other workers, especially if the shift leader and the other employee are friends.

4.2.5 Reward and Compensation

Group 1 & 2: When asked about reward and compensation, they claimed that managers give lunch vouchers, movie tickets, coffee vouchers. Previous year the company gave sports vouchers but not anymore because of financial reasons.

Group 1: felt that they preferred an increase in salary as a reward rather than vouchers. While Group 2 preferred, they would offer sports vouchers to lower employees.

5 Conclusion

This study will conclude by discussing the findings and making recommendations about the overall study.

5.1 Discussions

The study explored leadership Behaviour theory known as path theory. One of the characteristics of the leadership behavior style was directive leadership.

Research 1: How do employees feel valued at workplace?

The study found that employees from the case study valued relationships with co workers especially from different backgrounds and to have relationship with management all the way to the top that has interest in their being with the company. Tezlaff suggested that relationships bind people in the company together, gathers different types of talents within the company and gives purpose to the work that they do. They claimed that as a leader, one can not lead a team of people on the department on a daily basis without knowing what motivates employees to come to work. As a leader familiarizing oneself with employees is vital for engagement. (Tezlaff & McLeod, 2016, p15).

The study found that company values such as reliable, be passionate etc are vital for employees know of what the company stands for and how

they are carried out by employees in everyday work. However, employees respond was that they felt the same values does not reflect the leaders towards employees. Morgan suggests that giving employees a reason for being, he argues that despite company mission statements explains purpose for the company and what they do and stand for, rarely the mission or values does not encourage action or inspire employees to encourage action rather connecting the mission to the people affected by the company actions. Reason for being, ignites employees on why should care and stay with your company. (Morgan, 2017, p51)

The study found that employees found value in working diverse teamwork and enjoy the international environment working with people from different cultures and feels like the employees have family within the company, however in team work conflicts are meant to happen regardless of conflicts majority felt that co workers were part of the reason they enjoyed working with the company. Teams are made up of human beings not robots, for that reason some teams work diligently to create a harmonious environment and others only produce disruption. In some cases, there may be long-standing animosity; and other co-workers have built strong bonds. Other leaders have abilities to bring a team together or cause a group to split and can be the focus of loyalty and respect or antagonism and jealousy. A human-to-human connection built positively between team members forms the basis for support, cooperation, and team spirit that make for high morale and effective communication and creativity that lead to greater productivity. (Gardenswartz & Rowe, 2003, p68)

Research question 2: What behaviours do the leaders show to their employees?

The study analysis shows that employees were concerned with how managers and shift leaders recruited people within the company and offering job opportunities to people outside the company. The study found that employees felt leaders practiced favoritism by recruiting friends to the job's employees had applied for and were rejected did not get the offer.



Figure 13: Nepotism definition (Jones et al, 2011)

The study found Nepotism, or another word, favoring one of the leaderships' behaviors that impacted the employee. According to Cialdini, 2001 defined Nepotism as personal decisions about careers, practical decisions about who leaders wish to hire, contract with, listen to for advice, develop, and otherwise place in positions of trust based on familial relations. (Jones et al, 2011, p4)

Gardenswartz argued that most people are not aware of their biases as not everyone wakes you in the morning and plan to discriminate against that day. Nor do we make blatantly stereotypical comments or overtly prejudicial decisions. However, our choices are rarely independent of external influences, and our assumptions reflect many unintentional biases. Often these biases hinder people from learning and making relationships with people that are different from themselves and could be missing out on a lot of things they could experience and learn from one another. (Gardenswartz, 2003)

Statistics Finland 2013 surveyed quality of life in workplaces and discovered that one -fifth employees had experienced some form of discrimination based on favoritism at work and discrimination based on the impermanence of the employment relationship and part-time employment. (Stat, 2014) The figure below shows how the situation started from 1997 -2013.

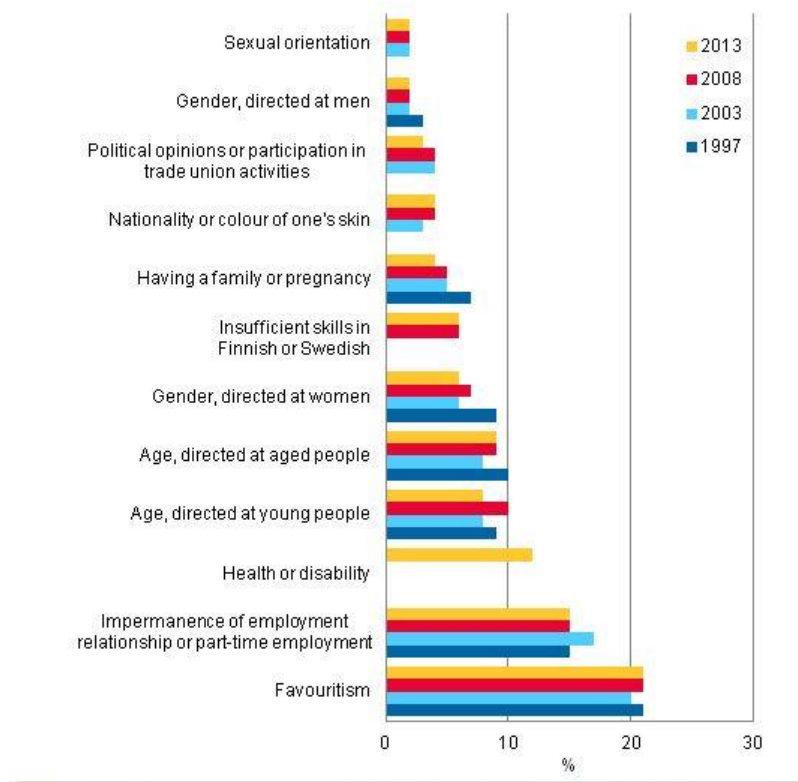


Figure 14 : Discrimination at workplace based on favouritism (Stat, 2014)

Approximately six percent of all employees have observed discrimination based on insufficient skills in the Finnish language, and four percent have noticed discrimination based on nationality or skin color. However, the shares are nine and six percent among employees of foreign backgrounds at their workplace.

The survey suggested that employees from minority backgrounds experienced unequal treatment and discrimination than other employees, especially regarding being appreciated, access to training, and advancement possibilities. They had also experienced somewhat more discrimination in terms of co-workers and supervisors. The survey results claim that ethnic minorities experienced discrimination in remuneration, distribution of work or shifts, receiving information, employee benefits compared to Finnish workers. (Stat,2014). The figure above shows how favoritism is not a new topic and challenge that many employees face daily.

Leadership styles: The study found that the company applies supportive leadership towards the employees in assisting employees during their work. The case company, as a global franchise, follows guidelines and standards on how the service and products are to be delivered; this indicates that directive leadership is applied, making sure employees provide uniform service to customers

Research question 3: What are the similarities and differences Finnish employees and foreign employees.

The study found that case company recruitment of foreign and Finnish workers brings internationalization and different ways of working with other people. However, having a diverse team from all different walks of life comes with positive and negative experiences that one employee experiences might differ from the other person.

The study discovered working at the case company in an airport environment where different customers worldwide require language skills, both English and Finnish. The study found that both groups (Finnish and foreign) spoke English and Finnish when offering services to customers and the difference. Foreign workers lacked fluency in Finnish that they required help from Finnish co workers to help with translation.

The study also found that it was not mandatory to speak fluent Finnish as most of the customers were international, and often Finnish customers could communicate in both languages. Foreign workers had other language skills, such as Chinese and Japanese, that are needed when dealing with customers who do not speak Finnish or English.

The study found that both groups interviewed had members who are millennials. The majority of the millennials were of Finnish origin, while the foreign workers consisted of both Millennials and generation X. Generation X has families and at least had a bachelor's degree but worked as a waiter due to a lack of English job opportunities in the Helsinki area. The study found that most Finnish millennials were students and worked part-time, and the foreign workers partly were students, and some had other jobs as bartenders in the city. The study found that career development goals were different; Finnish groups aimed to work in various industries. Foreign workers view the company as an opportunity to grow and get promoted to other jobs. The study found that Finnish workers experienced discrimination based on age when they applied for a new job position, while foreign workers experienced discrimination based on ethnic background.

5.2 Recommendations

Employee Rounding: The case company hierarchy of leadership indicates how long the structure is to pass information from lower employees to the top management, which results in counter employees not getting feedback on time. The system also indicates how the employees are unfamiliar with top management personnel. Top leadership needs to take time and build relationships with their counter employees. According to Tetzlaff, employee rounding dedicates the time that leaders take to talk one on one or group with their employees rather than just a quick hello. Rounding gives leaders visibility and a proactive way of leading. This rounding method could benefit from increasing positivity, empowerment, transparency, trust, and improving relationships. (Tetzlaff & Mcleod, 2016) The challenging part of the rounding would be finding a suitable time to

have one-on-one time; the participants claimed a hectic environment and employees work in shifts. Employees could have the rounding before the work starts or after the job. This method allows leaders to promote positivity.

Diversity Leader Training: The study suggests that leaders from top to bottom management are offered training in diversity and development to ethically lead different groups. Tetzlaff & McLeod claimed that a company couldn't afford to provide leadership development in today's challenging and continues to change the leadership environment with a fraction of its overall budget. Return on that investment is considered high. (Tetzlaff & Mcleod, 2016, p148) Morgan argues that the Human resource management function has changed in exploring new technologies and multiple generations. Human resource managers need to offer learning and development to adapt to those changes. (Morgan, 2017, p115)

Redesign Employee Experience: The study recommends redesigning the employee experience; for instance, Morgan developed an employee design loop.



Figure 15: Design Loop (Morgan, 2017, 178)

Morgan claimed that employee experience as a continuous process and created the employee experience design loop. The first step of the loop, known as Respond, is where employees give the managers feedback. Where ideas from workplace flexibility, creating menus, management training, and office design are shared through surveys or one-on-one interviews. Consistency is vital for managers or shift leaders to do this weekly. Managers must be comfortable to receive feedback, transparency and the company has to be prepared to take action. The second step is to Analyze; this step might require people analytics to process the data collected from the employees and finding out what they have learned or discovered from the employees' feedback. For instance, in career development, employees might appreciate leaders interested in investing in the employees' career goals. The company might offer training for the career the employees need. The third step, Design, allows the company to

create something based on the feedback, what solutions the company would offer if employees complain about the communication. The fourth step is Launch; the company releases what is designed, such as communication mechanisms to reach employees, like brand ambassadors. The fifth step is to Participate; the company implements new flexible hours, training, and education.

According to the case company research results, a leader gives specific instructions and guidelines on how work could be done and creates schedules for those tasks. The study found that the case company has similar leadership traits of directive leadership; as a franchise company, there are guidelines that the company needs to follow to provide uniform service globally. The shift leaders and managers apply this leadership style in delegating their employees in making sure the service to their customers is on point.

The study discovered that the employee experience model by Morgan's culture environment was significant for the case study in finding what employees experiences were, however some of the points in the theory of employee experience focused on employees in middle management rather than employees such as waiters in a restaurant. For instance, the theory mentioned working remotely rather than in physical environment, this would not work with the industry like hospitality where service with customers face to face is key.

The study discovered that the employee experience model by Morgan's culture environment was significant for the case study in finding what employees' experiences were, however some of the points in the theory of employee experience focused on employees in middle management rather than employees waiters in a restaurant. For instance, the approach mentioned working remotely rather than in a physical environment; this would not work with an industry like hospitality. Service with customers faces to face is vital.

In conclusion, the study discovered that Employee Experience could be useful when leaders consider bringing positive impacts in their physical environment, technological environment, and cultural environment through recognition and appreciation of employees and employee growth. Ethnic diversity played a role in identifying similarities and differences between Finnish and foreign employees' experiences. The study is essential for Finnish companies to understand how to create a work culture that celebrates employees. The study helps leaders acknowledge employees' views on their experiences and how they differ and similarities, and what leadership styles positively influence the employees. This study allows leaders to understand the value of inclusion for all employees despite their background.

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Appendix 1: Consent Form

Leadership Behaviors that affects employee experience in diverse workplace

Consent form

Please kindly read the statements thoroughly and carefully. Please Indicate your consent by putting X in the table below.

Name of Respondent: _____

	I confirm that the researcher has informed about the nature of the reach study and give permission to participate in the interview questions relating to the study.
	I have made decision and understood to participate voluntarily (own free will) and not pressured to participate in the study.
	I have a right to withdraw from participating on this study at any point in time without any consequences.
	I understand that the responses in the interview would be recorded using audio device, they will be secured securely and will not be used in any other study or heard by any other person except the researcher.
	I understand that no names will be mentioned or identified in the research.
	I understand that every information given through the interview will presented as spoken word

Name of the Respondent _____ Date _____ Signature _____

Name of the Researcher _____ Date _____ Signature _____

Appendix 2: Interview questions

Employee Experience Questions

1. Describe in your own words why you chose to work for the company.
2. What motivates you to come to work every day?

Physical Environment (This is overall space where you work)

- Would you recommend to bring friends and visitors to your work? and why?
- Does the company offer flexibility?
- What are HMS values as a company and how are they reflected in the work place ?

2. Technological Environment (The tools or technological platforms used in our work)

- What is your experience with technology platforms used by the company to make sure job easier and efficient or communicate? success factor, Facebook etc

3. Cultural Environment (Overall feeling you have at the work environment)

- Do you feel valued? How do you feel valued?
 - Have you gotten any benefit or compensations?
 - Do you feel your voice is heard when you ask something from the company?
 - Do you feel recognized for the work you do?
 - What is your sense of purpose, what motivates you to continue working for HMS Host?
 - How do you feel being part of the team?
 - Would you recommend friends or anyone work for HMS Host ?
 - What is your experience with diversity (different ethnicity and people) and inclusion at work?
 - Describe ways that you are experiencing learning and development with the company, if not share how that could be done? E.g career, promotion etc
 - Do you think your treated fairly?
 - What is your experience with leadership (executives, managers and shift leaders)?
 - What is your experience with health and wellbeing *(Happiness etc)?
 -
4. What do you expect the company to do to make your work experience better?