



HOW DOES CORPORATE CULTURE IN FINLAND IMPACT ATTITUDES TOWARDS VISIBLE TATTOOS AND THE PRESENCE OF UNCONSCIOUS BIAS IN THE WORKPLACE

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Abstract

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Subject How does corporate culture in Finland impact attitudes towards visible tattoos and the presence of unconscious bias in the workplace

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This thesis explores the impact of corporate culture in Finland on attitudes toward visible tattoos and unconscious bias in the workplace for the Inki OY company. The primary aim of this thesis is to understand the impact of professional perceptions and opportunities within Finnish corporate environments, and how unconscious biases may play a role in these perceptions. This work will also consider the application of such theories as Schein's Organizational Culture Model and Hofstede's Cultural Dimensions.

The author conducted research using the qualitative method. The qualitative research method includes surveys and interviews, the study captures a multifaceted perspective, encompassing views from workers across various sectors and human resource professionals who play vital roles in recruitment and employee management.

The study concludes by emphasizing the importance of awareness and education in unconscious biases and recommending training and policy interventions for businesses. Additionally, there's a call for further research to understand the dynamics of evolving corporate cultures in Finland, especially in light of global influences and shifting societal values.

Keywords Corporate culture, Finland, Unconscious bias, Tattoos, Workplace

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1 Introduction

Finnish corporate culture is known for its fast-paced combination of innovation, collaboration and social responsibility. Also, self-expression and loyalty to the choices of others plays a big role in the work team. As a result, the desire for knowledge and education persists throughout life, which directly leads to a society in which constant growth and adaptation to new conditions are highly valid.

As a global phenomenon, tattoos are increasingly accepted in various social contexts and especially in recent years tattooing has evolved from a subcultural symbol to a common form of self-expression. This trend is also apparent in Finland, with a growing acceptance of tattoos, particularly among the younger generation. However, the corporate world may still harbor reservations about this form of self-expression, potentially creating a gap between social acceptance and professional expectations.

The confluence of these two cultural phenomena presents an interesting area of exploration. The purpose of this thesis is to understand how corporate culture in Finland reacts to the visible presence of tattoos within the workplace. It aims to uncover whether this form of self-expression affects professional opportunities and if there is an underlying unconscious bias against individuals with visible tattoos. By understanding these dynamics, the study seeks to contribute insights that can inform both corporate policies and societal discussions around personal freedom, diversity, and inclusion.

This thesis research was commissioned by Inki OY, which is a forward-thinking tattoo studio based in Tampere, Finland, that specializes in creating personalized body art. With a client-centric approach, Inki OY seeks to not just provide tattoos, but also to educate customers on the significance and care of their body art. The central research question of this thesis is: "How does corporate culture in Finland impact attitudes towards visible tattoos and the presence of unconscious bias in the workplace?" The author will explore various sub-questions, including the perception of tattoos across different industries, the role of organizational values in shaping attitudes, and the interplay between individual expression and corporate identity.

In this work, the author will consider such theories as Schein's Organizational Culture Model, Hofstede's Cultural Dimensions and Unconscious Bias. These concepts will also be applied

to corporate culture in Finland, to understand a more in-depth analysis of theories and dimensions.

This study will focus on Finland's corporate environment, taking into consideration diverse sectors and organizational sizes. The perspectives of both employees and employers will be explored to provide a holistic view.

2 Theoretical Framework

2.1 Theories on Organizational Culture and Behaviour

In this chapter, the author will consider several cultural patterns and multiple theories that will help to understand organizational culture and behaviour. It is essential to analyze how corporate culture in Finland impacts attitudes towards visible tattoos and unconscious bias.

2.1.1 Literature Review

The main question of this thesis is: "How does corporate culture in Finland impact attitudes towards visible tattoos and the presence of unconscious bias in the workplace?" The study of tattoos and their impact on employment opportunities is a growing field which is very interesting and not well-studied. A significant contribution to this discussion is the article "Tattoos and Piercings: Issues of Body Modification and the Workplace" by Elzweig and Peeples (2011). (Elzweig & Peeples, 2011) This research examines how body modifications, including tattoos and piercings, affect perceptions in the workplace. While the article is not specifically focused on Finland, the findings have universal implications that can be applied to various cultural settings.

2.1.2 Schein's Organizational Culture Model

Edgar Schein's influential model on organizational culture offers a three-layered framework for understanding how values, beliefs, and assumptions govern behavior within an organization (Schein, 2016). The first layer named "Artifacts" comprises visible organizational structures and processes. The second layer is "espoused beliefs and values", which consists of strategies, goals, and philosophies. The deepest layer, "basic underlying assumptions", constitutes the unconscious, taken-for-granted beliefs that truly drive behavior. This model is useful for dissecting how attitudes towards tattoos are shaped within an organization at

multiple levels. This model is often presented as an Iceberg, meaning that only the "Artifacts" level is easily viewed, when other two layers are more hidden and can only be found from in depth analysis.

Figure 1. Schein's Three Levels of Organizational Culture (Schein, 2016)



Considering the Schein's Three Levels of Organizational Culture model, the author will analyse how all three levels of Schein's model can be applied to Finnish corporate culture.

1. Artifacts

In Finland, the emphasis on work-life balance, flat organizational hierarchies, and open communication are some of the easily observable artifacts. (Schein, 2016) For example, in work-life balance Finnish workplace often emphasizes punctuality and efficiency. Regular office hours, punctual meetings, and the importance of holidays and leisure time reflect this cultural artifact. Finnish corporate dress code is typically formal, many workplaces, especially in the tech and creative sectors, have embraced a more relaxed attire. The acceptance or resistance to visible tattoos might be gauged by observing these artifact-level dress norms.

2. Espoused Values

Finnish companies often emphasize values like transparency, trust, equality, and innovation (Schein, 2016). Trust is foundational in Finnish work culture. For instance, remote work or flexible hours are often allowed because employers trust their employees to complete their tasks. This trust can be seen as an espoused value that impacts organizational policies and practices. Finland places a significant emphasis on equality, both in societal and corporate settings. Gender equality, for example, is not just a value but is reflected in practices like generous parental leaves for both parents.

3. Underlying Assumptions

These deeply ingrained beliefs and perceptions shape the core of Finnish organizational culture. (Schein, 2016) Deeply embedded in the Finnish work culture is the belief in reaching decisions through consensus. Instead of top-down mandates, Finnish companies often prefer collaborative approaches. Finns are known for their straightforward and direct communication style. The underlying assumption here is that directness leads to clarity and efficiency, even if it might come off as blunt to outsiders. While Finns value team cohesion, there's a deep-seated belief in respecting individual space and autonomy (Lewis, 2005). This can be linked to the broader Finnish societal value of "every man's right" (jokamiehen oikeus), which emphasizes individual freedom and access to nature (Salmela & Näsi, 2017). In the corporate context, this might translate to respecting personal choices, such as having tattoos. However, unconscious biases can still exist, which is where the tension between individual freedom and societal or corporate expectations might arise.

2.1.3 Hofstede's Cultural Dimensions

Geert Hofstede's theory of cultural dimensions provides another angle for exploring corporate culture (Hofstede, 2011). Hofstede identifies six dimensions: power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, long-term vs. short-term orientation, and indulgence vs. restraint (Hofstede, 2011). In the context of Finland, which generally exhibits high individualism and low uncertainty avoidance, Hofstede's dimensions can help us understand why attitudes toward tattoos might differ from those in other cultural contexts.

2.1.3.1. Individualism vs. Collectivism

Finland ranks high in individualism, which means that there is a strong focus on individual autonomy and self-expression (Hofstede, 2011). This cultural trait could be an important determinant in the acceptability of visible tattoos within Finnish organizations. High levels of individualism may indicate a corporate culture that values personal freedom, potentially making tattoos more socially acceptable in a work environment.

2.1.3.2. Uncertainty Avoidance

Despite other European nations, Finland has a lower score in uncertainty avoidance according to Hofstede's dimensions. This suggests that Finnish people are generally more tolerant of ambiguity and change, which may reflect in more progressive attitudes towards tattoos (Hofstede, 2011). Lower levels of uncertainty avoidance could also imply fewer formal rules and policies concerning appearance, including tattoos.

2.1.3.3. Masculinity vs. Femininity

Finland leans more towards femininity in Hofstede's dimensions, which means that the culture values equality, quality of life, and a focus on relationship-building (Hofstede, 2011). This orientation could create an inclusive atmosphere in which stigmas, such as those against tattoos, are less prominent. Furthermore, a more 'feminine' culture may prioritize personal relationships over the judgment of superficial traits like body art.

2.1.3.4. Long-Term vs. Short-Term Orientation

Finland exhibits a balanced approach in this dimension, showing a society that appreciates tradition while also being open to change. This balance could potentially impact corporate attitudes toward tattoos in that they may be more readily accepted if seen as part of a broader cultural or personal tradition, or as expressions of individual character that does not affect work performance (Hofstede, 2011).

2.1.3.5. Indulgence vs. Restraint

Finland's moderate score on this dimension suggests a culture that allows some degree of gratification of desires and emotions but within reasonable bounds (Hofstede, 2011). This cultural trait could affect the level of acceptance of tattoos in a corporate setting. While self-

expression through tattoos may be accepted, it is likely that there would be unspoken boundaries depending on the sector and the specific organization.

2.1.3.6. Power Distance

Finland has a low score in power distance, indicating flatter organizational hierarchies and more democratic decision-making processes (Hofstede, 2011). In such environments, employees may feel more comfortable displaying tattoos, as the low power distance may encourage open dialogue and less strict formalities concerning personal appearance.

2.1.4 Integrating Theories for a Holistic Understanding

The author thinks that it is vital to integrate these theories to comprehensively understand the dynamics at play. Schein's model offers a structured approach to explore the various layers of an organization, from visible artifacts to underlying assumptions (Schein, 2016). Hofstede's dimensions offer specific cultural metrics relevant to Finland (Hofstede, 2011). Meanwhile, theories of organizational behaviour provide insight into individual and group dynamics that could impact attitudes towards tattoos (Elzweig & Peeples, 2011). Together, these theories form a theoretical framework for a deeper understanding of how corporate culture in Finland impacts attitudes toward visible tattoos and the presence of unconscious biases.

Various theories of organizational behaviour, such as the Expectancy Theory (Vroom, 1964) and the Equity Theory (Adams, 1963), can be applied to understand how biases and perceptions manifest in the workplace. Expectancy Theory posits that employee behaviour is driven by expected outcomes, suggesting that attitudes towards tattoos could affect promotional prospects or social interactions (Vroom, 1964). Equity Theory focuses on perceived fairness in the workplace, which could influence how tattoos are received by colleagues and supervisors (Adams, 1963). Understanding these theories can offer insights into the complex web of factors that contribute to unconscious biases.

The author thought that it is vital to include the Expectancy Theory and the Equity Theory in the thesis framework for a better understanding of organizational behavior and motivation theories. They have emerged as critical frameworks for understanding employee actions, attitudes, and performance. Both of these theories in this research are going to show on what drives employees in the workplace from different perspectives.

2.1.4.1. Expectancy Theory

Propounded by Victor Vroom in the 1960s, the Expectancy Theory posits that an individual's motivation to perform a particular action is determined by the expectation of the outcome and its perceived value (Vroom, 1964).

In the following chapter the main concepts of expectancy theory will be explained.

Expectancy meant the belief that increased effort will lead to increased performance. This is influenced by factors such as possessing the right skills, having the necessary resources, and receiving timely feedback. Instrumentality it is a belief that performing at a certain level will lead to desired outcomes. The value an individual places on the outcome, which can be positive (rewards) or negative (punishments). (Vroom, 1964)

The theory suggests that for an employee to be motivated, all three components—expectancy, instrumentality, and valence—must be present and positive. (Vroom, 1964)

2.1.4.2. Equity Theory

This theory was developed by John Stacey Adams in 1963. The Equity Theory focuses on the relational satisfaction employees derive from inputs (like effort) they give and the outcomes (like pay) they receive compared to others. (Adams, 1963)

In the following chapter the main concepts of equity theory will be explained. Equity theory inputs are what an employee contributes to their job, including effort, time, skills, loyalty, and commitment. The outcomes of equity theory are what an employee receives from their job, such as salary, benefits, recognition, and promotions (Adams, 1963). Central to the Equity Theory is the concept of comparison. When employees perceive inequalities (either they are under-rewarded or over-rewarded) compared to their peers, it leads to tension and discomfort. They are compelled by this gap to create balance by changing the things they do, their outcomes, or their perception. (Adams, 1963)

While the Expectancy Theory focuses on individual perceptions and values related to outcomes, the Equity Theory hinges on comparison and perceived fairness. Both theories, however, underscore the importance of understanding employee motivations to manage and lead effectively. For organizations, these theories emphasize the need for transparent communication, fair reward systems, and creating a work environment where employees believe that their efforts lead to desirable outcomes. The Expectancy and Equity Theories

provide valuable insights into the intricate dynamics of employee motivation. Organizations may create cultures where employees feel valued, acknowledged, and inspired to give their best work by comprehending and putting these ideas into practice. (Adams, 1963)

2.2 Concepts Related to Tattoos and Body Art as Self-Expression

Tattoos have undergone a significant transformation over the years, from being associated with fringe subcultures to becoming mainstream forms of personal expression. This evolution impacts how tattoos are perceived in different settings, including the workplace.

Understanding this shift is essential for examining how corporate culture in Finland, known for its progressive and individualistic traits, intersects with attitudes towards tattoos. (Elzweig & Peebles, 2011)

From a sociological perspective, symbolic interactionism offers a lens through which we can understand tattoos as 'symbols,' full of meaning and interpretation (Blumer, 1986). In a workplace, these symbols can create perceptions—both positive and negative—among colleagues and supervisors, influencing interpersonal relations and potentially career progression.

In recent years, tattoos have become a form of personal branding. Individuals use tattoos to convey specific facets of their identity, from personal beliefs to life experiences. How this 'personal branding' interacts with a company's own brand or corporate culture is a dynamic worth investigating. In addition to that, tattoos can also be viewed through the lens of social capital, as they often signify membership in particular social groups. In a corporate setting, having a tattoo could either enhance or diminish an individual's social capital, depending on the prevailing norms and attitudes of the organization. (Kjeldgaard, Ostberg, & Bengtsson, 2006)

Besides that, the concept of 'aesthetic labor' refers to the way employees are expected to manage their appearance as part of their job performance (Witz, Warhurst, & Nickson, 2003). In professions where a specific appearance is deemed important, tattoos might be seen as incompatible with job roles, posing challenges for those who choose to express themselves this way.

2.2.1 Aesthetic labor

The concept of 'Aesthetic labor' refers to the way in which employees are expected to manage and deploy their appearance, emotions, and bodily capacities to align with the branding and image ideals of their employers. As modern businesses increasingly emphasize brand identity and experience, the aesthetic attributes and performances of their workers have become integral to creating a consistent and desirable brand image. This chapter delves into the theory and implications of aesthetic labor, its prevalence in various industries, and its intersections with broader organizational and societal norms. (Witz, Warhurst, & Nickson, 2003)

The term 'aesthetic labor' was popularized by scholars Warhurst, Nickson, Witz, and Cullen in the early 2000s. They focused on how service sector employers recruit staff based on their looks and attitudes and then shape these attributes to fit the company's desired image. This concept goes beyond the physical appearance, encompassing behaviours, accents, and even emotions that align with the company's brand values. Aesthetic labor is particularly prevalent in the service sector, especially in roles that involve direct customer interaction. (Witz, Warhurst, & Nickson, 2003) For instance, flight attendants, retail associates, or hotel concierge staff might be subjected to specific grooming, attire, and behaviour standards to reflect the brand's image and values.

While aesthetic labor can offer employees advantages, like higher pay or better job opportunities, it also poses several challenges. There's a risk of discrimination, where individuals who don't naturally fit the brand's aesthetic ideal might face difficulties in recruitment or progression. Additionally, the constant pressure to maintain a particular look or behaviour can lead to physical and emotional strain (Witz, Warhurst, & Nickson, 2003).

Finland has a unique corporate and cultural ethos which provides interesting material for exploring aesthetic labor. While the nation values equality and individuality, global influences and industry-specific demands might shape the prevalence and nature of aesthetic labor. For example, Finnish design and retail companies are known for their minimalist aesthetics (Marimekko), so they also might favour employees whose appearances align with these ideals. In the broader narrative of aesthetic labor, tattoos can be viewed as a contentious point. On one hand, tattoos are a form of personal expression, but on the other they might conflict with a brand's aesthetic ideals and corporate vision. The acceptability of visible tattoos in the workplace depends on how well the tattoos fit the company's brand image, especially in places where aesthetic work is emphasized.

Aesthetic labor shows how to create a consistent brand image and the intricate ways businesses mould their employees' appearances and behaviours. It also raises pertinent questions about individuality, discrimination, and well-being in the workplace and insights into modern branding and consumer experience strategies. (Witz, Warhurst, & Nickson, 2003)

2.3 Unconscious Bias

Unconscious bias refers to the automatic judgments and evaluations we make about people based on their characteristics such as gender, race, and appearance (Greenwald & Krieger, 2006). Various types of biases exist, including affinity bias, confirmation bias, and social comparison bias, each of which could affect how tattoos are perceived in a workplace (Figure 2) Unconscious biases often originate from social conditioning and can be seen as cognitive shortcuts that help humans make quick decisions. These biases operate under the radar of conscious thought, meaning people often are not aware they are acting on them. (Jolls & Sunstein, 2006)

2.3.1 Unconscious Bias and Corporate Culture

Research has shown that unconscious bias can significantly impact critical organizational processes, from hiring and promotions to task assignments and evaluations. Organizations often employ diversity training and workshops aimed at reducing unconscious bias. Some experts advocate for structural changes, like blind recruitment processes, as more effective means for reducing unconscious bias. (Greenwald & Krieger, 2006)

Figure 2. Types of unconscious bias (Greenwald & Krieger, 2006)

Types of unconscious bias	Definition	Workplace Implication
Affinity Bias	This occurs when people subconsciously prefer those who share similar qualities, backgrounds, or interests with themselves.	Affinity bias can influence hiring decisions, promotions, and team formations. For example, a manager might unconsciously favor a candidate who graduated from the same university they did.

Confirmation Bias	People favor information that confirms their pre-existing beliefs or values.	This can manifest in performance reviews, where supervisors might focus more on aspects that confirm their pre-existing beliefs about an employee, overlooking other essential qualities or achievements.
Halo Effect	One positive attribute of a person overshadows other, potentially negative, characteristics.	An employee might receive undue praise or opportunities based on a single accomplishment, while other equally deserving employees might get overlooked.
Horns Effect	The opposite of the Halo Effect, where one negative trait overshadows positive ones.	A single mistake or negative trait might lead to an employee being unfairly overlooked for promotions or other opportunities.
Attribution Bias	How people rationalize events and behaviours. People often attribute their own successes to their skills while attributing failures to external factors and vice versa for others.	Managers might credit their team's successes to their leadership but blame failures on the team's failure.
Beauty Bias	A preference for attractiveness, where more conventionally attractive people are assumed to be more competent or deserving.	Hiring decisions or promotions might be influenced by a person's physical appearance rather than their actual qualifications or performance.
Ageism	Judgments or stereotypes about someone based on their age.	Younger employees might be seen as inexperienced or not serious, while older employees might be viewed as out of touch with modern technology or trends.

Gender Bias	Favoring one gender over another based on preconceived beliefs about gender roles.	This can affect salary decisions, promotions, and even task allocations. For instance, men might be more frequently chosen for leadership roles based on the misconception that they're more "assertive" or "dominant."
Name Bias	Making judgments about a person based on their name or it perceived ethnicity.	Research has shown that people with names perceived as "ethnic" or "unusual" might get fewer callbacks for job interviews.

By analyzing Figure 2, it is visible where different types of unconscious bias are indicated and how they can affect people's perceptions in the workplace, the author thinks it is crucial for workplaces to recognize and address unconscious bias. For example it can be provided as regular training sessions, promoting diversity, ensuring a diverse hiring panel, using blind recruitment processes, and fostering an inclusive work environment. Organizations can take action to promote a more inclusive, equitable, and effective work environment by becoming educated about various types of biases and their effects. (Heilman, 2012)

For example, a hiring manager influenced by bias against tattoos may overlook the qualifications and skills of a candidate, focusing instead on their body art as a negative attribute. The concept of intersectionality suggests that biases can multiply or amplify when different facets of identity such as race, gender, and appearance intersect (Crenshaw, 1989)

There are various tools available to measure unconscious bias, such as the Implicit Association Test (IAT) (Greenwald, McGhee, & Schwatz, 1998). Organizations often use these tools to assess the prevalence and impact of unconscious bias within their workplace. These methods can provide empirical support for the existence and extent of bias against visible tattoos. Moreover, various interventions like workshops, awareness programs, and diversity training aim to reduce unconscious bias in organizational settings.

The prevalence and impact of unconscious bias can be closely tied to an organization's culture. Organizations with cultures that promote diversity and inclusion are more likely to actively address unconscious bias (Cox & Blake, 1991). Given Finland's specific cultural dimensions, this aspect is crucial for understanding how unconscious bias manifests in

Finnish organizations. Finnish corporate culture, known for its egalitarian values, places a premium on transparency and equal opportunities. Despite this, unconscious biases related to tattoos and other forms of self-expression could still be prevalent, given the conservative tendencies in some sectors or older generations within the workforce. (Elzweig & Peeples, 2011)

Unconscious bias can raise ethical concerns around fairness and equality. Moreover, depending on the jurisdiction, companies may face legal repercussions if their actions, influenced by unconscious bias, lead to discriminatory practices (Sunstein & Jolls, 2006)

2.3.2 Unconscious Bias and Tattoos

Unconscious biases are deep-seated reflexes honed by our experiences and societal norms which may have positive or negative tone, but either way they operate outside our conscious awareness. Common biases related to tattoos might include beliefs that tattooed individuals are less professional, less competent, or more likely to engage in deviant behavior. Such biases might not only influence hiring decisions but also everyday interactions and performance evaluations in the workplace. The history of tattoos is very rich, starting with ritual symbols and signs of belonging to certain groups and prison tattoos. In various cultures, tattoos have held spiritual significance or marked important life milestones (DeMello, 2000). However, in many Western societies, including Finland, there was a time when tattoos were predominantly associated with sailors, bikers, or fringe subcultures. This historical framing has, in some ways, influenced contemporary biases against tattooed individuals, particularly in conservative professional settings. (DeMello, 2000)

In recent years, there have been more and more celebrities, such as singers or athletes, who have tattoos. This had a positive impact on the popularization of body art and its perception in society. Also in many modern workplaces in creative industries, such as designers or painters, tattoos are not only accepted but often celebrated as a form of unique self-expression.

However, in more traditional sectors or in roles that require frequent client interactions, visible tattoos can still be a point of contention. Hiring managers might unconsciously or consciously deem a tattooed candidate as a potential 'cultural misfit,' even if their qualifications are on par with non-tattooed candidates. (Timming, Visible tattoos in the service sector: A new challenge to recruitment and selection., 2015)

These days, many countries and nations are starting to look at tattoos differently and accept them in a positive way, and Finland is no exception. The nation's progressive view on many societal issues has also influenced the normalization of body art. However, while the younger generation is more accepting, older generations might still harbor biases rooted in traditional beliefs. In Finnish corporate culture, the acceptance of tattoos can vary significantly based on the industry, company culture, and specific roles. (Kosut, 2000)

Combatting unconscious bias requires conscious effort, and awareness is the first step. Companies can benefit from training sessions that bring attention to these biases, allowing employees to recognize and challenge their preconceptions. Creating a culture of inclusivity, where diversity in all its forms (including self-expression through tattoos) is celebrated, so this can also mitigate the effects of unconscious biases. (Greenwald & Krieger, 2006)

Unconscious bias and tattoos intersect at the crossroads of self-expression, societal norms, and professional competence. As the corporate world evolves, so too does the perception of tattoos. While they once might have been seen as a mark of rebellion, in many modern contexts, they are viewed as art, story, or simply a personal choice. Recognizing and addressing unconscious biases is essential to fostering inclusive workplaces where talent is valued above appearance. (Jolls & Sunstein, 2006)

2.4 Conceptual Framework

The conceptual framework for this thesis draws on Schein's model of organizational culture, Hofstede's cultural dimensions specific to Finland, and existing literature on tattoos as forms of self-expression and unconscious bias. By integrating these elements, the author aims to provide a multifaceted understanding of how corporate culture in Finland impacts attitudes toward tattoos and the presence of unconscious biases in the workplace.

The conceptual framework for this thesis synthesizes three main areas: organizational culture, the sociology of body art, and unconscious bias. This framework aims to provide a multi-dimensional view for exploring how corporate culture in Finland impacts attitudes towards visible tattoos and unconscious bias in the workplace. At the foundation of this framework is the understanding that organizational culture shapes and is shaped by employee behavior (Schein, 2016). The framework posits that Finland's distinct cultural dimensions such as individualism, low power distance, and a balanced approach towards uncertainty avoidance, impact corporate cultures in ways that could either support or inhibit the acceptance of tattoos (Schein, 2016).

Building upon symbolic interactionism (Blumer, 1986), tattoos are considered not merely as aesthetic choices but as complex symbols that carry specific meanings. These meanings can be personal, reflecting individual branding, or societal, reflecting broader cultural or subcultural affiliations. This layer of the framework will examine how these various meanings interact with organizational culture and unconscious bias. Within the framework, unconscious bias acts as a mediator that could either facilitate or hinder the integration of employees with tattoos in the workplace (Greenwald & Krieger, 2006). Biases can manifest at different organizational levels and in various processes such as hiring, promotions, and social integration.

Adding an ethical layer to the framework provides an avenue to explore the ethical considerations and potential legal implications of unconscious bias and discrimination against tattoos in the workplace.

3 Methodology

3.1 Qualitative research methodology

For this thesis author chose the qualitative approach due to its inherent strengths in examining complex social phenomena, such as attitudes and biases within corporate culture. Unlike quantitative research, which often focuses on numerical data and statistical relationships, qualitative research allows for a deeper, more detailed exploration of human experiences and behaviours. (Maxwell, 2012)

The exploratory nature of qualitative research is highly beneficial in studying phenomena that are not well understood, such as the intricate interactions between visible tattoos, unconscious bias, and corporate culture in Finland. This approach provides the flexibility to adapt and refine research questions as the study progresses. (Maxwell, 2012)

Qualitative research places a significant emphasis on context, which is essential in understanding how Finnish cultural factors could influence corporate attitudes towards tattoos and unconscious bias. By allowing for the incorporation of social, organizational, and cultural contexts, qualitative methods can capture the complex reality of the corporate landscape in Finland. (Bryman, 2012)

3.2 Data collection

In the pursuit of understanding the intricate relationship between corporate culture in Finland, attitudes towards visible tattoos, and the presence of unconscious bias in the workplace, a comprehensive data collection strategy was employed.

There are two chosen methods to collect data for this thesis. In-depth interviews with HRs will be conducted to capture a broad spectrum of perceptions, experiences, and institutional policies. This method plays an important role in understanding all the nuances related to the main research question. A set of questions (Appendix 2) was created to understand the HR influence on hiring employees, as well as the internal work culture, hiring practices that potentially intersect with tattoos and unconscious biases and how familiar the company is with the problem of unconscious bias.

Five interviews were conducted in English language following the questions from Appendix 2. The author presented research question of the thesis and informed participants that their responses will be included shortly in this thesis. Interview 1 was held face-to-face on 23.10.2023 from 14.00-15.00 o'clock. Interview 2 and Interview 3 were held separately at same day on 27.10.2023 from 11.30-15.00 o'clock and were conducted online through Zoom. Interview 4 was held on 31.10.2023 from 10.15-11.30 and was conducted online through Zoom. Interview 5 took place on 02.11.2023 from 14.15-15.30 by Zoom. Each interview lasted between 40-60 minutes. Notes were taken and recorded in separate word files that were stored on the computer of the author of this thesis. In Appendix 3, the author provided a data processing plan to ensure the anonymity of respondents and the author's responsibility for the data obtained.

The survey seeks to capture the personal experiences and perceptions of a diverse pool of Finnish workers across different sectors. A set of questions (Appendix 1) includes questions with choice options, a rating from 1 to 5, as well as open ended questions. This survey will provide living examples of workers in Finnish corporate cultures and their knowledge about unconscious bias.

In thesis the author has collected data, which required heightened ethical sensitivity, particularly when discussing potentially sensitive issues. The following interviews and surveys were conducted anonymously. (Appendix 3)

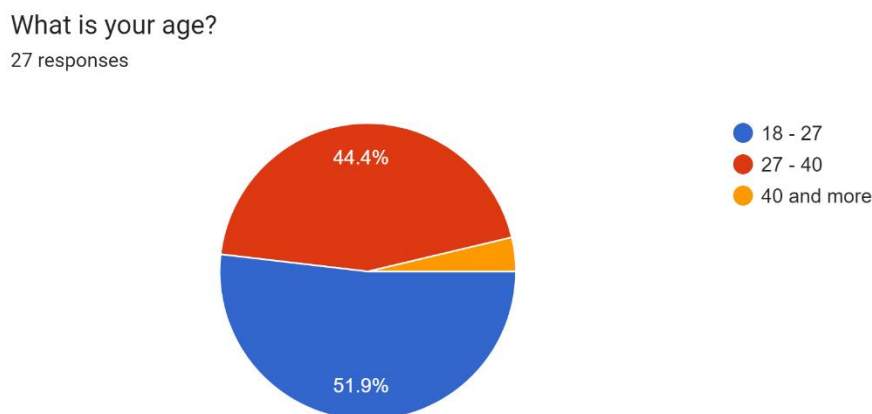
4 Results

4.1 Survey results

In this part of the thesis, the author analyzes answers from the survey. The purpose of this survey was to study the impact of tattoos in the workplace and unconscious bias in the Finland's corporate culture between responders. A full set of questions is included into Appendix 1 and was held online following the guidelines to ensure participants' comfort and confidentiality. The survey was answered online through google docs questionnaire by 27 participants total. The survey was held during 16.10.23 – 24.10.23 and was available online 24 hours a day, so each participant answered when they were available to do such. Following chapters contain 11 Figures (Figure 3 – Figure 14) where in the left upper corner is presented the number of responses.

Those answers will be analyzed to understand the main theme of this thesis: "How does corporate culture in Finland impact attitudes toward visible tattoos and the presence of unconscious bias in the workplace".

Figure 3. Age chart from the survey



Most respondents are younger individuals, between the ages of 18-40 which can influence perspectives on tattoos and corporate culture and provides a modern perspective on the topic (Figure 3). Survey participants work in different industries, for example in Finance, Marketing, Healthcare- Nursing, Cleaning and regular students as well (Figure 4). This gives a bigger and wider spectrum from different companies cultures.

Figure 4. Chart with participants work industries

What industry do you work in?

27 responses

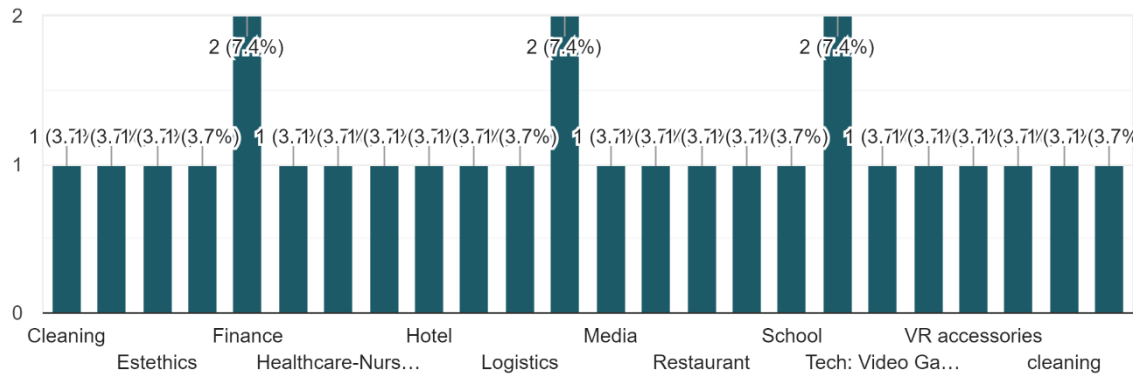
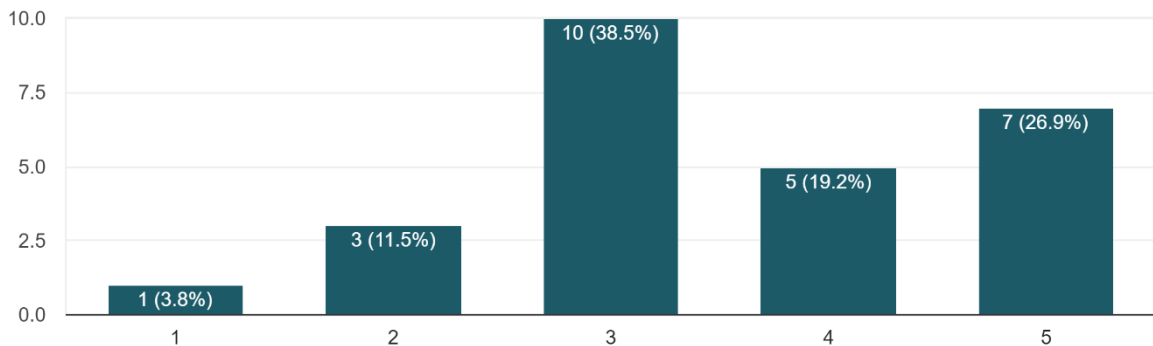


Figure 5. Chart with rating the importance of corporate culture

On a scale of 1-5, how would you rate the importance of corporate culture in your organization?

26 responses



The importance of corporate culture seems to be rated highly, most of respondents rated the importance of corporate culture in their workplace 3 or above (Figure 5). This may mean that the corporate culture in the participating organizations plays a major role in day-to-day activities and decision-making.

Figure 6 shows that 64% of respondents described their company's culture as casual, which means a relaxed and possibly flexible work environment. While 28% described their corporate culture as innovative, indicating a forward-thinking and possibly creativity-driven atmosphere. Only 8% identify their corporate culture as formal, which shows that a traditional and structured approach being less popular. The lack of response to traditional culture highlights the shift from conservative business models to more dynamic and employee-friendly workplaces.

Figure 6. Company's corporate culture description chart

How would you describe your company's corporate culture?

25 responses

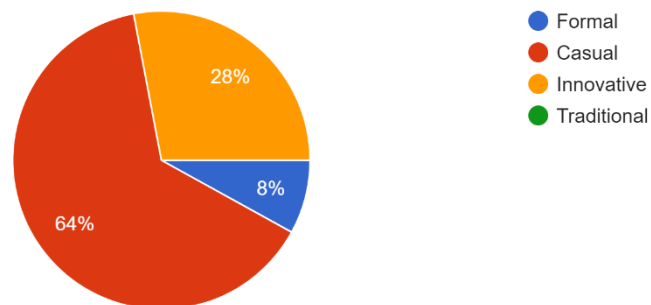


Figure 7. Tattoos visibility among respondents

Do you have any visible tattoos?

27 responses

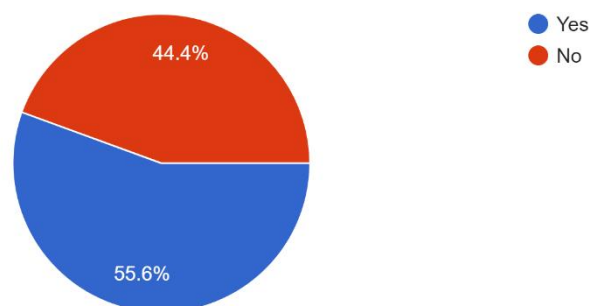


Figure 8. Acceptance of visible tattoos at the workplace

On a scale of 1-5, how acceptable do you think visible tattoos are in your workplace?

27 responses

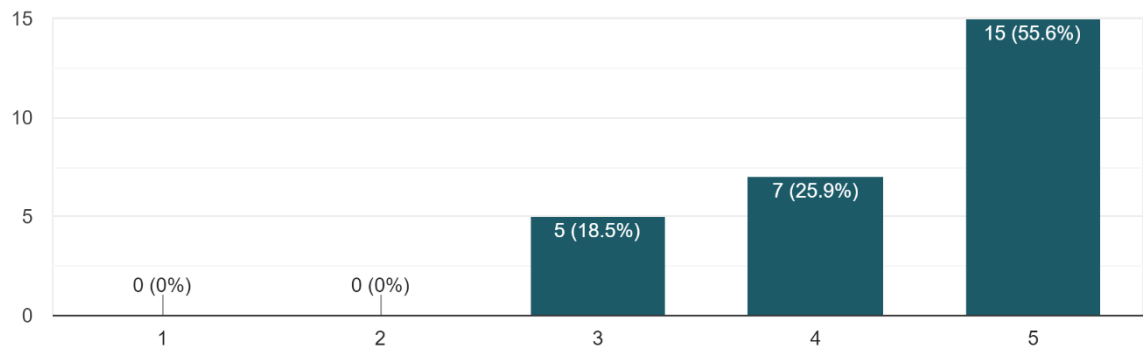


Figure 7 shows a higher number of tattooed people among workers, this shows a positive change in the perception and acceptance of body art in the professional environment.

The responses suggest a high level of acceptance, with a combined 81.5% of participants rating the acceptance level at 4 or 5, showing an increasing tolerance of visible tattoos in the professional environment. The lack of any responses at the lower end of the scale (1 or 2) further emphasizes a progressive attitude towards tattoos at work.

Figure 9. Chart of tattoo's impact on professional life

Have you ever felt that having a tattoo has impacted your professional life?

25 responses

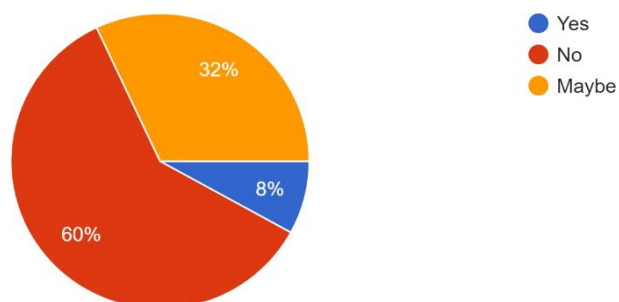


Figure 9 clearly shows that the majority of respondents do not believe that tattoos affect their professional life and the attitude towards tattoos in corporate culture in Finland in a professional environment is more tolerant and unbiased.

Figure 10. "Unconscious bias" familiarity term

Are you familiar with the term "unconscious bias"?

27 responses

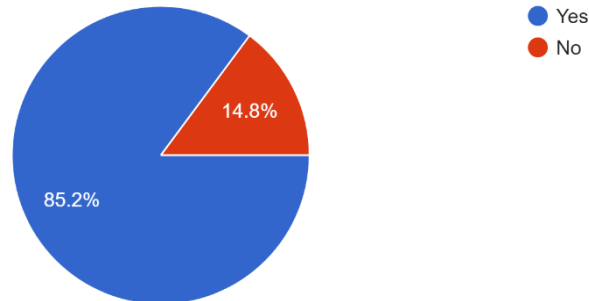


Figure 10 shows that the majority of participants surveyed are familiar with the term "unconscious bias," indicating their awareness of the topic. Most likely, the companies where respondents work have provided training on unconscious bias in judgment and its minimization in the workplace.

Figure 11. Chart with ratings of how unconscious bias affects decision-making in the workplace

On a scale of 1-5, how much do you think unconscious bias affects decision-making in your workplace?

27 responses

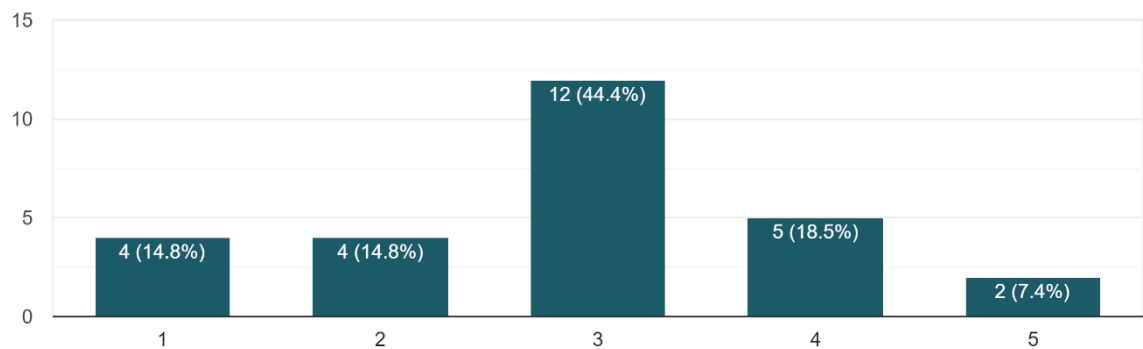
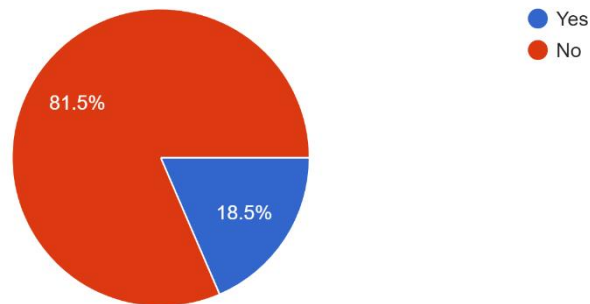


Figure 11 shows that the majority of respondents (19) believe that unconscious bias influences in decision-making at the workplace and in the company.

Figure 12. Training participation chart to reduce unconscious bias

Have you ever participated in any training to reduce unconscious bias?
27 responses



With only 18.5% of respondents having participated in training to reduce unconscious bias, showing that such trainings are not widely received among the respondents (Figure 12). 81,5% shows a lack of emphasis on addressing unconscious biases in the survey group.

Figure 13. Chart of thoughts on how less professional are people with tattoos

Do you think people with tattoos are less professional?
27 responses

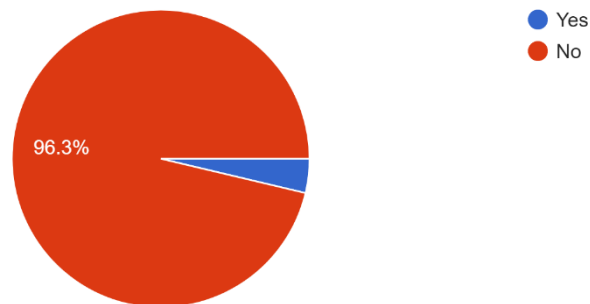


Figure 13 shows a shift in social norms as tattoos become more acceptable in professional settings, which could also mean that respondents are part of a culture or industry where tattoos have already become the norm.

Figure 14. Chart of how comfortable is to work with colleagues who has visible tattoos

Would you feel comfortable working closely with a colleague who has visible tattoos?
27 responses

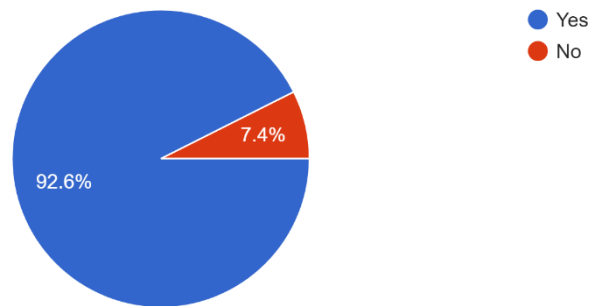


Figure 14 adds a behavioural dimension to the acceptance of tattoos in the workplace. It's not just about perceptions of professionalism, but it also reflects respondents' comfort levels with interacting on a day-to-day basis with tattooed colleagues. The high percentage of respondents comfortable with visible tattoos suggests a normative acceptance of tattoos among the participants. This is consistent with the earlier survey result showing that tattoos are not generally viewed as unprofessional by this group.

In addition to the charts that were provided and analysed from above, the survey also includes an open-ended questions that are vital for an understanding of how work culture and attitudes towards people with tattoos is changing.

Some of the respondents still faces the inclusion issues. They imply that while tattoos are accepted, Finland still faces challenges in other areas such as race, culture, language, religion and sexuality. Tattoos do not necessarily hinder career progression in Finnish corporate culture. The overall tone recognizes the positive trend but also acknowledges the existing areas that need improvement.

Another answer provides a comparative perspective, where Finland's corporate culture is more accepting and inclusive, particularly regarding visible tattoos. Respondents see Finland as progressive in terms of workplace diversity.

4.1.1 Summary of survey

The survey analysis shows that most respondents work in companies with a casual corporate culture and don't see tattoos as hindering their professional life. Corporate culture in Finland is evolving and is moving towards greater acceptance of personal expression through tattoos and that such expressions may not significantly impact professional perceptions.

However, the low rate of unconscious bias training could indicate potential areas for improvement in corporate training programs in the future. Data shows that corporate culture in the context of this survey analysis corporate appears to be accepting of tattoos, which may not disturb professional relationships or teamwork.

It also suggests that any unconscious bias against people with tattoos may not significantly impact the day-to-day operations and collaborations within the workplace. There is an acceptance of tattoos in professional settings among the respondents.

However, the small minority who are uncomfortable reveals an interesting contrast, possibly indicating pockets of resistance or more traditional views that persist despite a general trend towards acceptance.

4.2 Interviews

In this chapter of the thesis anonymous interviews were conducted by the author with questions from Appendix 2. Further in the thesis each interviewer will be referred to as Interview 1, Interview 2, Interview 3, Interview 4 and Interview 5.

4.2.1 Interview 1

The company was described as innovative with a forward-thinking and flexible approach. This type of culture is typically more open to diversity and self-expression in the company. Main role of creating this culture was considered by HR and plays a significant influence in shaping the company's environment and employee experience. The hiring process also involves talk about tattoos. The company has a progressive stance on individuality with no strict policies against tattoos and it is committed to raising awareness by making regular

implementation of training that are gathered in an informal setting. In addition, they are taking practical steps to minimize bias in hiring by making sure interviewers are diverse.

The company conducts anti-bias training to help reduce negative comments about tattoos. The company's efforts to review guidelines and engage in discussions about diversity, such as tattoos, demonstrate an active role in creating an inclusive workplace. Recognizing potential challenges (such as unconscious bias) and benefits (such as a broader talent pool) demonstrates a realistic approach to managing diversity.

The interview reveals a company whose HR practices are closely aligned with modern, progressive values. It is a culture that does not just tolerate diversity but seems to embrace it as a component of its corporate identity.

4.2.2 Interview 2

The company has a traditional and professional culture and may be associated with a more conservative stance on appearance. The HR department was seen as a guardian of professional standards, which may involve enforcing dress codes that include restrictions on visible tattoos, especially in customer-facing roles. Tattoos has been discussed in company reflecting an awareness of changing social norms, but also indicating a potential gap between current cultural trends and the company's traditional policies. Clear written policies on visible tattoos signify an attempt to maintain a specific corporate image. Policies may impact on the company's ability to attract diverse talent if they're perceived as too restrictive.

There were cases where tattoos impacted hiring decisions, which could indicate unconscious bias, choosing a potential employee with a more conventional appearance. Even though annual training related to unconscious bias is conducted, the periodicity and content of this training would determine its effectiveness. There was negative feedback from older employees regarding visible tattoos which the company must navigate carefully. Potentially, there could be a concern for the company in terms of equality and fairness facing employees with visible tattoos.

The HR department's commitment to revisiting biases is positive, but without specific examples, it's difficult to understand the effectiveness of these efforts. The company is well aware that it needs to change to meet the rapidly evolving social norms related to visible tattoos. They are open to reevaluating their views on visible tattoos. Plans to update policies

reflect a recognition of the need for change but do not specify the nature of possible changes.

Overall Interview 2 presents a company that is on the cusp of cultural change which recognizes the importance of addressing unconscious bias and is beginning to take steps towards a more inclusive environment.

4.2.3 Interview 3

The company's culture is characterized by practicality and efficiency, which is typical for sectors focused on processes and productivity. HR appears to play a traditional role, with a focus on compliance and operational efficiency. The culture may prioritize function over form and this could suggest that cultural initiatives, such as those addressing bias or tattoos, might be secondary to functional HRM objectives.

No formal policies exist possibly because the work doesn't require direct customer interaction where appearances play a big role. Tattoos visibility did not affect hiring decisions suggesting that tattoos are not an issue for the company's workforce. The company should improve absence of specific training of unconscious bias, indicating a gap in the company's diversity and inclusion initiatives.

The company's efforts to address bias in HR through post-hiring reviews demonstrate a reactive rather than proactive approach to bias. While HR did not provide details, the lack of formal training suggests there might be room to improve structures to prevent bias in evaluations. The expectation of a more relaxed approach in line with general societal trends suggests a recognition of changing attitudes, although this is not yet formalized in policy.

Analysis of Interview 3 shows that the company is in a transitional phase regarding the acceptance of visible tattoos and addressing unconscious bias.

4.2.4 Interview 4

The company's culture suggests a forward-thinking environment that can be more accepting of non-traditional appearances. HR is engaged to a strategic approach to culture and diversity. Regular discussions about visible tattoos and the hiring process suggest that the company actively engages with this topic and considers its relevance to their workforce and

brand image. There are no strict company policies regarding individual expression including tattoos.

Acknowledgment of a case where a tattoo positively influenced the hiring decision highlights the company's openness and possibly a desire to embrace diversity. The fact that there has been no negative feedback about visible tattoos from employees or clients suggests either a generally accepting attitude or a non-issue in the company's context. Perceiving no difference in treatment based on tattoos further reinforces the inclusive nature of the company's culture.

The instance of adjusting an advertising campaign for bias indicates a company-wide awareness and readiness to address bias proactively. Company has an open-minded approach and is evolving with societal changes regarding visible tattoos. Main priority for the HR department is fostering inclusivity between employees.

Analysis of Interview 4 illustrates a progressive company that values diversity and actively works to integrate inclusivity into its culture. The company's approach to visible tattoos and unconscious bias is reflective of broader trends in many industries worldwide, where innovation and individual expression are often highly valued.

4.2.5 Interview 5

The company is represented as having a patient-centered and professional culture and is associated with conservative approach to employee appearance, including tattoos.

The HR department is attempting to balance professional expectations with a supportive environment by creating a respectful workplace. The presence of guidelines that permit tattoos but require them to be non-offensive indicates a nuanced stance. The HR Manager's example of a tattoo being a point of discussion but not a dealbreaker.

The organization's integration of bias training in employee induction and periodic refreshers shows an institutional commitment to addressing biases. The observation of occasional judgment from older staff or patients suggests that while the company culture may be accepting, external societal biases can influence interactions within the workplace. Identifying and discussing biases in management meetings indicates an active and ongoing approach to addressing bias. The vision of a slow but positive shift in attitudes toward tattoos and biases aligns with a careful, patient-centered approach typical of the health sector.

Analysis of Interview 5 presents an organization working to balance professional standards with a changing societal landscape regarding visible tattoos and unconscious biases and the HR practices seem to be adapting.

4.2.6 Summary of Interviews

The five interviews offer a cross-sectional view of how various Finnish companies approach the subject of visible tattoos and unconscious bias in the workplace. Despite differing industry norms, there is a clear trend of increasing openness and inclusivity across the board.

There is a notable shift towards more liberal policies on employee appearance, including tattoos. However, this shift is calibrated by each sector's unique customer and client interaction levels. Unconscious bias training is becoming a standard practice, with companies integrating it into their regular training programs. This shows a positive growing recognition of the importance of diversity and inclusivity within the Finnish corporate sphere.

The treatment of employees with visible tattoos does not seem to be overtly discriminatory in any of the organizations interviewed. However, there is an acknowledgment that personal biases can influence professional interactions where older societal norms are more common.

4.3 Summary of analysis

The summary of analyzed data that has been collected from the interviews and survey suggests that Finnish corporate culture is progressively aligning with global trends of diversity and inclusion. Nowadays tattoos are a part of personal expression, and their acceptance is slowly becoming part of the normative culture in Finnish companies. It indicates a shift in underlying assumptions about professionalism and appearance.

4.3.1 Integration of Hofstede's Cultural Dimensions

Conducted interviews show that openness towards tattoos is increasing and can be related to low power distance. This suggests a questioning attitude towards authority and a preference for consultative relationships, leading to more liberal policies regarding personal expression. Finnish culture is more focused on individualism and supports the idea of

personal expression through tattoos, aligning with the survey findings that indicate a casual corporate culture that does not perceive tattoos as a professional problem. (Hofstede, 2011)

4.3.2 Application of Schein's Organizational Culture Model

The visible shift in policies (artifacts) and the incorporation of unconscious bias training (espoused values) reveal an underlying assumption that diversity and personal expression are valuable. Tattoos are becoming an accepted form of personal expression that does not interfere with professional life or teamwork. (Schein, 2016)

5 Recommendations

This chapter is dedicated to provide potential improvements and recommendations for the company's corporate culture in Finland and awareness of unconscious bias.

5.1 Regular Workshops:

All companies should conduct regular unconscious bias training and diversity education programs to keep up with evolving social norms. The author suggests to organize workshops on a regular basis. For example bring in external experts to discuss unconscious bias and how it can affect workplace dynamics, as well as the importance of an inclusive corporate culture. In addition, these trainings can bring a more positive and open perception not only of people with tattoos but also reduce other paradigms associated with judging colleagues of a different gender, age and race (Davies, Spencer, & Steele, 2005).

5.2 Diverse Hiring Panels and Opened Dialogue

Companies could implement diverse hiring panels and standardized interview processes in order to minimize unconscious bias in hiring. As well as open discussions about tattoos and personal appearance at the workplace can help to normalize diversity and address any concerns that may come up in the future.

5.3 Leadership Development

Companies may encourage continuous education for leaders to be trained in fostering an inclusive environment where diversity is seen as an asset, including the acceptance of tattoos in the workplace (Ely & Thomas, 2001).

5.4 Policy Development

Regular reviews of company policies should be conducted to ensure they remain relevant and responsive to societal changes, employee feedback, and customer/client expectations. Organizations should establish clear, written guidelines about visible tattoos that balance individual expression with professional standards, tailored to their specific industry requirements. This is a big field for the creation of explicit company policies that address dress codes and appearance, ensuring they are inclusive of tattoos, which will help reduce unconscious bias (Timming, 2015).

5.5 Inclusive Branding

Company branding should be seen as one of the most important aspect of how company is viewed. Main message should be more inclusive and warm toned towards others. In everyday life there are more and more advertising campaigns where models with tattoos are present, adjusting branding and marketing to reflect a more inclusive stance may also influence internal culture positively.

5.6 Feedback Mechanisms

Feedback mechanisms should be included on a regular basis for employees to voice their experiences or concerns regarding visible tattoos, unconscious bias, or any diversity-related issues. Companies should track their progress on inclusivity and periodically report on diversity metrics, including the integration of individuals with visible tattoos (Mor Barak, 2015).

6 Conclusion

The purpose of this thesis was to explore the question of how does corporate culture in Finland impact attitudes toward visible tattoos and the presence of the unconscious bias in the workplace, and provide the basis for further research in this area.

The theoretical part of the thesis presented two main theories such as Schein's Organizational Culture Model and Hofstede's Cultural Dimensions. The collaboration of these theories and the Finnish corporate culture demonstrates a complex understanding of the dynamics between organizational culture, the popularization of tattoos, and the unconscious bias. Schein's model was vital in defining the multilayered nature of corporate culture helping to identify that the visibility of tattoos often crossed with surface artifacts and espoused not only values, but also deeply held underlying assumptions. Hofstede's Cultural Dimensions provided a new way of viewing Finland's collective workplace culture, highlighting the country's low power distance, high individualism, and a tendency towards feminine values, which shows that Finland is an environment that potentially accepts body tattoos.

The qualitative research included two ways of collecting data: surveys for the Finnish workers across different sectors and interviews for the Human Resource Management. Even though Finland is known for progressive workplace values and a friendly environment, there are still old stereotypes and paradigms about how society perceives people with tattoos. The summary of analyzed data that has been collected from the interviews and survey suggests that Finnish corporate culture is progressively aligning with global trends of diversity and inclusion. Nowadays tattoos are a part of personal expression, and their acceptance is slowly becoming part of the normative culture in Finnish companies. It indicates a shift in underlying assumptions about professionalism and appearance.

The study underscores the necessity for Finnish organizations to acknowledge and actively combat these biases in the workplace. Many companies have diversity and inclusion programs in place and regular training related to it. Public attitudes continue to change and only continued research in this area will be essential to moving organizations towards truly inclusive practices.

In conclusion, this thesis sets out a growing agenda for diversity, exclusivity and personal expression in the Finnish corporate society. It provides insight into the current state of developments and unconscious biases in Finnish corporate culture and will also help for the future research and organizational reflection in this field of area.

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Appendix 1. Set of questions for survey.

What is your age?

What industry do you work in?

How many years of professional experience do you have?

What is your highest level of education?

On a scale of 1-5, how would you rate the importance of corporate culture in your organization?

How would you describe your company's corporate culture? (Multiple choice: Formal, Casual, Innovative, Traditional, etc.)

Do you have any visible tattoos? (Yes/No)

On a scale of 1-5, how acceptable do you think visible tattoos are in your workplace?

Have you ever felt that having a tattoo has impacted your professional life? (Yes/No/Not Applicable)

Are you familiar with the term "unconscious bias"? (Yes/No)

On a scale of 1-5, how much do you think unconscious bias affects decision-making in your workplace?

Have you ever participated in any training to reduce unconscious bias? (Yes/No)

Do you think people with tattoos are less professional? (Strongly Agree to Strongly Disagree)

Would you feel comfortable working closely with a colleague who has visible tattoos? (Strongly Agree to Strongly Disagree)

What are your thoughts on how corporate culture in Finland is evolving in terms of diversity and inclusion?

Please describe any incidents where you felt unconscious bias had an impact in your workplace.

Any other comments or experiences you would like to share?

Appendix 2. Interview Questions for Human Resource management.

How would you describe the organizational culture of your company?

What role does the HR department play in shaping or influencing the company's organizational culture?

Have there been internal discussions about visible tattoos and their place in the hiring process?

Are there any written policies or guidelines related to visible tattoos for employees? If so, what are they?

Have there been instances where a candidate's visible tattoo influenced the hiring decision? Can you describe such an instance without revealing confidential details?

Has unconscious bias training been integrated into the company's training programs? If so, how frequently is this training conducted?

How does the HR department ensure that hiring managers and interviewers are aware of the potential for unconscious bias during the recruitment process?

Have there been any feedback or comments from employees about the company's stance on visible tattoos?

Based on your observations, do you think employees with visible tattoos are treated differently than those without?

Can you describe an instance where unconscious bias was identified and addressed in the HR processes?

How does the HR department ensure that unconscious biases don't creep into performance evaluations or promotions?

Given the evolving corporate culture in Finland, especially regarding diversity and inclusion, do you foresee any changes in the company's stance on visible tattoos in the near future?

What steps is the HR department taking to foster a more inclusive environment, especially for employees with visible tattoos?

In your opinion, what are the primary challenges and benefits associated with managing diversity and addressing unconscious bias in the workplace?

How do you envision the future of corporate culture in Finland, especially regarding the acceptance of visible tattoos and addressing unconscious biases?

Appendix 3. Data Management Plan.

The author, commissioning company Inki OY and thesis supervisor from Häme University of Applied Sciences have signed thesis agreement. The data for the thesis is collected through semi-structured expert interviews and survey. Interviews were conducted in Zoom and one in person. During interviews the author recorded shared information into separated Word document files. The author will share the recordings only with interviewees themselves and thesis supervisor if necessary. The survey was conducted online, and the survey results were recorded. Data will be saved for commissioning company's or school's cloud during the thesis process. The recordings will be kept saved one year after the publication of the thesis in authors computer and after that data will be destroyed from it. During the interviews, some indirect personal data was collected. This data includes interviewees explanation of their current job role. The role will be described in thesis in a way that interviewee stays anonymous. Interviewees gave their oral permission to collect and save the data for research purposes. Interviewees gave their oral permission to collect and save the data for research purposes. In this thesis data is presented in a way that it can not be connected to specific person.