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Diversity Management in Malta Bosphorus Hotel

As an Ethnographic Study

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Tämän opinnäytetyön tavoitteena oli selvittää, kuinka moninaisuuden johtamisen työkalut ja prosessit toteutuvat toimeksiantajayrityksessä. Opinnäytetyön selvitys on toteutettu kvalitatiivisen eli laadullisen tutkimusmenetelmän avulla. Selvityksen aineisto kerättiin haastattelemalla kahdeksan henkilöä, joista seitsemän oli työntekijöitä ja yksi hotellinjohtaja. Haastattelut toteutettiin syvähaastatteluina. Opinnäytetyön tietopohjaan on koottu monimuotoisuuden ja sen johtamiseen liittyviä käsitteitä huomioiden turkkilaisen kulttuurin, joka on ensisijaisen tärkeää tehdessä etnografista tutkimusta.

Tietopohja koostuu kolmen pääteeman merkeissä: Moninaisuuden ulottavuudet, henkilöstön monimuotoisuus ja monimuotoisuus työpaikalla. Pääteemojen mukaisesti opinnäytetyön tietopohjassa avattiin moninaisuuden johtamisen strategioita ja toimintatapoja sekä keskityttiin moninaisuuden johtamisen peruspilareihin.

Opinnäytetyön tulokset on esitelty tutkimuskysymysten pohjalta muodostuneiden otsikoiden mukaisesti: Henkilöstön monimuotoisuuden käytänteet, henkilöstön monimuotoisuuden johtaminen ja moninaisuuden johtamisen toteuttaminen työpaikalla. Tuloksien perusteella todettiin, että moninaisuuden johtamisessa on tärkeä muokata työyhteisöä homogeenisestä mahdollisimman heterogeeniseksi. Myös havaittiin, että moninaisuuden johtaminen on erilaisuuden hyödyntämistä organisaation tavoitteiden, prosessien ja arvojen edistämiseksi. Ilman tasapuolista kohtelua ja avointa viestintää työntekijöiden kesken moninaisuuden johtaminen ei voi toteutua.

Avainsanat (käytä sanojen englanninkielistä termiä): Moninaisuuden johtaminen, henkilöstön monimuotoisuus, sisäiset ulottavuudet, ulkoiset ulottavuudet, toimeenpano, moninaisuuden johtamisen käytännöt ja prosessit

ABSTRACT

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The objective of this study was to investigate how diversity management strategies and processes are implemented in the case company. The study was conducted using a qualitative research method. The data for the investigation were collected through interviews with eight people, seven of whom were employees, and one was the General Manager. The interviews were conducted as in-depth interviews. The theoretical basis of the thesis includes concepts related to diversity and its management, with particular attention given to Turkish culture, which is crucial in conducting ethnographic research.

The theoretical framework consists of three main themes: dimensions of diversity, workforce diversity, and diversity in the workplace. In line with these main themes, the theoretical framework of the thesis discusses strategies and practices for managing diversity, focusing on the core principles of diversity management.

The results of the thesis are presented according to the headings formed from the research questions: workforce diversity practices, managing workforce diversity, and implementations of diversity management in the workplace. Based on the results, it was concluded that it is important in diversity management to make the work community as heterogeneous as possible from a homogeneous base. It was also observed that diversity management involves leveraging differences to promote the organization's goals, processes, and values. Without fair treatment and open communication among employees, diversity management cannot be actualized.

Keywords: Diversity management, workforce diversity, internal dimensions, external dimensions, an implement, diversity management practices and processes

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1 INTRODUCTION

Nowadays, in my view, diversity management is increasingly important and should be an integral part of a company's leadership strategy. In particular, in Türkiye, where individuals from minority groups face discrimination and women's status is weak, diversity management becomes especially crucial there. The lack of diversity management practices in Türkiye, makes this ethnographic study particularly interesting, as it seeks to understand how diversity management is implemented at the Malta Bosphorus Hotel.

Diversity management begins with recognizing the importance of diversity in the workforce. Companies should promote workforce diversity by recruiting employees of various ages, backgrounds, and abilities. A firm commitment to non-discrimination is essential, both in recruitment and in daily operations. (Bergbom, Barbara & Varje, Pekka 2020, 53.)

As the global workforce becomes increasingly diverse, the ability to manage this diversity effectively is critical. There are numerous factors driving workforce diversity, including migration, an aging population, and changes in family structures. Furthermore, the inclusion of individuals from different ethnic, racial, religious, and gender backgrounds has been shown to enhance creativity, innovation, and decision-making processes in the workplace. Companies with diverse teams are more likely to meet the needs of their diverse customer base, resulting in improved business performance and outcomes. (Syed & Ozbilgin 2015 B, 2-4.)

The functionality of a diverse work community is becoming a central factor for both employee's well-being and the effectiveness of the workplace. Finnish HR professionals believe in that ethnic diversity has the greatest impact on peer relationships, management, and information flow, but also more broadly on organizational functions and work conditions. (Bergbom, Barbara & Varje, Pekka 2020, 62.)

The aim of this study is to investigate the current state of diversity management in the case company, including methods of diversity management such as recruitment, familiarization, and core values of the hotel. Workforce diversity and the dimensions of diversity will also be explored in detail, both through theory and interviews. The choice of research topic was influenced by the relevance of diversity and my interest in both diversity and management studies. I wanted to write my

study for a Turkish company because I plan to move there in the near future, and I would like to learn about their organizational culture in advance.

I will conduct the thesis as a qualitative study, using an ethnographic research method. For data collection, I plan to use in-depth interviews. I chose a qualitative approach for this study because it also includes genuine experiences of diversity and its benefits. The final results of the study will show a theoretical framework for the case company, analyzing the current state of how diversity management is implemented. In a changing world, managers must adopt new leadership practices in the context of diversity.

The main topic of this research is diversity management, which I will address from various perspectives. However, diversity management refers to leading the workforce (all employees) equally, or academically speaking, workforce diversity. For this reason, in my research, I focus also on the term workforce diversity and break it down into smaller parts. I will explain how workforce diversity is formed through two different dimensions. When the composition of the workforce is understood from the perspective of diversity management, implements and processes can be planned to maintain it.

In the part 2, I will thoroughly discuss the foundations of diversity management, after which I will explain the structure and methods of my research in the following part (part 3). In the part 4, I will analyze the research results based on collected material and draw conclusions, answering the main research question: "How is diversity management implemented at the Malta Bosphorus Hotel?"

Based on the collected material, the workforce diversity at the Malta Bosphorus Hotel is overly homogenous, which limits the potential benefits of diversity management. Additionally, the lack of fair treatment and open communication among employees further hinders the effective implementation of diversity management practices. These challenges highlight significant areas for improvement in fostering an inclusive and equitable workplace.

Finally, there will be a conclusion part (part 5) at the end of my research where I share my final thoughts related to the research process. I will describe my successes, identify areas for improvement, and share what I have learned when conducting this research.

2 DIVERSITY MANAGEMENT CONCEPT

In this chapter I will discuss the theoretical concept of diversity management that is defined as a fundamental change in leadership style, world view and human belief (Lahti 2008, 11). In the multicultural world, diversity management aims to make perceived changes in the demographic makeup of the workforce and address relationship of equal employment opportunity (Stockdale & Crosby 2004, 3–4).

Diversity management does not focus on the differences between individuals, but on the potential opportunities opened by their new abilities, features, and experiences (Lahti 2008, 17). Diversity management entails that employers treat each employee equally, regardless of their differing attributes. To take advantage of diversity, it is essential to first understand the differences between employees' attributes and address them equally. Therefore, employers need professional human resource management skills to manage diversity in the workplace. (Raumo etc. 2023, 6.)

In my view diversity management aims to change the work community from homogeneous to as heterogeneous as possible. Homogenous is defined as a similar kind of something. If work community is homogenous, it means there are too many certain factors, for example, too many individuals in same age or employees can just speak English. But when the work community is heterogeneous, the work community consists of dissimilar factors like there are employees who can speak many different languages. So, when the work community is heterogeneous, we can talk about multifaceted workforce diversity.

I will also explain in the next chapter how diversity management is realized in Türkiye in general. As well, I will give a brief overview of what kind of themes arise from workforce diversity there.

I can already express that in Türkiye (in many companies and organizations) we are far behind in diversity management. In particular, the poor employment opportunities for minority groups and the poor position of women in society manifests the diversity management almost to zero. Because of this, at the level of Turkish people, the term 'gender' management is generally better known instead of diversity management. Gender management aims to improve gender equality in organizations. (Avci, 2024.) That is the reason, why I will discuss the gender management in Türkiye at the mention level in next chapter.

2.1 Workforce diversity

Workforce diversity means similarities and differences between people in terms of age, cultural background, race, religion, gender, sexual orientation, physical abilities, and disabilities (Lahti 2008, 90). The main point is that workforce diversity does not just consist of differences between employees, but the entirety of the individuals' differences (Savileppä 2006, 7).

In order to enable every employee to be fairly managed in the workplace, international institutions have formed a global diversity strategy. Its main focuses of workforce diversity are an individual's citizenship, geographical area, and mother tongue. The goal of creating this strategy is to secure equal treatment for all employees, especially in attributes related to an individual's nationality, ethnicity and race. (Lahti 2008, 90–91.)

Also, workforce diversity is a potential human resource, which aims to be utilized for the benefit of internal and external stakeholders. The goal is to utilize the employees' existing skills and human resources as versatily and efficiently as possible. This is also related to the concept of inclusion in the workplace which means a work community where diversity is valued, and everyone can develop their own skills. However, inclusion requires the staff's joint planning and continuous training and learning. This also enables the development of the organizational culture and supports the success of the staff in the process of organizational change. (Savileppä 2006, 8-9.)

Managing diversity and inclusion is not only a matter of legal compliance but also a critical driver of business success. By implementing robust diversity management strategies, organizations can create more inclusive environments that benefit all employees. This requires commitment from leadership, the development of inclusive policies, and an understanding of the unique needs and perspectives of diverse employees. As the global workforce continues to diversify, organizations that embrace diversity will be better positioned to thrive in a competitive, interconnected world. (Syed & Ozbilgin 2015 B, 2-4.)

In Asian company cultures, individuals are often seen as representatives of their ethnic group, family, and corporation, and their actions are closely tied to their honor and reputation. In Eastern cultures, it is common to make decisions collectively, unlike the more individualistic approach in Western countries (Lahti, 2008, 80). A key similarity between Asian and Turkish work cultures is

their strong family orientation and collectivism, which is also reflected in how workforce diversity is managed (Evason, 2019a).

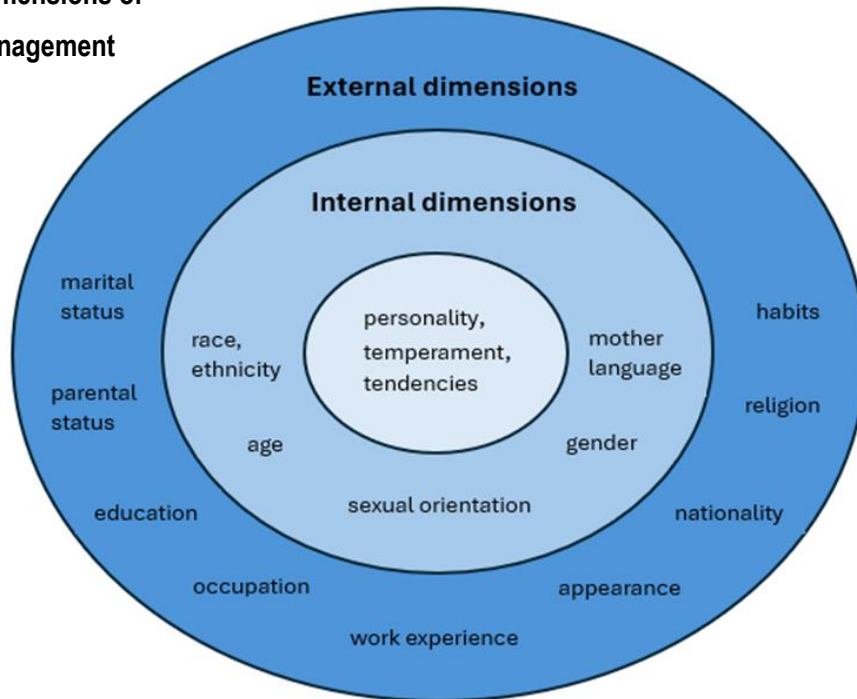
In Türkiye, diversity management is sometimes viewed negatively, with differences being perceived as challenges rather than positive attributes (Nalbantoğlu, 2020, 29). In regions with large local ethnic and religious groups, the treatment of minority groups by the dominant majority can often be discriminatory (Nalbantoğlu, 2020, 19). Gender inequality also remains a significant issue in some parts of Türkiye. Approximately 46% of Turkish women do not participate in the workforce due to insufficient education. The traditional ideology that 'women should care for children at home while men provide the main income' further exacerbates gender inequality in the workplace (Nalbantoğlu, 2020, 56).

Women's low employment rate is also influenced by Islamic-dominated politics, which favors male dominance in business. Women in Türkiye face significant pay disparities, earning about 15.6% less than men for the same work. Moreover, women are more likely to experience physical and sexual violence in the workplace compared to men. As a result, discussions in Türkiye often focus on gender diversity, specifically the unequal treatment and discrimination of women, rather than broader diversity management (Özsoy, Şenyücel & Oba, 2023, 13-16).

Given the severity of gender diversity issues, the Swedish International Development Cooperation Agency (SIDA) has launched a project aimed at supporting women's employment in Türkiye. In 2019, the labor force participation rate for women in Türkiye was only 34.5% of the 40 million Turkish women, while for men it was 71.8%, more than twice the rate for women. The SIDA project seeks to assist institutions and companies in Türkiye in improving the position of women in the workforce and encouraging more women to apply for jobs (ILO, 2024).

In the following two sections, I will discuss the internal and external dimensions of workforce diversity, as referenced in the previous chapters. I will focus on these dimensions, particularly through the lens of international diversity management theory, and help the reader understand how these dimensions manifest in Türkiye.

Picture 1. Dimensions of diversity management



**Compiled from many sources, inter alia,
(Lahti 2008, 93.) and (Savileppä 2006, 8.)**

2.1.1 Internal dimensions

An individual's identity appears in early childhood, which is impacted by family members, habitat, religion, and many other factors (Lahti 2008, 80). An individual is born and grows up with factors like their gender, ethnicity, and society and they have an influence over the course of life depending on an individual's culture or workplace. Regarding these factors of the internal dimension, a person has no choice, because they have received it at an early stage of their life. That is the reason why personality and temperament are the center of the internal and external dimensions. Factors which form an individual's personality and temperament can affect their life either positively or negatively. (Lahti 2008, 91–92.)

The internal dimension includes factors (characteristics) that individuals cannot influence, and one of these is race. The term 'race' does not have a single, universally accepted definition; its meaning varies depending on context. Biologists use the term 'race' to distinguish humans from other animal species. In some contexts, 'race' can also be used as a synonym for gender, distinct from the

biological concept of 'sex'. Additionally, the term can overlap with an individual's skin color, ethnic background, or even religious affiliation (Lahti, 2008, 93).

Nationality is a factor of external dimensions that is defined as the citizenship of an independent country that a person holds. It represents an individual's legal status in one of the 194 recognized countries. In contrast, ethnicity refers to the social or national group to which a person belongs, influenced by their place of birth, geographic region, and cultural background. As ethnicity is a factor that people cannot change, it belongs to the internal dimensions, while nationality is part of the external dimensions since individuals can change their nationality or hold multiple citizenships (Lahti, 2008, 96).

Mother tongue, another factor of internal dimensions, is an attribute that individuals cannot choose. It is acquired early in life from family and surroundings and is the language in which people form their understanding of identity. A person is often most capable of expressing emotions, thoughts, and nuances in their mother tongue (Lahti, 2008, 109).

Many people speak more than one language, and a second language or foreign language can also be considered part of the internal dimensions. Like mother tongue, foreign languages reflect the social realities, worldview, logic, and identity of an individual. Each language has its own vocabulary, and certain words may have no direct translation or meaning in another language, which can lead to misunderstandings. Non-verbal communication, such as gestures or eye contact, also varies across cultures and languages (Lahti, 2008, 109).

In working life, it is common that the business language is the local language or an international language, English. Conclusions about qualifications are often made based on an individual's language skills. Because of this, diversity management becomes especially important, so that employees are treated equally. But in terms of global business, monolingualism is not profitable to be a diverse company. Multilingualism increases the workforce diversity of the company, as does heterogeneity in terms of an individual's ethnicity, cultural background, age, and gender. (Lahti 2008, 111.)

In Asia, the existence of diverse communication and language skills in companies is perceived as an important issue. Specifically, versatile visual, dialogue-like and action-based communication comes to the fore in Eastern countries, while in Western countries these issues are neglected.

(Lahti 2008, 110.) In Türkiye, as in many other Eastern countries, warm and non-verbal communication is the norm. Action-based communication, such as physical contact, eye contact, handshakes, body language, and the use of gestures, plays an integral role in Turkish communication, both in the workplace and during leisure time (Evason, 2019a).

The next factor of internal dimensions I would like to address is gender. Gender refers to an individual's biological sex, which can be either female or male. Along with race, gender is one of the most significant factors contributing to inequality in the workplace. However, people often display discomfort or bias towards non-binary genders, such as queer, demigirl, or demiboy, among others (Lahti, 2008, 97).

Another factor within the internal dimension that people often view with confusion is sexual orientation. Sexual orientation refers to the gender to which a person is sexually attracted, such as heterosexual, homosexual, bisexual, et cetera. (Lahti, 2008, 106).

Sexual orientation is one of the most fundamental aspects of internal dimensions. Unlike other factors such as age, gender, or ethnicity, sexual orientation is not always a visible attribute. Negative attitudes towards individuals with non-heteronormative orientations are often rooted in personal religious or moral beliefs (Stockdale & Crosby, 2004, 19).

In Türkiye, unfortunately, some individuals mistreat those who belong to non-heteronormative orientation groups or identify as non-binary. However, the Turkish language offers some relief in that it does not differentiate between gender in pronouns like 'he' and 'she.' This allows people to talk about their gender or partners without revealing their own or their partner's gender (Evason, 2019b).

Beyond sexual orientation, Turkish people also mistreat those from disliked ethnic or racial groups. The modern Turkish identity, shaped by Mustafa Kemal Atatürk in 1923, may be one factor behind this discrimination, particularly against Kurds and Syrians. Atatürk's vision was to modernize Türkiye and form a national identity that distanced itself from Islamic traditions. While Turkish identity includes people of all religions, tensions with Kurds have persisted due to their aspirations for autonomy and various political struggles. As a result, Kurds face racism and discrimination in many aspects of life, including the workplace, often struggling to find well-paid jobs (Gökay, 2014).

Currently, Syrians and Afghans are also among the groups that face significant prejudice from some Kurds in Türkiye. Turkish people are known for their patriotism, and when any ethnic group shows disrespect towards Turkish culture, there can be a strong backlash, leading to widespread hostility towards that group. (Avcı, 2024.)

2.1.2 External dimensions

The external dimension includes the factors (characteristics) that a person has acquired during their life. A person can have an influence on these characteristics by themselves. These factors usually have a justified and rational effect on an individual's working life. These factors can likewise affect negative prejudices, stigmatization, and inequality between people in working life. For example, some forms of education are valued more highly than others. Meanwhile, an individual's nationality or religion can also create negative dynamics in the workplace, as differences in these areas may lead to biases or misunderstandings, affecting interactions and collaboration among employees. (Lahti 2008, 92.)

Religion is an essential part of an individual's identity, shaping how a person perceives the universe and their relationships with others. Examples of major religions include Islam, Christianity, and Hinduism. Each religion has its own perspectives on communication, seasons, and interpersonal practices, which can profoundly influence working life. Therefore, it is crucial to consider the rhythm of life, dress codes, and workplace norms. Diversity management respects all religions without criticism, enabling individuals to maintain their identity and beliefs in the workplace. People may also identify as atheists, choosing not to follow any religion. In diversity management, all worldviews are respected. (Lahti 2008, 101–102.)

In Türkiye, there is a national perspective that views Islam as a religion rather than a lifestyle, implying that religion should not influence work or civilian life. However, traditional Turkish secularism has been increasingly undermined by President Recep Tayyip Erdoğan, who leads a political party rooted in political Islam and has governed Türkiye for 20 years. As a result, Islam has become more pervasive in Türkiye, even though many Turks may not desire this shift. (Evason 2019c.)

Parental and marital status, as well as singlehood, are considered as a factor of external dimensions. Parental status refers to whether a person has children, while marital status indicates

whether they are married. These statuses are viewed and valued differently across various cultures and regions. Generally, the appreciation of an individual's family status is often linked to their gender. For instance, differences between males and females may emerge in areas such as the likelihood of being selected for a position during recruitment. (Lahti 2008, 105.) However, diversity management practices do not allow family statuses to be used as a basis for employee selection in recruitment.

The employee's parental and marital status has a strong influence on monthly salaries in Türkiye. The minimum wage varies depending on an individual's marital and parental status. In 2023 single employees earned an average of TRY 11,804 per month (400 €) and married employees with children earned TRY 12,006 (420 €). It means married workers with children could earn at least 240€ more than single employees in 2023. (Prospects 2023.)

Generally, parental and marital statuses are well managed in Türkiye. However, the reason these aspects are considered in diversity management may be that employers are unaware of the realities regarding employees' parental and marital statuses. In Türkiye, a long-standing tradition persists that people can only be with their partners after marriage. As a result, many employees hide their dating lives, especially from conservative employers. Dating in public places is also often avoided by couples. Furthermore, the concept of dating (which is well-known in Western countries) is not universally recognized among Turks. In urban areas, attitudes tend to be more Westernized, while rural areas can be quite different. For example, a divorced woman will not probably find a job in the countryside. People in same-sex relationships also face discrimination in rural areas, which is why many choose to move to cities (Evason 2019b).

Education is also a factor that includes external dimensions, and it is defined as a process that receives competence based on systematic instruction. Education can be obtained in schools and universities. People often value others with a certain education, which can easily lead to discrimination and unfair treatment between applicants, for example in recruitment process (Huhta & Myllyntaus 2023, 56).

In Türkiye many people are low-educated and that is also the enormous reason why Turkish companies usually are very homogenous in terms of employees' poor education. Furthermore, it is exceedingly difficult to get a job in Türkiye, even if a person is highly educated. But hopefully the Ministry of National Education of the Republic of Türkiye has increased the quality and availability

of education by implementing projects aimed at improving and strengthening the education system. Its main goal is to increase participation and uptake of compulsory education at all levels of education, especially at elementary and secondary school levels. (Businessculture.org 2024.)

Work experience, on the other hand, is the person's previous experience from former jobs. Many studies have discovered that the individuals' work experience, as well as education and habits, are especially increasing creativity, innovative thinking, problem-solving ability, and high-quality decision-making. (Huhta & Myllyntaus, 72.)

In principle, occupation means the work that a person does. But in concept of diversity management, it is defined as an occupation where at least 40% of employees of both biological genders work as the same professional title (Huhta & Myllyntaus 2023, 29).

An individual's occupation, education, habits, and work experience are personal attributes of external dimensions that become particularly important in recruitment. Today, companies use competency mapping to create strategic plans at the levels of processes, individuals, and work tasks. This allows companies to identify the specific skills required by applicants when hiring for a new position. (Viitala 2013, 100.)

In my view, companies can only place people in unequal positions based on external dimensions. For example, if a hospital is looking for a brain surgeon, it would be considered positive discrimination to select someone with a medical education over someone who only holds a diploma as a waiter. However, companies should never place people in an unfair position based on internal dimensions. I firmly believe that any such action would lead to negative discrimination, which goes against the principles of diversity management. For instance, if an employer does not select a candidate simply because she is female, can this ever be justified as positive discrimination?

2.2 Diversity in the workplace

A well-managed workforce diversity fosters innovation and flexibility in adapting to changing operating conditions. It also enhances decision-making abilities and boosts confidence in the implementation of decisions. Additionally, organizations benefit indirectly from increased employee motivation and commitment when diversity is effectively managed. However, poorly managed multiculturalism can lead to tensions and unhealthy competition within the workforce. (Lahti 2008, 116.)

In order to promote equality, organizations should set real goals and general targets and monitor them continuously. For example, applicants often experience unfair treatment during applying for a job in recruitment process, so it would be important for organizations to document an equal recruitment process. (Viitala 2013, 296-297.)

As well, it is important to promote gender equality in the workplace that refers to providing equal rights, responsibilities, and opportunities for both women and men. It acknowledges that while men and women may have different experiences and priorities, equality ensures that these differences do not limit their access to opportunities or resources. This principle is rooted in human rights and is seen as vital for sustainable development, improving local communities' self-reliance, social justice, and participatory decision-making. (Syed & Ozbilgin 2015 A, 114.)

Workforce diversity presents various challenges for organizations and their leaders. To effectively manage these challenges, leaders must focus on minimizing differences while fostering a sense of unity among employees. This requires a delicate balance between recognizing and valuing individual differences, while also promoting a shared sense of purpose and collaboration. Leaders should strive to create an environment where diversity is seen as an asset, encouraging cooperation and mutual respect. Furthermore, leaders should aim to develop the work community from a homogeneous group to one that is as heterogeneous as possible, embracing a wide range of backgrounds, perspectives, and experiences. This approach not only enhances creativity and innovation but also prepares the organization to better meet the demands of an increasingly diverse and globalized workforce. (Stockdale & Crosby 2004, 100.)

Also, effective diversity management requires more than just implementing policies; it involves creating a culture that values diversity and inclusion at all levels. One of the most critical aspects is

ensuring transparency in hiring, evaluation, and promotion processes to prevent demographic biases from influencing decision-making. Data-driven approaches, such as people analytics, are essential for identifying and addressing inequities, allowing organizations to track the effectiveness of their diversity efforts. Additionally, fostering an inclusive work environment where all employees feel valued and supported in their development is crucial for long-term success. Leadership commitment to diversity is also vital, as it sets the tone for organizational culture and ensures that diversity goals are consistently prioritized. Finally, regular monitoring and accountability are key to maintaining progress and making necessary adjustments to achieve true equity within the workplace. (Castilla 2016.)

In the following sections, I will explore recruitment and familiarization as key processes in diversity management from a theoretical perspective. Additionally, I will discuss the importance of companies maintaining their core values when managing workforce diversity. Core values are the guiding principles and priorities that shape an organization's actions and decisions. These values can inspire employees to work more effectively and contribute to a greater sense of well-being in the workplace.

I will also examine how recruitment, familiarization, motivation, compensation, and company values are implemented in Türkiye from the perspective of diversity management. In the next four sections, I will also explore how Turkish culture influences these aspects of diversity management and explain how cultural factors shape the way diversity is managed in Turkish organizations and companies.

2.2.1 Recruiting

There are many ways to promote diversity in recruitment. HR (human resources) must use versatile recruitment channels to reach various potential groups of job seekers (Raumo etc. 2023, 7).

A recruiter should make a clear and easily understandable job advertisement. It is desirable to have diversity clauses in job advertisements, where people belonging to diverse cultures, ages, genders, or any minority groups are encouraged to apply for the position. (Raumo etc. 2023, 7.)

Using inclusive language in job advertisements is an effective way to increase diversity. When a recruiter does not make a lengthy list of requirements, the organization could get more versatile applications. If the company demands too many requirements from the applicants and does not give them the opportunity to gain experience of new things, it significantly reduces the number of potential applicants. (Huhta & Myllyntaus 2023, 256.)

In a recruitment situation, the recruiter must evaluate a job seeker according to their competence. The employee should be selected based on the knowledge and skills that significantly affect the job it is seeking. All employees must be treated equally with their attributes. That is why it is advisable to prepare the requirements for the position in advance, and the requirements would be good to read clearly in the job advertisement. (Raumo etc. 2023, 7.)

Diversity in recruitment requires a professional to be responsible for the realization of multiculturalism, equality, and justice between applicants. Recruiters freely decide on recruitment processes and standards and interpret applicants' qualifications for the job. Sometimes it is impossible to neutralize culture-bound and subjective views. Therefore, it is necessary for recruiters to know and be aware of cultural competence. (Lahti 2008, 140.)

Nowadays, there is a theme of recruitment to hire talents in Türkiye. In order to promote workforce diversity, many Turkish companies have started hiring talents. With this strategy, they would like to offer companies an opportunity that would promote economic stability and a skilled workforce. The country, which is located between Europe and Asia, desires to commit new innovations by hiring new talents. Türkiye's rich culture enables workforce diversity for companies seeking sustainable growth in a globalized business environment. (Recruiters Lineup 2024.)

Especially, Türkiye's rich cultural history has created a society that values international diversity and thus wants to increase international diversity in Turkish companies. That is why, hiring talents in Türkiye means bringing in individuals who are used to working in diverse environments and collaborating with people from different cultural backgrounds. This cultural adaptability can be an asset for companies striving to operate in a globalized world, where understanding and respecting different cultures is crucial. In consequence, many Turkish companies try to get skilled applicants from abroad when recruiting. (Recruiters Lineup 2024.)

Cultural, legal, and economic factors play a significant role in shaping the recruitment and hiring processes in Türkiye. Therefore, understanding these factors is crucial for companies looking to attract and retain talent in the Turkish market. The most commonly used recruitment strategies in Türkiye include recruitment agencies and online platforms such as LinkedIn and Monster. (Recruiters Lineup 2024.)

As mentioned above, many Turkish companies are increasingly seeking talents with international competence and experience. To attract skilled employees, they often use global recruitment platforms such as LinkedIn and Monster. However, finding competent employees in Türkiye can be challenging, as few people are willing to relocate to a country where the economic situation is severely impacted by inflation.

Additionally, employees who choose to work in Türkiye often face significant bureaucracy, especially in areas such as hiring and navigating the labor market. Many Turkish companies also require fluency in English during recruitment. However, due to issues related to education, many local candidates have a relatively low level of English proficiency. As a result, some companies may choose not to hire local candidates whose English skills are insufficient. (Recruiters Lineup 2024.)

Türkiye's largest job search website, Kariyer.net, conducted a study highlighting that many companies in Türkiye use the slogan "For the right job, the right person" during their recruitment process. According to Kariyer.net, this slogan can only be effectively used if the company has previously conducted a thorough job analysis, which identifies the specific requirements for potential job applicants. The qualifications of applicants are then compared to these pre-established criteria.

Kariyer.net also emphasizes that creating a "staff request form" improves the quality of recruitment and enhances diversity. This form provides a structured approach for implementing personnel requests, ensuring management approval while eliminating verbal and manual processes. By utilizing neutral communication, this approach helps reduce unfair treatment during recruitment. (Yazar 2023.)

2.2.2 Familiarization

According to diversity management principles, a good manager prepares the work community in advance before welcoming a new employee. Familiarization is a two-way process and an interactive experience. An employer plans work tasks and related arrangements in collaboration with the new employee, taking into account the employee's competence, operational ability, and working capacity. (Raumo et al. 2023, 7.)

Inclusive management, which is closely tied to diversity management, views familiarization as a learning opportunity for both the employer and the new employee. From a diversity perspective, every new hire is an excellent chance for the organization, supervisor, and colleagues to gain new insights and knowledge. (Huhta & Myllyntaus 2023, 284.)

In development conversations and other work-related meetings, an employer should address issues related to equality within the work community. It is crucial to regularly raise topics of fairness and ensure that no discrimination exists in the workplace. (Raumo et al. 2023, 7.)

While diversity management typically focuses on mentoring rather than continuous training (familiarization), mentoring plays an important role. Mentoring is defined as personal coaching, particularly aimed at supervisors, to foster individual development. The goal is to help everyone enhance their skills at their own pace. This process is intended to improve supervisors' multicultural management capabilities, enabling them to promote workforce diversity within their teams. (Lahti 2008, 167.)

Kariyer.net advises companies operating in Türkiye to pay close attention when preparing an orientation program for new employees. Each company should prepare a job description for every role. The job description must clearly outline the requirements of the position, specifying what the job entails. It is important to note that the job description is for the job itself, not for the employee performing the role. Preparing, publishing, and maintaining job description documents is mandatory under Turkish law. This legal requirement ensures that every employee is treated equally, supporting diversity management from the very start of the employee's tenure. (Yazar 2020.)

2.2.3 Motivation and recompensing

According to diversity management theory, motivation is shaped by the combined effect of valence, expected value, and instrumental value. Valence refers to the personal value placed on a goal, such as compensation, by an individual. Expected value refers to how likely the person believes they are to succeed in their tasks. Instrumental value pertains to how the completion of the task leads to achieving the desired goal. (Viitala 2013, 298.)

When setting goals to boost motivation, it is crucial to consider workforce diversity. This approach not only increases employee motivation but also enhances their well-being, ensuring that employees are equipped with the strength to perform well in the workplace. Satisfied employees positively impact the brand image, becoming a key competitive advantage for the organization. (Savileppä 2006, 14.)

Recompensing refers to providing compensation, such as extra pay or treats like cake and coffee. It is an essential aspect of diversity management and human resources management, with salary payments being one of the employer's most important obligations in an employment relationship. Since employees depend on their salaries for their livelihood, recompense plays a critical role in their well-being. Typically, employers hold more negotiating power regarding compensation than employees, which means the employer's responsibility to implement fair recompensing practices is heightened. (Huhta & Myllyntaus 2023, 284.)

Sincerity and transparency in the principles and implementation of recompensing are vital in diversity management. While organizations are generally prohibited from discussing individual employee salaries, the overall principles of recompensing can be openly discussed. It is essential for all employees to understand the common rules of recompensing, and it is necessary to inform everyone in the same way to ensure equality. (Huhta & Myllyntaus 2023, 284.)

Special treatment should be avoided in diversity management, but it can be used judiciously when justified. For example, if there is a valid reason for providing special treatment in compensation, it must be based on human rights objectives, with the chosen measures being proportionate to those goals. However, such treatment must never be discriminatory. (Huhta & Myllyntaus 2023, 291-293.)

In Türkiye, many companies offer various fringe benefits to increase employees' motivation and commitment. These fringe benefits may include health insurance, meal allowances, vacation trips, food, and clothing aid. The management of each company decides which fringe benefits will be offered to employees. (Multinet Up editor 2023.)

The most common fringe benefit in Türkiye, closely related to recompensing, is the success bonus. This bonus is paid in addition to the monthly salary if the employee meets success criteria set by company management. The bonus is also tied to the company's performance; if the company is successful, employees receive extra compensation proportional to the increase in company profits. (Multinet Up editor 2023.)

2.2.4 Values

To manage diversity effectively, it is essential to understand the company's core strategies, vision, and values. Key questions to consider include: What is the company's value system? On what norms and goals is this system based? How does the value system support a variety of personalities, and how does it prevent discrimination and inequality in the workplace? These questions are crucial in laying the foundation for building a diverse workforce. (Lahti 2008, 113-114.)

From the perspective of diversity management, leaders must also approach workforce diversity from their own standpoint. Managers should reflect on themselves and assess what can reasonably be expected from their employees. It is unrealistic for managers to expect employees to perform tasks or adhere to principles they themselves are incapable of executing. Therefore, managers must engage in continuous self-evaluation to ensure they are equipped to lead a diverse team effectively. A good leader is one who sets values that promote diversity and fosters an inclusive environment. (Lahti 2008, 114.)

In Türkiye, however, company values are often shaped by a strong corporate culture that emphasizes specific norms and operating methods. One of the most significant values in Turkish corporate culture is respect. This concept of respect is deeply embedded in the structure of Turkish management and business practices. Respect in Türkiye is primarily focused on honoring individuals who are older or hold higher positions in the hierarchy. Elders, in particular, are afforded high regard and are treated with deference in both personal and professional settings. (myNZTE 2022.)

Respect in Turkish culture is not just about words, but also about behavior. Key practices that reflect this respect include good manners, formal addressing, maintaining eye contact during conversations, and actively listening to the speaker. These behaviors are integral to navigating professional relationships, especially with senior colleagues or superiors. (myNZTE 2022.)

For example, in Turkish workplaces, it is considered inappropriate to address one's boss without using formal titles or showing respect in communication. An employee who disregards these cultural norms and behaves disrespectfully toward their superior is likely to face immediate repercussions, including the possibility of being fired. This emphasis on respect is not merely a social formality; it plays a central role in maintaining hierarchical order and ensuring a smooth functioning of workplace dynamics. (Avcı 2024.)

In light of these norms, managers in Türkiye must be especially aware of the cultural expectations surrounding respect and hierarchy. They should lead by example, embodying the values of respect and formal communication while also promoting an inclusive environment where diversity is celebrated. Effective leadership in this context involves recognizing the significance of these cultural values, while simultaneously fostering an atmosphere where all employees feel valued and respected, regardless of their background.

3 RESEARCH DESIGN

In this chapter, I will discuss the research design for the research that will be conducted with the staff of Malta Bosphorus Hotel. The research will involve interviewing the employees to gather qualitative data, which will then be analyzed in the context of diversity management practices.

The research sample consists of thirteen employees and the General Manager (CEO) of Malta Bosphorus Hotel. The aim of the interviews is to collect detailed insights from the staff regarding the implementation of diversity management practices within the organization. I will analyze the collected interview material based on the research questions, which are designed to explore how diversity management is implemented in the case company.

I will conduct this research using a qualitative research approach. Qualitative research focuses on understanding phenomena through non-numerical data, such as concepts, experiences, or opinions. It seeks to uncover deeper meanings and interpretations, rather than just statistical relationships. (Tuomi & Sarajärvi 2018.) In this context, qualitative methods will help explore the experiences and perspectives of the hotel staff, providing valuable insights into the practical implementation of diversity management.

The research will utilize both primary and secondary data sources. Primary data will be collected through interviews and observations, which will allow for a firsthand understanding of the staff's views and experiences. Secondary data will be drawn from books, academic articles, and previous research on diversity management, which will help provide theoretical background and support the analysis. By combining both primary and secondary data, this research aims to form a comprehensive understanding of diversity management practices in Malta Bosphorus Hotel.

Through the interviews, I aim to gain a deeper understanding of the personal experiences and views of the hotel staff on how diversity management is implemented in their daily work. These insights will be analyzed and used to address the research questions and provide a thorough investigative response to the topic.

3.1 Research questions and objectives

The research will be conducted as an ethnographic study, a qualitative method that focuses on understanding the culture and practices within a specific group or organization. The objective of the research is to understand how diversity management is implemented in the case company. This research aims solely to comprehend how diversity management is practiced, rather than to develop or improve it. However, if any issues related to diversity are identified during the research that could be developed or improved within the company, the General Manager of Malta Bosphorus Hotel will be responsible for initiating the development process.

The main research question of this study is: How is diversity management implemented at Malta Bosphorus Hotel? The research aims to understand the procedures, implementations and strategies that the General Manager employs to lead workforce diversity. The supporting question of the study is: What attributes make up workforce diversity? By addressing this supporting question, we can better understand the composition of the workforce diversity and, in turn, provide insights into how it is managed. Understanding the different attributes that make up workforce diversity will make it easier to manage and, importantly, will help to analyze how diversity management is led in the case company.

In order to understand the workforce diversity at Malta Bosphorus Hotel, I conducted interviews and observations during my visit to Istanbul in March 2024, where I stayed for 10 days at the hotel. I interviewed the General Manager and seven employees. The aim is to draw conclusions based on the workers' experiences and how they perceive and understand the concept of diversity management.

I already have previous experience with Malta Bosphorus Hotel, as I have visited many times throughout my life. The General Manager is a close friend of mine, and most of the employees are familiar to me. This familiarity makes it easier for me to conduct an ethnographic study within this environment.

I would like to express a few hypotheses about potential issues that may arise during the interviews, which I will address in the "Research Results" section (Part Four).

I anticipate that issues related to ethnicity, race, and nationality might create confusion or sensitivity. For example, in Türkiye, Kurds have historically faced mistreatment, and I am aware that some employees in the hotel may have Kurdish backgrounds. Ethnicity is a personal matter for many people, and some may be reluctant to share their ethnic identity.

As Islam is the dominant religion in Türkiye, I believe all employees at the hotel are Muslim. In some cases, deeply religious individuals may have negative views about issues like transsexuality. Consequently, questions related to sexual orientation and gender could provoke negative reactions or biased answers.

Additionally, due to the poor education system in Türkiye, I assume many employees have limited formal education, and some may not hold professional or university degrees. For many, the concept of diversity management may be unfamiliar, and this could lead to some inaccurate responses.

Although I know the General Manager well and am confident in her fair and equal management of employees, I still suspect that there might not be any significant issues regarding diversity management as a leadership strategy. However, I am eager to see how diversity management is implemented at Malta Bosphorus Hotel.

3.2 Research methods and Data Collection

Interviews serve as the primary research method for this study. To achieve the research objective, I have prepared two separate interview forms: one for the employees and another for the General Manager.

The interviews are conducted as in-depth interviews, which are commonly used in ethnographic studies. This method allows for a deeper exploration of how diversity management is implemented at Malta Bosphorus Hotel.

The in-depth interview, in other words, an open interview is a fully unstructured, which is usually long-lasting, conducted in close contact and especially aim to build the closeness required for sharing personal information. The in-depth interview is based on a deep understanding of the inter-

viewee so that the next question is based on the previous one. Therefore, the mission of the interviewer is to deepen the information-giving answers by building the continuation of the interview based on the answers received. In-depth interviews are usually carried out in such a way that there are only a few interviewees. (Tuomi & Sarajärvi 2018.)

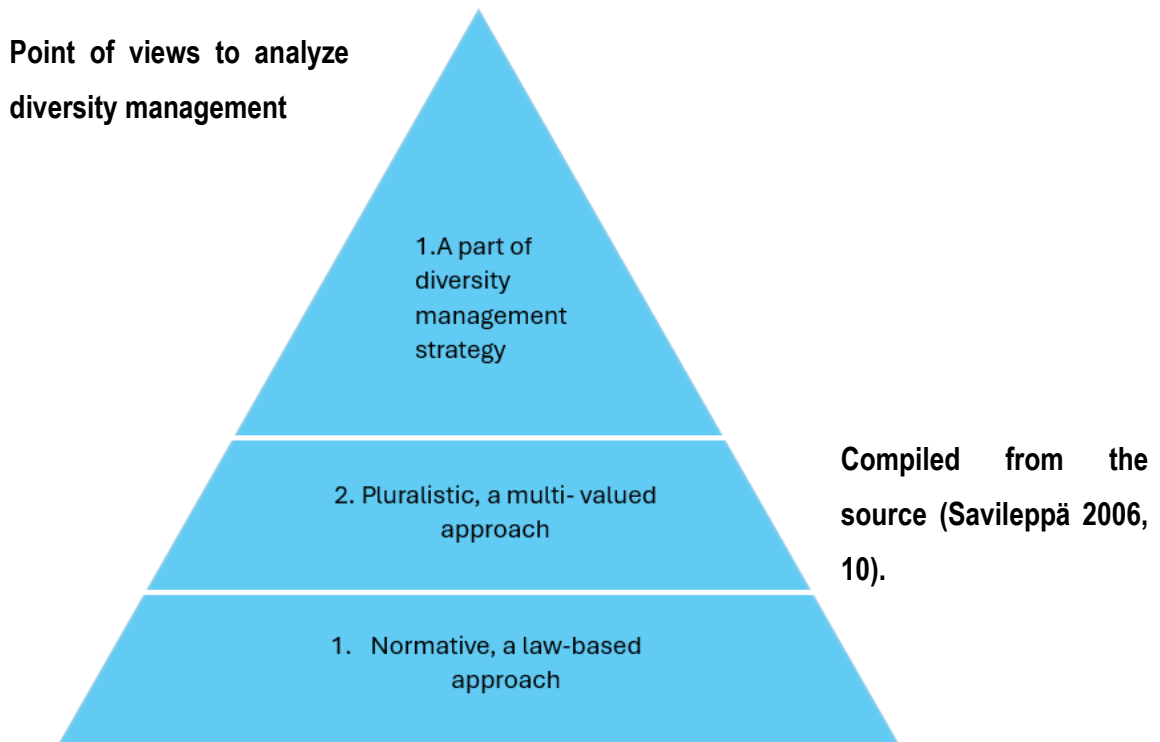
When preparing for an in-depth interview, it is crucial to ensure that all questions are open-ended. This approach allows the interviewee to provide their own responses, as answers should not be pre-determined. Closed questions, which can be answered with a simple "yes" or "no," should also be avoided. (Tuomi & Sarajärvi 2018.)

The purpose of an in-depth interview is to understand the feelings, experiences, and perceptions of the interviewee regarding the research topic. As a result, intuitive observations or those based on prior experience also play a role in shaping the interview process. (Tuomi & Sarajärvi 2018.)

I have prepared the interview questions to start with a general inquiry about diversity management, aiming to understand how the interviewees perceive the term. Specifically, I am interested in how they experience diversity management in their workplace. After addressing the general question, I will explore internal and external dimensions individually. My interest goes beyond simply understanding whether the interviewees feel their race or gender impacts their work positively or negatively. I also want to know how they define terms like race, gender, and other aspects related to diversity management.

I will conduct the interviews in Turkish, as all the employees are more proficient in Turkish than in English. By using the local language, I will be able to clarify concepts in more detail, as people tend to express themselves more deeply in their native language. Additionally, since I am already familiar with the employees, I believe they will be more comfortable sharing personal experiences with me. If I were a complete stranger, they might be less willing to open up, especially about sensitive matters such as sexual orientation or other deeply personal topics.

3.3 Data analysis techniques



Organizations can approach diversity management from three different perspectives. The first perspective is a normative way which is based on basic norms and standards. But usually, normative way is used in organization where diversity management is a law based. Each person has permissions and obligations provided by law and a normative perspective to take care of employees are treated equally. One aspect of the normative way is that employees may not necessarily understand the concept of diversity management. The reason for this is that managers lead the company based on basic norms. (Savileppä 2006, 10-11.)

The second perspective on which can approach diversity management is pluralistic way. It defined that employees appreciate diverse and multi-value culture, and they could challenge different stereotypes. Pluralism stresses that the concept of diversity management is learned in everyday life and people should learn to accept differences between each other as well as to appreciate diversity. (Savileppä 2006, 11.)

The third and last perspective of diversity management is operational strategy. To effectively manage workforce diversity, leaders must develop and adjust the organization's processes, structures,

and practices. Additionally, they need to understand the organizational structure and manage hierarchy in a way that accommodates diversity. The ultimate goal of a diversity management strategy is to foster inclusion within the workplace. (Savileppä 2006, 11.)

I will analyze the research results using the three different perspectives mentioned above. By examining the knowledge of diversity management, I will be able to draw conclusions about how diversity is actualized at Malta Bosphorus Hotel. This approach will also help me assess the level at which diversity is being implemented within the hotel.

I will also analyze the collected interview material through content analysis as an analysis method. Content analysis is a method where textual investigation is analyzed, how it is represented in reality (Tuomi & Sarajärvi 2018).

However, the information obtained in the research will be analyzed using a mixed-method approach, combining both quantitative and qualitative perspectives (Lahti 2008, 185-188). The goal of the research is to classify workforce diversity into statistical categories, allowing for a qualitative analysis of the issue. The reason behind this is that diversity cannot be fully understood and analyzed without knowing the various factors that make up workforce diversity. Quantifying the dimensions of diversity will provide a more accurate analysis. Additionally, the quantitative values will help determine whether the Malta Bosphorus Hotel's work community is truly heterogeneous. If the community is too homogeneous, it would not be considered a diverse workplace. In such a case, we might draw a stereotypical conclusion that diversity management is not being effectively implemented.

I plan to create an Excel spreadsheet to record the answers I receive. Organizing the data in this way will make it easier to analyze conclusions and identify common themes. Additionally, this approach allows me to pinpoint exceptions and report them numerically. Using this method enhances the clarity and precision of data analysis, making it a suitable technique for this research.

3.4 Research process

The idea for my thesis came about when I casually asked my friend, the General Manager of Malta Bosphorus Hotel, “Can I do a thesis for your hotel?” She agreed but emphasized that the topic needed to focus on the staff rather than customers. After exploring various options, I suggested diversity management, which she found intriguing and relevant. This topic aligned well with my personal interest in equality and my aspiration to work in a managerial position in the future.

I was particularly motivated to research diversity management because I value equality and inclusion. Having completed a 5-month managerial internship at a hotel in Oulu, I dream of becoming a General Manager (CEO) someday. If I achieve this goal, I hope to implement diversity management practices in my leadership style.

My connection with Malta Bosphorus Hotel began in 2020 during the COVID-19 pandemic, when I stayed there frequently. Over time, I developed a close friendship with the General Manager and became acquainted with many employees. The hotel has become a familiar and comfortable environment for me, making it an ideal setting for my research.

The staff were extremely supportive throughout the thesis process, warmly engaging with me during interviews. Despite not knowing all the employees beforehand, they were open and cooperative, often wishing me success with kind words like, “May it come easily” or “I hope I was able to help you.”

The interview process spanned several days, as I interviewed one or two people per day, with conversations lasting 30 to 60 minutes. While this approach allowed for in-depth discussions, my friend did provide constructive feedback, saying, “If you were someone else, I would never have allowed you to take up so much of people’s working time for interviews.” Notably, my interview with her was concise, taking less than 30 minutes. Ultimately, the thoroughness of the process provided valuable insights into the staff’s experiences and perspectives on diversity management.

4 RESEARCH RESULTS

In this chapter, I will present the results of the interviews, which are used as my primary research method. I will discuss the collected material in a way that maintains the anonymity of the interviewees (employees).

In section 4.1, I will report on the issues related to the workforce diversity that emerged during the interviews. Additionally, I will report on how the employees experience and understand the concept of diversity management.

I will describe the results of the General Manager's interview and compare them with the answers given by the employees in section 4.2. This section will highlight how diversity is viewed in the hotel from an outsider's perspective. I will not only focus on workforce diversity but also on the processes of diversity management discussed in section 2.2.

Then, in section 4.3, I will discuss the issues that raised in sections 4.1 and 4.2 and draw conclusions based on theory, how diversity management is implemented in the Malta Bosphorus Hotel. In that section I also express the implementations of diversity management and analyze them using data analysis technique described in section 3.3.

In the following chapter, I will collect the interview material and analyze it with the help of the theory that I discussed in chapter 2. In the next sections, I will try also to answer the main question of the research with the help of the support question, which I opened in chapter 3.1.

4.1 Workforce diversity practices

In general, each employee had an idea of what term 'diversity management' means. They defined it as common sense, for instance, difference between people must be acceptable and equality is very important at the workplace. But two employees did not define the meaning of diversity management, they just stated that it is an important means of management. I can conclude certainly diversity management is not very used in the case company's internal communication, because employees do not have a precise idea of its meaning (Savileppä 2006, 10-11).

Matters of the internal dimension were familiar to many employees as a term and they knew how to define the meaning well. Next, I would like to raise some interesting issues of workforce diversity that came up in the interviews.

All employees' gender is male. Few employees associated the word 'gender' with the meaning of sexual orientation and reproduction, for example some employees talked about the concept of heterosexuality. And only few understood the word 'sexual orientation' correctly. The general understanding of sexual orientation was intercourse or relationship, and not sexual interest toward a certain gender. One employee even answered with one word, 'Entertainment', when we were talking about sexual orientation. As well, many employees emphasized the relationship between male and female. In my view, it could be due to the faith of Islam. Two people did not even want to answer questions related to sexual orientation. They wanted to skip the questions.

But the fact is that the hotel is extremely homogenous based on the employees' gender (Stockdale & Crosby 2004, 100). In my view, it is so sad that there are no women working in the Malta Bosphorus Hotel. As a woman, the General Manager could promote gender diversity in the hotel that is also very distinguished management method in Türkiye (Özsoy, Şenyücel & Oba 2023, 13-16).

The importance of gender also emerged in interviews. A few employees emphasized that as men they have better opportunities to work in the hotel. In their opinion if they were women, they could not work as a receptionist or a repairman.

The term mother tongue was well defined. There were employees who can speak as mother tongue Kurdish, Turkish and Urdu, but all of them work speaking Turkish. Few employees felt that their mother tongue is a wealth of diversity that they can speak with clients if the client is a Kurdish or Urdu speaker. The employees' English language skills are bad. Just receptionists and one housekeeper could speak English, unlike waiters and others had no English skills.

Apart from that, the employees could not understand the meaning of the official distinction between race and ethnicity. Some people got confused about the terms, one did not want to answer, others explained the concepts as synonyms. However, they have a common sense understanding of the meaning race and ethnicity. But it was highly emphasized Turkishness, and the Turkish individuals separated races and ethnicities, Kurds, Afghans, Russians, et cetera... One employee felt that if he were Afghan, he would have no chance to work in the hotel. Based on the collected material that

emerged in the interviews, I can conclude that there are employees in the hotel who have discriminatory attitudes towards peoples that are usually disliked in Türkiye (Gökay 2014).

The external dimensions were defined as worse than the internal dimensions by employees. Some understood terms as synonyms and did not understand the scientific meaning. Nevertheless, there also were employees who understood the meaning of external dimensions as common sense. The right things came up from the employees' mouth, factors like religion, education and the fact people can change external dimensions themselves.

In general, employees described the word citizenship correctly. The only one exception was that an employee considered himself as a Kurdish person because he has his own mother tongue. Even though he does not have a Kurdish passport, he feels that he is a citizen of Kurdistan. Another person could not tell which country's citizen he is, just said that religion, mother tongue and race is equal to citizenship. His answer was kind of confusing for me that I cannot analyze by concept of diversity management. I can just conclude that he likely did not understand the meaning of nationality. He probably confused it with ethnicity, which refers to belonging to a group associated with an individual's geographical place of birth. An individual's ethnicity is also shaped by culture, including factors like religion and language. (Lahti 2008, 96.)

Most employees were Muslims. Just one person did not believe in Abrahamic religions, he did not know what he believes in or whether he is an atheist. Most employees were also singles. Just one employee was married, and he felt that he got more salary than others because of marriage.

One person only had an elementary school education. Half of employees had a high school education, and the other half had completed a university degree. Everyone considered what they do at the hotel is also their profession, even if no one has an official qualification, like a Bachelor of Hospitality Management degree or training in the restaurant industry. Just one employee completed some kind of certificate that he may work with electrical job.

Everyone had more than 4 years of work experience, some even more than 10 years. In Malta Bosphorus Hotel, the working time was very variable, from 11 days to 3 years. Many felt that thanks to many years of work experience, they have gotten a job more easily, and work is easier when you already have previous work experience in the same department.

Unfortunately, an employee felt that he had experienced unequal treatment related to external dimensions. He described that sometimes there is no equal treatment between employees. He is an old employee who has worked for many years in the hotel and when new employees come, they are treated in the same way. He would like to be treated somehow differently than a new employee, because new employees do not yet have enough work experience. By the way, this same person had just finished elementary school. His answer is not very rational from the perspective of diversity management because all employees must treat equally regardless of their differences between attributes (Raumo etc. 2023, 6).

Now, I briefly considered the workforce diversity at Malta Bosphorus Hotel that I discovered during interviewing. The support question that I used was to understand the consistency of employees' attributes. I can conclude that the work community is almost homogenous and does not increase diversity in the case company (Lahti 2008, 111).

Homogeneity is evident in all aspects of workforce diversity. For example, many characteristics typical of Türkiye related to workforce diversity are present in the case company, like men dominance, and low education level of the employees. In Türkiye, many people are low educated, which is also a major reason why Turkish companies tend to be very homogeneous. Even though there were working employees who had finished, for instance, Bachelor of Sports Coaching and Bachelor of Maritime Management, they had to work in tourism sector, because it is very difficult to get a job in Türkiye, even if a person is highly educated. (Businessculture.org 2024).

4.1.1 Summary of Workforce diversity practices

Lack of clear understanding of diversity management

Gender homogeneity

Language diversity

Confusion between race and ethnicity

Discriminatory attitude

Educational background and work experience

Workplace treatment and equal opportunities

Overall homogeneity

4.2 Managing workforce diversity

The General Manager described the meaning of diversity management well. She said that it does not matter which city or place employees come from. But when these employees come to work to the Malta Bosphorus Hotel, she tries to train them according to the company's rules and procedures, so that everyone works according to the same rules. The hotel follows standards that are part of the international hotel industry's regulations. (Stockdale & Crosby 2004, 3–4).

The General Manager felt the values of managing diversity in such a way that collaborating with different people is important and makes life more colorful. She has collaborated with different people who differ from each other in terms of skin color, ethnicity, et cetera. And people with diverse backgrounds are not separated in the workplace. The work community is wider when there is diversity. (Lahti 2008, 17)

On the other hand, most of the employees felt the core values of the hotel support workforce diversity. Just one employee did not have an opinion, because he had just started to work there. Another employee's response was confusing, he expressed the idea as follows: 'It doesn't support, but it supports us so that we could be better'. Because I know Turkish well and we spoke Turkish together, I can be almost 100 percent sure that he meant to express that there are no specific values related to diversity management. But the General Manager supports all employees as individuals and helps them develop themselves. But in fact, if an organization supports different personalities and then prevents discrimination, inequality or promotes employees' motivation, we can conclude the organization has a value system by concept of diversity management (Lahti 2008, 113-114).

Apart from that, the General Manager described the diversity management strategy as follows: When people from diverse cultures meet at the workplace, it is necessary to work according to the same rules of the hotel. We learn new things from each other, for instance about another person's culture. And when interacting with each other, meanwhile, everyone's world view grows, and we learn innovative approaches to different things. (Huhta & Myllyntaus 2023, 284.)

But sadly, to say, only two employees were able to comment on the concept of diversity management strategy. The others were at a loss for words and could not determine the term. Effective diversity management in practice requires leaders to actively adapt organizational processes, struc-

tures, and strategies to support a diverse workforce. They must also understand and manage organizational hierarchy in ways that embrace diversity. Ultimately, the goal is to make employees aware of the strategies in how the General Manager leads the diversity management. (Savileppä 2006, 11.)

The General Manager knew every employee and the work community, and did not allow unequal treatment. It does not matter if a female, male, Muslim, Turkish or from another country, everyone is the same individual in her eyes. (Raumo etc. 2023, 6.)

When I combine the interview results with the internal dimensions, I can state that the General Manager gets to know the employees' age, gender, race, and mother tongue already during the recruitment process. The ethnicity of some employees is revealed during the employment relationship, but employees are never asked about their sexual orientation by the employer.

The interview indicates that certain factors related to internal dimensions are sometimes significant for the General Manager when hiring a new employee. For example, she does not hire a person who is too old to work at the reception, because usually old people get tired too quickly. She does not differentiate employees according to gender, but for example does not recruit a woman on the night shift for reception, because it can be dangerous for women. Women are accepted to work at reception only during the day and evening time, but in order to protect the women's safety at night, they do not work night shifts. The General Manager emphasized that it can be dangerous to work as a woman in Türkiye in nighttime, because they can be sexually harassed if there are customers who are under the influence of alcohol. That is also the reason, why she prefers male employees.

An interesting manifestation was also the fact that the General Manager feels that the factors of the internal dimension are more important than the factors of the external dimension. She said that sometimes even previous work experience is not a significant hiring criterion. Sometimes you can find a potential employee without extensive work experience. And when hiring a new employee, she separates applicants by gender and age. That is not a very rational hiring creation from a diversity management perspective. (Lahti 2008, 92-93). An organization must create secure conditions for each employee so that, regardless of an individual's gender, everyone has equal opportunity to work within the organization (Syed & Ozbilgin 2015 A, 114).

Furthermore, the General Manager handled the recruitment herself. She posted a job advertisement online. English language skills were required for working in the reception and Turkish language skills in each position. Otherwise, she personally selected the best candidates for each position and contacted them via phone. The hotel has a strict policy requiring job applicants to have a clean criminal record. Candidates with a history of serious offenses, such as homicide or theft, are not considered for employment. The reason behind this is that if a candidate has stolen from a previous workplace, there is a risk they might do the same in Malta Bosphorus Hotel. Additionally, negative candidates or those who frequently complain are not hired, as they can create a toxic and unproductive work environment.

Some employees, on the other hand, mentioned that they got their jobs through personal connections, as a family member or friend had worked at the hotel. The General Manager did not indicate that some employees were hired without a formal recruitment process. Interestingly, a few employees noted that the hotel manager inquired about their marital status, such as whether they had children. Additionally, the interviews revealed that only one employee was asked about their criminal record. In general, employees emphasized how quickly and easily they started to work in Malta Bosphorus Hotel.

Inquiring about employees' marital status, including questions about whether they have children, can be sensitive and may potentially be seen as inappropriate in a professional work environment. Generally, diversity management practices do not allow employees to be selected for recruitment based on family statuses. (Lahti 2008, 105.)

When it was time to familiarize a new employee with their workplace, the General Manager first introduced them to everyone and gave them a tour of the hotel. The first week was always a training week, during which the new employee worked with an experienced colleague who knew the job and helped the new one with familiarizing. This week also served as a probationary period to assess whether the employee could perform the tasks required. If the employees did their job well, they were allowed to continue working after a week. This process was essential, as the General Manager taught the employees about the organizational culture of the hotel. The hotel covered aspects such as how to engage with customers, how to communicate effectively, and more. This was the organizational culture of the Malta Bosphorus Hotel, and everyone was expected to respect it, adherence to these standards was a requirement.

One employee felt that they had not received proper familiarization, as no one was there to help him with his new work role. Another employee mentioned that he learned most of their job responsibilities on his own. However, generally, everyone else was familiarized as the General Manager described to me.

In familiarization and other work-related meetings, the employer should address issues related to equality in the workplace. Diversity management emphasizes that there must be no discrimination and that all employees have the right to equal treatment, including proper familiarization with their roles. It is concerning that some employees have felt they have not received appropriate training for their work duties, as consistent familiarization is important for a fair and supportive work environment. (Raumo etc. 2023, 7.)

The General Manager increased employee motivation, for instance by allowing them to enjoy free coffee, tea, and other drinks during the workday. From time to time, there are cakes available as well. (Multinet Up editor 2023.) She aimed to provide everyone with their own peace and freedom to work, treating everyone equally. Although there is no formal process for maintaining motivation, she tries to implement it in practice. There is no standard procedure because she believes she can do wonderful things at any time that suits the situation. She also rewards employees with extra pay. When the hotel's turnover increases, extra pay is provided to further boost employee motivation (Multinet Up editor 2023).

During my interviews with the employees, I discovered that nearly half felt they were not rewarded for their good work at the hotel. For example, only a few employees had received any extra pay, while most expressed that they had not received any additional compensation. Interestingly, employees who have been working in Malta for less than a year are aware of the hotel's reward system related to turnover. However, those who have been there for over a year stated that they have not received any additional financial rewards. Nonetheless, it is crucial to inform each employee in the same way so that they are aware of the compensation system in the hotel (Huhta & Myllyntaus 2023, 284).

On the other hand, all employees were well-motivated to work in the hotel. Some employees found motivation from their colleagues, some from their families, and some from within themselves. Some also mentioned that the relaxed and calm work environment makes the job more pleasant. Few

employees also mentioned that if they do not have a job, they will not have money for food. And when things are going well in their free time, people get motivated to work too.

Also, the General Manager stated that the most important value for work community is hospitality. The hotel always strives to offer something extra for the customers, ensuring that its operations align with this value. However, this hotel does not have the same high standards as large hotel chains do. The rules must be followed, and everyone must commit to the organizational culture that I already mentioned above.

But what shocked me the most was that only two employees could talk with me about the main value of Malta Bosphorus Hotel, hospitality. A few employees did not respond, and one employee talked about feeding animals. While that answer was not completely wrong, I have noticed with my eyes that, at the General Manager's wish, employees feed street cats around the clock. But in reality, many organizations and private individuals feed street animals in Türkiye.

However, managers cannot expect anything from employees if they are unable to analyze themselves effectively. According to diversity management principles, managers should first understand and describe themselves, then address workforce diversity, and finally establish core values to everyone's awareness. (Lahti 2008, 114.)

The General Manager of Malta Bosphorus Hotel saw herself as successful, hardworking, passionate about her work, and a good leader. She worked in many hotels and gained extensive experience in the tourism sector, and also completed a doctorate in tourism, which contributed to her sense of success. According to her opinion, her supervisor, guests, and employees were always satisfied with her. She believed that utilizing diversity management is effective because she treats all employees equally.

The employees' opinions were largely consistent with how the General Manager described herself: the General Manager is a wonderful person, helpful, and treats everyone equally. However, few employees mentioned that she is too strict and sometimes truly angry (tyrannical). Despite the opinions of a few employees, she is well-liked by most of the staff. But I will not make any negative notes related to the concept of diversity management even if someone said undesirable adjectives about her. Turkish companies are very hierarchy, and elders have a position of authority. And for that reason, this is a standard practice in Türkiye. If I take a stance on it, I risk showing disrespect

toward another culture in my study. As well, it is considered inappropriate for employees in Türkiye to speak negatively about their supervisor. Respect must be shown towards supervisors at all times. (myNZTE 2022.)

I would like to remind that the main question of my study is how diversity management actualizes in Malta Bosphorus Hotel. After I reviewed the interview results, I would like to briefly answer the main question. I can really notice the General Manager is highly educated and she has broad work experience in the tourism sector. Almost all of her answers are academic and based on theory of diversity management. But she described some aspects from a Turkish perspective, influenced by the strong hierarchical structure of organizations. In these aspects, her views do not align with the principles of diversity management.

I can continue by giving an example which repeats in almost every context: Even though the General Manager knows most of the principles of diversity management, the information on procedures, core values and structures does not reach the employees in an equal way. Perhaps the General Manager informs all employees about the new implementations, but for some, the information goes in one ear and out the other.

4.2.1 Summary of Managing workforce diversity

Recruitment practices are influenced by factors like age, gender, and previous experience. The General Manager does not hire women for night shifts due to safety concerns, which contradicts the principles of equal opportunity in diversity management.

Despite having a diverse workforce in theory, the practices at the Malta Bosphorus Hotel reflect a mix of international diversity management principles and traditional Turkish hierarchical values. This discrepancy shows that while the General Manager is well-versed in the theory, the implementation does not always reflect it.

While the General Manager provides initial training, not all employees report receiving adequate support.

The hotel has a highly homogeneous workforce, predominantly male, with low levels of education and limited diversity in terms of ethnic background and gender.

4.3 Implementations of diversity management in the workplace

The General Manager understood what diversity management is and was able to describe it professionally. She provided concrete examples of how she attempts to change people's worldview fundamentally through various administrative actions by integrating them into the organizational culture. Her leadership style is to adapt employees to work according to the company's rules and procedures. So that everyone knows how to operate their work tasks according to the organizational characteristics. (Lahti 2008, 11.)

I can also add that the General Manager understands that in a diverse work community, everyone learns new things from each other. From the perspective of diversity management, each employee represents a great opportunity not just for organization but also for colleagues and supervisors (Huhta & Myllyntaus 2023, 284.)

If I need to identify the division of diversity management that is the best implemented at Malta Bosphorus Hotel, it would be the hotel manager's ability to treat all employees completely equally. This commitment to equality is a key aspect of effective diversity management within the organization (Savileppä 2006, 7). In fact, just one person felt 'discrimination' regarding being treated the same as a new employee. He would like to be treated differently because he has been working for a long period in the hotel. But this just shows that the General Manager does not treat anyone exceptionally, regardless of their differing attributes (Raumo etc. 2023, 6).

But on the other hand, the challenge with the ineffective implementation of diversity management arises from the fact that the work community is too homogeneous in Malta Bosphorus Hotel. This lack of diversity within the group makes it difficult to establish practices that embrace different perspectives and backgrounds. (Stockdale & Crosby 2004, 100.) Additionally, the hotel does not actively engage in or promote processes and core values that align with the principles of diversity management. The hotel must develop concrete strategies and policies that promote equal opportunities, cultural awareness, and inclusiveness at all levels. Only by doing that can the hotel create a work environment that is truly open to diverse ideas and perspectives. (Savileppä 2006, 11.)

Too homogenous work community can be viewed from several perspectives. At first, all employees are man. Due to the low employment rate of women in Türkiye, it is not surprising that male domi-

nance is also evident in the Malta Bosphorus Hotel. (Özsoy, Şenyücel & Oba 2023, 13-16.) Furthermore, there is no heterogeneity in terms of age, religion, nationality, work experience, marital, parental status and many other dimensions of diversity.

But I could explore low heterogeneity in terms of ethnicity, education, and language skills. As the General Manager explained, Turkish and English skills is required for working in the hotel. In working life, business language is often the local language or English, and language skills frequently influence perceptions of qualifications. This makes diversity management crucial to ensure fair treatment of all employees. (Lahti 2008, 111.)

The General Manager emphasized that the factors within the internal dimension hold greater significance compared to those in the external dimension. This is not an ideal way of thinking from the perspective of diversity management, because the factors of the external dimension are often the ones that have a rational explanation why employees' attributes can be treated unequally (Lahti 2008, 92). Every person has attributes that they cannot change themselves, and it is of course not appropriate for diversity management. As we know, internal dimensions consist of factors that a person is born with or acquires in the early stages of life. Therefore, employers must concentrate more on the factors of external dimensions. (Lahti 2008, 93.)

When a hotel recruits new employees for reception, the application criteria are the strictest. The job advertisement even states: "Those with work experience or university graduates who speak English are more valuable than those without work experience." For other positions at the hotel, there are no specific criteria mentioned in the job advertisement.

I just want to point out that the recruitment process at the Malta Bosphorus Hotel operates on a normative level, as the recruiter does not include diversity clauses, and some statements may deter potential applicants who might lack one specific qualification. On the other hand, for certain positions, the recruiter does not require much from applicants, which could increase versatile applications. However, it is likely that the recruitment process is not designed in accordance with the principles of diversity management. (Huhta & Myllyntaus 2023, 256.)

The familiarization process at Malta Bosphorus Hotel primarily focuses on controlling that employees commit to following the hotel's rules, sometimes kind of in a forced manner. In a way, this is a

crucial part of familiarizing, as it ensures that everyone obeys the agreed-upon rules. But unfortunately, the current management approach does not exhibit typical features of diversity management. Ideally, familiarization should be a collaborative communication process between the employee and the employer (Raumo etc. 2023, 7). But most employees felt that they learned their tasks on their own without employer's help. Diversity management also emphasizes that new employees should bring fresh perspectives to the organization and its leaders during familiarizing (Huhta & Myllyntaus 2023, 284). Although the General Manager theoretically recognized the importance of this aspect, it is not implemented in practice.

The General Manager must ensure that inclusive policies are developed and integrated into the organization's practices. These policies should be designed to embrace diversity in recruitment, career progression, and workplace behavior. A General Manager's role is to ensure these policies are enforced consistently and reflect the values of inclusivity, equity, and opportunity for all employees. (Syed & Ozbilgin 2015 B, 2-4.)

At the Malta Bosphorus Hotel, there is no comprehensive approach for maintaining staff motivation or a compensation system. Due to the absence of these elements in hotel management, the study also revealed a significant gap in the lack of diversity management. For example, even employees' motivation did not form by the combined effect of valence, expected value and instrumental value, because there are no procedures related to recompensing. Also, employees did not mention how they could succeed in their work tasks due to the lack of goals in hotel management. (Viitala 2013, 298.)

Even though the General Manager said, 'Malta Bosphorus Hotel does not have high standards and core values like large hotel chains do,' it is more of a personal opinion than a theoretical fact. All companies who would like to practice diversity management should have values, visions and strategies which support equality in the organizational culture. The hotel has only one significant value, hospitality, which is known by just a few employees. Company values must be clear to everyone in order to build a constructive workforce diversity. It is also beneficial if the values are those that support workforce diversity, such as openness among colleagues and collaboration within the team. (Lahti 2008, 113-114).

In other hand, it is crucial to create a work environment where diversity is actively valued. A General Manager should lead by example, demonstrating respect for different backgrounds, perspectives,

and abilities. This can include offering opportunities for employees from diverse backgrounds to share their ideas, experiences, and concerns, thus enriching the organizational culture. (Syed & Ozbilgin 2015 B, 2-4.)

Malta Bosphorus Hotel's diversity management is implemented at the intersection of normative and pluralistic approaches. But in my opinion, it leans more towards a normative way. The hotel's leadership approach aligns more with a normative perspective, focusing on basic norms and practical decision-making. The General Manager's decisions are often driven by common sense rather than a comprehensive understanding of diversity management. As a result, diversity management practices are minimal, and employees are not fully aware of the various aspects related to diversity management. This lack of awareness leads to a situation where diversity initiatives are underdeveloped, as they are not guided by a deeper, more structured approach to managing workforce diversity. (Savileppä 2006, 10-11.)

Also, the pluralistic way can be seen in the hotel. The General Manager approaches each individual equally, and once employees are integrated into the workplace community, they learn from one another and embrace different perspectives. Because the work community is too homogeneous, employees cannot learn diverse things from each other. (Savileppä 2006, 11.) On the other hand, the homogeneous work community indicates that diversity management is not implemented effectively (Lahti 2008, 185-188).

To develop effective diversity management strategies, the hotel should focus on creating a culture that actively values diversity and inclusion at every level of the organization. It is crucial to ensure transparency in hiring, evaluation, and promotion processes to avoid demographic biases that can impact decision-making. Utilizing data-driven approaches, like people analytics, enables organizations to identify disparities and assess the effectiveness of their diversity initiatives. Furthermore, fostering an inclusive work environment where all employees feel valued and supported in their growth is essential for long-term success. Strong leadership commitment to diversity, along with continuous monitoring and accountability, ensures that diversity goals remain a priority and progress is consistently made. (Castilla 2016.)

4.3.1 Summary of Implementations

General Manager's commitment to treating all employees equally.

Homogeneous nature of the workforce, which hinders the full embrace of diverse perspectives and backgrounds.

The lack of concrete diversity strategies and policies limits the hotel's ability to fully implement diversity management across all levels of the organization.

The hotel's familiarization process mainly focuses on employees adhering to the organization's rules, rather than fostering collaboration or encouraging employees to share diverse perspectives.

There is a need for a more inclusive recruitment strategy that considers a wider variety of qualifications and backgrounds.

Highlighting the lack of communication regarding the hotel's organizational values. For diversity management to be fully effective, core values that support inclusivity and respect should be clearly communicated to all employees to create a more cohesive and diverse work environment.

While the General Manager treats all employees equally (a pluralistic approach), the hotel's overall focus on basic rules and decision-making leans more towards a normative approach.

To develop effective diversity management strategies, the hotel should foster a culture of inclusion, ensure transparency in processes, use data-driven approaches, support employee growth, and maintain strong leadership commitment to achieve and monitor diversity goals.

5 DISCUSSION

I have been conducting this research for the past ten months, sometimes working intensively and at other times more loosely depending on my schedule and other commitments. Throughout this period, I have gained extensive knowledge about diversity management and significantly improved my research skills. This research has been a valuable learning experience, not only because of the insights I gained on the topic but also because of the opportunity to conduct the study in English. By doing so, I enhanced my business vocabulary in English, which has been incredibly beneficial for my professional development. Occasionally, I had to look up English terms that I was more familiar with in Finnish from my studies. This process, while sometimes time-consuming, broadened my understanding of management concepts and terms and deepened my overall knowledge of leadership practices.

One of the challenges I encountered during this time was maintaining a consistent workflow. Occasionally, I took extended breaks from my thesis work due to personal matters, work obligations, or other academic assignments with pressing deadlines. For instance, the longest break I took was 3.5 months, which made it difficult to regain momentum and refocus on my research. These interruptions sometimes hindered my progress, as it took considerable effort to reengage with the project after stepping away for an extended period. Reflecting on this experience, I realize that better planning and time management could have helped me maintain a more consistent workflow. If I had scheduled my tasks more effectively, I could have avoided these long breaks and progressed more efficiently with my thesis.

At the beginning of the research process, I struggled with designing the research methods. I was unsure about what type of research approach to adopt or how to create effective interview questions that would provide meaningful insights into my topic. However, thanks to the invaluable guidance and support of my teacher, I was able to overcome this challenge. The General Manager of Malta Bosphorus Hotel also played a crucial role in this aspect, offering feedback and advice to ensure that my questions were clear, relevant, and easy to understand for the employees I was interviewing in Turkish.

Despite these initial difficulties, I experienced many successes during the research process. One of the highlights was the positive outcome of the in-depth interviews. These sessions allowed me

to engage deeply with the interviewees and gather rich, qualitative data that was instrumental in answering my research questions. Some of these discussions lasted up to an hour, providing ample opportunity to explore the interviewees' perspectives on diversity management. My familiarity with the General Manager and many of the staff members proved to be a significant advantage. This pre-existing rapport helped create a comfortable and open environment, enabling us to discuss even sensitive and personal matters in a meaningful way.

If the General Manager were to point out an area for improvement, it might be my approach to conducting interviews more efficiently. While it is true that my interviews took considerable time, I believe that the depth of understanding achieved through these longer sessions was invaluable. In my opinion, interviews conducted hastily, in ten minutes or less, might not yield the same level of insight or understanding of the individual being interviewed. This aligns with the essence of in-depth interviews, which are characterized by their longer duration and ability to delve into the interviewee's experiences, feelings, and perceptions (Tuomi & Sarajärvi, 2018).

As I concluded this research journey, I feel a deep sense of gratitude towards all those who supported me along the way. I would like to extend my heartfelt thanks to my teacher, whose guidance was instrumental in shaping this study. My friend, the General Manager of Malta Bosphorus Hotel, provided unwavering support and encouragement, which made this research possible. I am equally grateful to the staff of Malta Bosphorus Hotel, who warmly welcomed me and generously shared their time and thoughts during the interview process. Their willingness to open up and engage in meaningful discussions greatly enriched the quality of my research.

This research has been a transformative experience, contributing significantly to both my personal and professional growth. It has allowed me to apply theoretical knowledge in a practical setting, deepen my understanding of diversity management, and develop valuable skills that will undoubtedly serve me in my future career. I am especially proud of what I have accomplished and the progress I have made as a researcher. This journey has reinforced my commitment to fostering equality and inclusion in the workplace, values that I hope to uphold throughout my career.

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