

## **Employees' perceptions of gender equality in Scandic Hotels**

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<p>Finland is a country with good situation in the gender equality issues. However, the situation is not perfect, and there are possibilities to get better. The division of industries into predominantly female and predominantly male industries remains an issue affecting the gender equality in Finland. Also, there is discussion about different kinds of glass obstacles, which affect women's ability to advance into managerial positions as easily as men.</p> <p>The goal of the thesis is to get an understanding of the perceptions about gender equality of women and men working in the hospitality industry, the division of work between genders, advancement and career opportunities as well as fair treatment. The idea for the thesis came from the commissioning company, Scandic Hotels Oy. This thesis will be a further research of their equality plan.</p> <p>This research was done with a quantitative research method, as it was seen as a faster, and easier way to conduct the research. A questionnaire, designed by the writer of the thesis, was sent to 700 employees of all departments working for Scandic Hotels Oy. The questionnaire was open from 28<sup>th</sup> of April 2015 until the 10<sup>th</sup> of May 2015. The total amount of respondents was 155, which is about 22 percent of the employees.</p> <p>The results mainly showed the gender equality issues of Scandic Hotels Oy are well taken care of. Most employees perceived that Finland is a country with a good level of gender equality. The hospitality industry was seen as a predominantly female industry. And it was perceived that an employee is respected regardless his/her gender. However, the results gave an image that there might still be obstacles for women in advancement, as well as one's family situation might affect the advancement. Not only is there a little room for improvement at Scandic, but also in the whole country.</p> <p>This thesis was completed 8<sup>th</sup> of September 2015.</p>	
<b>Keywords</b> Gender equality, hospitality industry, gender segregation, advancement, treatment	

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# 1 Introduction

Finland has been ranked in the top two of global gender gap index in 2014. The global gender gap index tells about the equality between genders. (World Economic Forum 2015.) The second best score in the gender gap index means that the equality of genders in Finland is really good. The equality of genders has been defined by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) as follows:

“Gender equality refers to the equal rights, responsibilities and opportunities of women and men, girls and boys. Equality does not mean that women and men will become the same, but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration – recognizing the diversity of different groups of women and men. Gender equality is not a ‘women’s issue’ but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.”

This definition of the UN Women describes the basic idea of the gender equality term used in this thesis. Although the gender equality in Finland is ranked as the second best in the world, the occupational segregation is still one of the highest ones in Europe. The occupational segregation means the division of different industries into predominantly male or predominantly female industries. (Confederation of Finnish Industries 2010.)

In Finland, the service sector is one of the most employed sectors, which included 73 per cent of the employment in the year of 2010. The Finnish service sector is an industry having a majority of female employees, or in other words it is a predominantly female industry. Especially the hospitality and restaurant industry is a female-driven industry with 72 percent of female employees. (Statistics Finland 2012.)

Even though the gender equality rate is one of the highest in the world, and gender equality has been advanced in Finland already for a long time, there are still obstacles with gender equality issues. One of the main problems include the advancement of women in their careers as well as the pay differences between women and men (Lämsä & Louvrier 2014, 36). Also, Finland is scored second on the global gender gap index, which tells about the equal opportunities of men and women. But still, Finland is not the number one on the list (World Economic Forum 2014). Could Finland become number one in that index?

## 1.1 The aim and research questions

The aim of the thesis is to understand the status of gender equality in the hospitality business, using Scandic Hotels Oy (later on referred as Scandic) as a case study. The focus

is on the perceptions on gender equality of female and male employees in hotels in Finland. After getting an understanding of the gender equality perceptions of the employees in Scandic, the aim is to provide the commissioning company suggestions for further development.

In this thesis the topic is not done traditionally looking only the female perspective. The writer of the thesis wants to understand the equality situation of employees equally from both perspectives, female and male. She wishes to get a better understanding of the factors affecting equal opportunities in the working environment, including the division of different work tasks and the possibilities of advancement in one's career. Also the equality plan, demanded by the Finnish Law, and the fairness in working life, meaning the treatment of the employees, are issues, which interest the writer. To get the understanding of before mentioned topics, the writer will familiarize to topic-related literature and research, and also create a questionnaire for employees working for Scandic. In conclusion, the writer will find the answer for the following research question:

1. Do employees of Scandic perceive that there is gender equality in the Finnish hospitality industry?

This research question is followed by three sub questions:

1. Do the employees perceive that they have equal opportunities in advancement?
2. Do they perceive that the work tasks are divided according to gender or ones skills?
3. Do they perceive that they are treated equally?

The topic of this thesis is not only a current subject but also beneficial for the commissioning company. It will give them a better understanding of their current situation of gender equality in the company. In addition, the thesis will be a further research of their equality plan.

## **1.2 Structure of the thesis and delimitations**

This chapter, chapter 1, is an introduction to the topic of this thesis. It includes the aim and research question, followed by three sub questions. The sub questions support the main question. This chapter also defines the most important keywords used in this thesis.

The second chapter describes the gender equality in Finland, and compares to statistics worldwide, as well as from a Scandinavian point of view. Chapter 2 takes a look at the most important legislation, which affect the gender equality in Finland.

Chapter 3, has the theory framework for the subject, gender equality. It concentrates on three important aspects in the working life: advancement and career opportunities, division of tasks and fair treatment at work. These aspects were chosen because of the wide meaning of gender equality, and some dimensions of the gender equality were left out to be studied later on. Especially occupational gender segregation, brings up questions about the advancement of women in their working positions as well as the division of work tasks in a same working position. Both of these aspects seem to rely a lot on stereotypes. Not only having a minority of women in top management positions being a fault in the Finnish society but also affecting the well-being of both genders. (Kotiranta, Kovalainen & Rouvinen 2007, 9.) These three topics have been discussed a lot, and still there seems to be problems, e.g. for women in their career advancement (Hirvikorpi 2005, 16).

The commissioning company, Scandic Hotels Oy, is introduced in chapter 4. Also, the equality issues of the case company are discussed here. The fourth chapter is followed by chapter 5, which covers the research methodology and data collection. It also tells about the questionnaire design, the target group as well as the reliability and validity of the research. Chapter 6 shows the results of the research by firstly describing the profile of the respondents, secondly telling the actual findings of the research, and thirdly summarizing the results.

Chapter 7 includes the discussion part. The results of the questionnaire are compared to the theoretical part of the thesis (chapters 2 and 3). It also concludes the results of the research. The development ideas are also given for the commissioning company in this chapter. And last, there are recommendations for future research as well as an evaluation of the writer's thesis process.

As gender equality is a wide concept, several interesting and important questions needed to be left out. For example, this thesis will not be concentrating on the pay gap, meaning the differences in wages between men and women. Also parental leaves and their effects, for instance the barriers of parental leaves affecting career advancement in a company, are left out of this thesis. Sexual harassment and bullying are also topics to be studied later on. Gender equality is a part of diversity aspect, and in this thesis other aspects of diversity are left out.

## **2 Gender equality in Finland**

This chapter tells about the gender equality in Finland. It is an overview of the current situation compared to the global situation. It describes the history how Finland got to the point, where it is at the moment with gender equality, and how gender equality can be seen in the service sector. At the end of this chapter the legislation, which the gender equality issues are based on in Finland, is explained briefly.

First of all when talking about gender equality, the difference between gender and sex needs to be clarified. Gender describes the social point of view of a human being, whereas the word sex describes the biological and physical point of view (Lempiäinen 2003, 23). In this paper the emphasis is on genders, not sexes. UN Women define genders as the social attributes and opportunities of being a woman or a man. Furthermore it includes the relationships between women and men, the relationships of boys and girls, as well as the relations of women and the relations of men. People learn these attributes, opportunities and relationships through processes of socialization. (UN Women.)

Secondly, gender equality is based on biological and social differences of women and men. The social differences include for instance the roles of women and men in the family and society. (Burri & Prechal 2013, 1.) Gender equality has been defined with equal rights, responsibilities and opportunities of both sexes. It also stated that women's and men's rights, responsibilities and opportunities do not depend on the gender they were born with. Gender equality is not only concerning women, it concerns both men and women. It is a human right issue as well as prerequisite for and a measure of sustainable development of a people-centered aspect. (UN Women.) The gender equality concept used in this paper is based on these definitions.

### **2.1 Comparison to the global situation**

Gender equality hasn't always been in the situation, where it is at the moment in Finland. Now, Finland has been ranked the second best in the global gender gap index in the year of 2014. "The Index is designed to measure gender-based gaps in access to resources and opportunities in countries rather than the actual levels of the available resources and opportunities in those countries." (World Economic Forum 2014.) The table below illustrates the top five countries with their scores in the global gender gap index in the year of 2014.



Table 1. Top five countries in the Global Gender Gap Index (World Economic Forum 2014)

Ranking	Country	Score
		<ul style="list-style-type: none"> <li>• highest 1 [equality]</li> <li>• lowest 0 [inequality]</li> </ul>
1.	Iceland	0,8594
2.	Finland	0,8453
3.	Norway	0,8374
4.	Sweden	0,8165
5.	Denmark	0,8025

Table 1 presents the ranking of countries, which have been placed to the table according to the order of their index numbers. The highest index number being one and meaning equality, and the lowest being zero with the meaning of inequality. As can be seen from Table 1, the top five countries in the global gender gap index are Nordic countries. Altogether in the index, there were 142 countries involved. Finland is the number one of the countries from the European Union. (Communication department of the European Commission; World Economic Forum 2014.)

To summarize, in the gender gap index, Finland has high scores in comparison to the level of other European Union (EU) countries as well as globally. There is still place for improvement, as Iceland is on the first place and Finland's index number is below one, so there is not the best possible equality situation yet. But, how did the Finland reach this point where it is now?

## 2.2 Remarks of gender equality's history

The possibilities of women has been changing since 1864. This is the year when women, who were not married, got full rights at the age of 25. In 1906 women got the right to vote and the right to become a candidate in the national elections. In addition, Finland was the first country in Europe to set the right of voting in national elections for women. In 1987 the Act on Equality between Women and Men is accepted, and reviewed or partly reviewed in the years of 1995 and 2005. (Statistics Finland 2014.)

Finland's women are not playing the role of a house-wife anymore, as the employment rate of women in Finland was 67.8 percent in the year 2013 (Statistics Finland 2014). The employment rate means the percentage of people, who are working, and are from the age of 15 to 64 (Statistics Finland). And now, the situation of women being in the labor force is quite stable. If women weren't working, there would be problems with not having enough work force (Aaltio-Marjosola 2001, 14-15).

According to Aaltio-Marjosola (2001) and the Statistics of Finland (2014), seems that the role of women has become quite stable in the working life in Finland. The changes in the Finnish legislation have given women the opportunity to be an important part of Finland's labor force. These changes in the legislation haven't given Finland the chance of becoming number one in the global gender gap index, though. This means that there are possibilities for further development of gender equality, for instance to the position of women, in the labor markets.

### **2.3 Gender equality in the service sector**

The service sector is a big part of employment worldwide, as it employs 70% of total employment in the Organization for Economic Co-operation and Development (OECD) countries, which Finland is a part of (OECD 2015). According to OECD (2011, 3), women also have more often temporary contracts, fewer hours and not so many possibilities to advance in their careers than men do. For younger men employees, who have temporary contracts, it is more common to get a promotion or change to more challenging work tasks than it is for women. Also men have better chances on getting an open-ended contract than women do. (Kauhanen & al. 2015, 110.)

The service sector in Finland employed nearly 73 percent in year 2010 (Statistics Finland 2012). The Finnish service sector includes trade, accommodation and restaurant services, transportation, storage services, IT (information technology) services, finance and business services, and social services (Statistics Finland 2008). In the whole service sector, the amount of men was 40 percent whereas the amount of women was 60 percent (Statistics Finland 2012). Women tend to work in occupations that have more women than men workers, and men tend to work in occupations with more men workers (Aaltio-Marjasola 2001, 15).

The accommodation business in Finland is a female dominant industry. There are a lot of part-time employees in the accommodation business in Finland. Women are doing more part-time jobs than men. Women do not voluntarily always choose to work part-time. They have a bigger chance of ending up with having a part-time contract than men. One reason behind these part-time contracts is the combination of family life and work. (Kauhanen & al. 2015, 19–20; Statistics Finland 2014.) From the year 2000 until 2012, the percentage of women employees in Finland having a temporary contract as well as a working part-time is greater than the percentage of men (Statistics Finland 2014, 47).

It seems like the gender equality is in a good condition in Finland, but still there are some questions rising from the perspective of women. Although the statistics show, that women are employed in Finland, they seem to have more temporary and part-time contracts than men. This brings inequality to the Finnish labor markets in a work contract point of view.

## **2.4 Legislation**

The gender equality in Finland is set by a law, called the Act on Equality between Women and Men (609/1986). It is based on the Constitution of Finland (1999), which was revised in March 2000. The Constitution is based on the previous constitution acts: the Constitution Act of Finland, the Parliament Act and two acts on ministerial liability. (Parliament of Finland.) The previous constitution acts were set at the time when Finland got its independence. The Constitution is the base for Finnish democracy's rules, values and principles. (Ministry of Justice 2012.) The Act on Equality between Women and Men is about the prohibition of discrimination set in the Constitution as well as about the advancing of equality, which is also set in the Constitution (Nieminen, K. 2005, 16).

In Finland there is also a law about working contracts, the Employment Contracts Act (55/2001). In Chapter 2, Section 2 of the Employment Contracts Act, there is a statement about equal treatment. The employer is supposed to treat all of its employees equally, if there is no justifiable reason for doing otherwise. (Employment Contracts Act 2001) This Act guides Finnish companies to become more equal between genders.

### **2.4.1 Act on Equality between Women and Men**

The Act on Equality Between Women and Men is meant to diminish the discrimination of genders, enhance the equality between women and men as well as to improve the situation of women in the working life with the aspect of gender equality (Act on Equality between Women and Men 1986). The act has also the intention of making the advancement of gender equality a continuous part of private sectors' operations and to reach gender equality in practise in the working life. Although the act on equality between women and men is helping the advancement of women's position, there is also an aspect taking men into consideration in gender equality; with for instance possibility of having parental leaves. (Nieminen 2005, 15.)

According to one of them, the Act on Equality between Women and Men, the employer is responsible for preventing any discrimination of genders. The employer needs to have preventing actions although there would not be any discrimination in the working atmos-

phere. Another issue, which the employer is in charge of, is preventing any sexual harassment in the working place. These cases also need support and activity from the human resources department. (Nieminen, K. 2005, 37.)

In Finland, there are certain authorities, who make sure that the legislation is followed. The Ministry of Social Affairs and Health is responsible for the fulfilment of the Act on Equality Between Women and Men. Within the Ministry of Social Affairs and Health, the following four authorities promote the gender equality: The Equality Unit, the Ombudsman for Equality, the Equality Board, and the Council for Gender Equality. The Equality Unit is in charge of preparing policies and coordinating in the Ministry of Social Affairs and Health. The role of the Ombudsman for Equality and the Equality Board is to monitor that the gender equality legislation is obeyed. The Equality Board also resolves questions regarding the legislation. The Council for Gender Equality promotes gender equality in societal matters. (Ministry of Social Affairs and Health.)

#### **2.4.2 Equality plan**

According to the Act on Equality between Women and Men (1986) an employer with regularly more than 30 employees must have an equality plan in Finland. The equality plan should have activities for advancing gender equality in the working life. The equality plan is not a goal itself, but it is used as a tool in order to create activities enhancing better gender equality in a working environment (Ahtela, Bruun, Koskinen, Nummijärvi & Saloheimo 2006).

The equality plan should include a review of the company's equality situation, which analyses the tasks that women and men have in the company, the qualifications of the different tasks, salaries of both genders as well as the differences in their salaries. The employer is responsible for including all necessary parts in the equality plan, which are mentioned in the Section 6 of the Act on Equality Between Women and Men. (Act on Equality between Women and Men 609/1986.)

In addition to the review of the current situation, the equality plan should also evaluate the activities of the last equality plan, how they were put into action, and how it resulted (Act on Equality between Women and Men 1986). This assures the monitoring of the equality plan, and also gives the basis for the new equality plan (Ahtela & al. 2006). The equality plan may also give concrete examples on how to improve equality in the working environment (Aaltio-Marjasola 2001, 73).

Although equality plan is a must in corporations nowadays, it does not mean that employees are aware of it. The Ministry of Social Affairs and Health (2005) has researched the awareness of the equality plan among employees in governmental, municipal and private sectors. Their research was done at the end of year 2003, and it was based on a survey of working conditions of employees. The research revealed that in the governmental sector 24 percent of respondents had noticed that there is an equality plan. This sector was the sector with most awareness of equality plans in companies. The amount of awareness among men and women was at the same level. In the municipal and private sectors only 11 percent of respondents had realized the presence of an equality plan in their companies. All of these respondents, from the governmental, municipal and private sectors, belong to companies that have the minimum of 30 employees. Municipal and private sector ended up with similar results. Men had answered more often that they are not aware of the equality plan than women. (Lehto 2005.)

Seems like the equality plan has not been in the knowledge of employees. In the previously mentioned research of the Ministry of Social Affairs and Health (2005), there must be taken into consideration that the equality plan was not obliged by the law. The Act on Equality between Women and Men was renewed in 2005. At that time the chapter, which introduced that an employer with more than 30 employees, should have an equality plan, was added to the law. (Act on Equality between Women and Men 2005; The Ministry of Finance) But has the situation changed in the knowledge of employees now that it is obligatory to have the equality plan in a company with more than 30 employees?

### **3 Equal opportunities**

According to the latest glass-ceiling index, the Nordic countries are on the top positions. Finland has been scored the highest among 27 other countries, which are members of OECD. The glass-ceiling index is an index number, which tells about the chances of equal treatment at work. It constitutes of nine different approaches including higher education, labor-force participation, wages, child-care costs, the amount of women in company boards, the amount of maternity leaves pay, female senior managers' amount, women in parliament, and applications for business schools. This means that in Finland women have the best possibilities for equal treatment in the working life. (The Economist 2015.)

Although genders seem to have equal possibilities, different genders work in different occupations. Scandinavian countries have quite high degree of occupational gender segregation, Finland being on the top (Blackburn, Jarman & Racko 2012). The occupational gender segregation divides different industries into predominantly male or predominantly female industries (Confederation of Finnish Industries 2010).

#### **3.1 Occupational gender segregation**

The three most predominantly male occupations in 2010 were constructions workers, drivers of heavy vehicles, and specialists of physics, chemistry and technical industries. The three most predominantly female occupations in 2010 were practical nurses and other health care workers, shop assistants and shopkeepers, and cleaners of homes, hotels and offices. (Statistics Finland 2012.) The hospitality industry is also predominant with women workers in Finland, although it does not reach to the top three occupations of women. The percentage of women in the hospitality industry is 72. (Statistics Finland 2012.)

Although there are statistics of equal treatment, where Finland has scored one of the best in the world. The occupational segregation still brings some questions to the gender equality in Finland. Moreover there still seems to be barriers for advancing to the executive positions in the company, the work tasks seem to have segregation and the treatment of genders seems to be based on stereotypes.

The occupational gender segregation can be divided into horizontal segregation and vertical segregation (Kolehmainen 1999; Ministry of Social Affairs and Health 2014). The vertical segregation is defined more thoroughly in the next subchapter. The horizontal segregation means that women and men are placed in different industries, occupations, and

work tasks. These are affected by different educational backgrounds. (Kolehmainen 1999; Ministry of Social Affairs and Health 2014.) Horizontal segregation can also happen in a corporation with genders having the same occupation, e.g. front office employees, but still have different kinds of work tasks.

In Finland the common opinion of women's tasks and men's tasks is tried to get to the past already. The origins of this kind of division has been tried to explain with biological, psychological and sociological theories without success. The separation to women's and men's tasks has been based on the importance of the gender roles in a society. There are problems, when looking at the division of tasks by genders. It has been explained with the division of tasks based on abilities, either inborn or learned, of different genders. This has made a presumption of achieving the maximum efficiency. The laws and organizational plans for gender equality in Finland are not only aimed to the salaries of genders but furthermore it is for a more even way of dividing tasks between genders. (Sipilä 1998, 141.)

### **3.2 Advancement and career opportunities**

The hotel business in Finland is a predominantly female industry. In some of these female industries, there can be men in more senior, more responsible, and better-paid positions. This type of segregation is called vertical gender segregation. (ILO 2004, 8; Wirth 2001, 13.) Knutson and Schmidgall (1999) write that women advancing in the lodging industry, does not differ from advancing in any other industry. In Finland, though, women have top management positions in the service sector, marketing and media, trade, foreign grocery industry, and hotel and restaurant sectors (Aaltio-Marjosola 2001, 131; Hirvikorpi 2005, 16). Although the gender equality is already in a good level in Finland, there are still some obstacles, e.g. women's advancement in their careers (Hirvikorpi 2005, 16).

Aaltio-Marjosola (2001, 132) has listed three different approaches for the career advancement. The first one is a "darwinistic" approach, which means that the right people will be elected for the positions by people with their best knowledge, and the process shouldn't be interfered. Another approach is that the corporation itself doesn't lead its inequality, but education or family life are reasons guiding men to managerial positions. The third approach is about the fact that inside a corporation, there are decisions made, which affect the possibility of women getting into managerial positions. (Aaltio-Marjosola 2001, 132.)

### 3.2.1 Glass obstacles for women

Women's advancement in corporations has been explained with different kinds of barriers. In this paper the glass obstacles refer to the glass ceiling, glass wall, and glass door, which are often connected to women's barriers of advancement. (Kotiranta & al. 2007, 7; Wirth 2001, 13.) Social attitudes and other barriers seem to block women for advancing in their careers for jobs with more responsibility and managerial positions. Women not having the possibility to access top managerial positions is often described with a "glass ceiling", or in other words they get stuck to the middle management or specialists' tasks. (Aaltio-Marjosola 2001, 131; Wirth 2001, 13.) The glass ceiling made of stereotypes describes also the possibility that women are able to see the managerial positions, but the positions are not at their reach (Vanhala 2002, 282). The possibilities of women in a corporation have been also described with a "glass wall", which disables women from changing tasks inside a corporation. Also a "glass door" describes the idea that women do not have the same possibilities entering a corporation, because of their gender. (Kotiranta & al. 2007, 7.) These glass obstacles are usually referred to, when talking about the vertical gender segregation.

Boone et al. (2013) write that the glass ceiling is a misleading concept. The barriers, which both genders, women and men, face when advancing, could be defined more as an "invisible obstacle course", which regards to the fact that the corporation does not develop their leaderships. By doing so, they fail to help women with their self-imposed barriers. According to their research in the hospitality industry (including restaurants & food service, travel and tourism, and casino and gaming), women and men had answered that there are barriers for advancing. The two highly ranked reasons were the lack of mentoring and the lack of career planning, and they correlated them with the fact that there is lack of managers' leadership and that managers do not offer good opportunities. (Boone & al. 2013.)

In the research of Boone et al. (2013) both women and men had shown consensus that there are obstacles for women in advancing in their careers. They were seen as self-imposed barriers, particularly in obstacles concerning family and household. Over 50 percent of both sexes had answered self-imposed barriers being more frequent than workplace barriers. The results showed that women, who answered the questionnaire, had spouses working outside the home. This ended up with women taking more responsibility of the household and family. (Boone & al. 2013.)

To break glass obstacles, women need to exceed expectations. Women need to ask for high-visibility projects to get more experience as well as try to work in different work tasks.



This way, women get more experience and new abilities, and are more easily seen by their superiors. Other ways of breaking the glass obstacles include having a mentor, networking, changing the company, or benefitting of educating herself more. Knutson and Schmidgall (1999) write that the most important elements among women's qualifications are being hard-working, patient, and being determined. The career objectives should be also told very clearly in order to have better possibilities for advancing (Knutson & Schmidgall 1999).

### **3.2.2 Stereotypes**

Genders are different, but it is hard to say whether the reasons are more cultural or biological, genetic or psychological. There is typical behavior of men and women, but these stereotypes are only based on cultures and their histories, and that is how they define genders, not by biological factors. (Jokinen 2000, 208.) Jokinen (2000, 210) has listed five different ideal features of men. According to those features, men are:

- physically strong, and bigger than women
- succeed economically, and has social and political power
- determined, rational, and are able to handle crisis
- able to defend himself and his family
- heterosexual.

Do different kinds of features then lead to different tasks? For instance, if men are assumed to be stronger than women, are they assumed to do all the physical work? In the hospitality industry, there is the role of a bellboy. A bellboy is "an attendant in a hotel who performs services such as carrying guests' luggage" (Oxford Dictionaries 2015). Would this kind of task bring horizontal segregation to the hospitality industry?

Other stereotypes of men include: a will to have power, competitiveness, optimistic, independence, and intelligence (Jokinen 2001, 209; Hirvikorpi 2005, 118). Women are described as empathetic, being more aware of feelings and they get along with other people. Lämsä and Louvrier (2014, 30) write that stereotypes, models or expectations of genders, such as the ones previously mentioned, are often learned, and can create a base for gender inequality at work. Hirvikorpi (2005, 118) writes that these features seem to be just stereotypes, as men and women seem to have more in common than in difference.

According to the research of Boone et al. (2013) there are still stereotype barriers in the hospitality industry. The results of the research showed also that over half of the respondents of their questionnaire had the women taking more responsibility of household and family, when the man was working more outside of home (Boone & al. 2013). Jakobsh

(2012, 1) also states that it is valued that the man of the family is employed, whereas the women takes care of the families' responsibilities.

Traditional gender roles make the advancement of women harder. The attitudes of families, friends and relatives also affect the advancement of women. (Jakobsh 2012, 1.) Furthermore, negative attitudes faced in a corporate culture are similar to negative stereotypes, which can be faced in a company. These stereotypes also prevent women from advancing in their careers. "Little woman" stereotypes are common. These stereotypes include ideas such as women respect the family life more than their careers, women are not dedicated to the company, and women do not understand corporate politics, culture nor policies. (Knutson & Schmidgall 1999, 74–75.)

Although Hirvikorpi (2005) writes about the common features of genders, there seems to be more results in research, which shows that women are more in a family role whereas men do the work outside home. This stereotype looks like it is still in the beliefs of many people, although it has been researched that in Finland the lack of women workers would result in a serious gap in the Finnish labor force.

### **3.2.3 Networking**

Networking has been connected also with leadership. According to Hirvikorpi (2005) when talking about the networking of people, not companies, individuals do it voluntarily. They network in different kinds of events and forums. Many networks consist only of one gender, either men or women. Regarding Hirvikorpi's interviews of women leaders in Finland, it would be more beneficial if one would be a part of a network, which would include both genders. (Hirvikorpi 2005, 123.)

Aaltio-Marjosola (2001) writes that networking has been strength for especially women leaders. In networking, a win-win situation, is important, and the fact that both parties benefit of the agreement. Several networks, which have men or women leaders, are either predominantly male or –female networks. Networking has two sides of the coin, the other one being the fact that for instance women stay in their own groups, but on the other side they see it as a benefit to meet other women leaders. (Aaltio-Marjosola 2001, 102-104.)

When seeing networking as a barrier for women's advancement, it is often an "old-boy network", which prevents them from advancing. This "old boy network" means men, who have connected with each other already from educational institutions and they have advanced in the same corporate levels during their lives. And by this kind of background,

they tend to choose other men for open positions, although the merits of the women would be alike with men's. (Jakobsh 2012, 1.)

Puttonen (2001) writes also about women not having the chances of joining good networks, and that preventing their possibilities of advancement. Because women are left outside of these "old boy networks" or other unofficial networks, they do not hear all the possible positions available higher in the hierarchy of the company. Also Hirvikorpi (2005, 124) writes that women still need to learn from men. The unofficial networks men have, impact on the authority men have in companies. Decisions are maybe not made in unofficial meeting, for example in men's saunas, but those conversations might emphasize the final decisions. Women also have more difficulties to become more known among the people, who have more power. They also face more obstacles in creating relationships with people in charge of choosing who will be promoted. (Puttonen 2001, 66; Hirvikorpi 2005, 124.)

Networking is beneficial, and seems like men still get more advantage out of it than women. In both cases, networking seems to be a part of advancing in careers. In conclusion, networking is seen as a possibility to have better access to the executive positions of a company, and the absence of networking is seen as an obstacle for advancement.

#### **3.2.4 Mentoring**

The barriers for the advancement of women in corporations have been also explained with the lack of mentors. Mentors are people guiding in a certain field of study, where the mentor has knowledge of. The mentor then guides someone else to learn and develop in that field of study. Although corporations have noticed the advantages of mentoring, it is still done quite informally. Women are also lacking female role models, and those, who could mentor them in order to help them advance in their careers. (Jakobsh 2012, 3.)

Mentoring is not only helping women in the careers, but also men. It is seen that it helps more women than men. A powerful male mentor is seen as good for mentoring a woman, as he has made networks, which can be beneficial also for the woman. But it is also stated that women need women mentors, because the benefits from a women mentor differ from the ones from a man mentor. (Puttonen 2011, 65.)

Boone et al. (2013) state that women need mentoring in order to climb the ladder in a corporation. Not only should the leadership and professional skills be developed, but also women need to have mentoring as well as personal development programs. These pro-

grams could help women to develop personal effectiveness in combining family life and advancing in the career.

Also according to a research of Knutson and Schmidgall (1999), the respondents had differences in the views of having a mentor inside the company, and the ability of being proactive, and looking for advice from inside and outside of the company. It was found out that women may have the image of mentorship role is being initiated by another person, and not themselves. In both cases, the results seem like there is space for mentors, and mentors could be a factor influencing the advancement.

As one can notice, many researches have been made, and the results are alike: mentors do help the advancement in careers. Whether the mentor is a man or a woman, the benefit is seen from both genders being as mentors. Or, whether the person is inside or outside the company, it may be still helping the advancement in the company.

### **3.2.5 Company's role**

Corporations may also influence the advancement in one's career. It does not only include the professional advancement of women, also the advancement of men. Knutson and Schmidgall (1999) researched the policies and programs of the hospitality industries' corporations, especially the factors affecting the advancement. The results were divided into three categories: the corporate policies, the corporate culture, and negative stereotypes.

In the corporate policies three actions corporations should do in order to help the advancement of women especially, were to develop the networks of women, to recruit women with potential to leadership, and to establish a mentoring program for women. Knutson and Schmidgall (1999) state that a corporation should have a policy, which is multidimensional and having an attitude of finding and keeping potential women.

A company might have an official written policy for gender equality issues, and at the same time the corporate culture might affect that the written policy is not respected. For example, in Finland, the equality plan of employers with at least 30 employees, must have an equality plan (Act on Equality between Women and Men 1986). The corporate culture in that case might affect whether the equality plan is respected or not. Disrespect may be seen, for instance, from negative attitudes of men, who feel uncomfortable working to or with women. Examples of these kinds attitudes can be seen from the attitudes of not taking someone else seriously, not being willing to mentor them or excluding them from cer-

tain networks. Negative attitudes are hard to detect, as the corporate culture is intangible. (Knutson & Schmidgall 1999, 74.)

According to Boone et al. (2013), there still exists workplace related barriers, which tell about blind-spots in leadership and in the corporation. They state that the emphasis is in self-imposed barriers of both sexes. These barriers regard to the fact, why women and men not obtaining a management position, would not advance to management positions in the hospitality industry. The three most considerable reasons of both genders were: not having a career goal, prioritizing work-life balance and prioritizing family. (Boone & al. 2013.)

### **3.3 Fair treatment**

United Nations' third general assembly published the Universal Declaration of Human Rights in 1948. The human rights are based on the fact that everyone has human dignity and is equal. This leads to the fact that everyone should be treated equally. (Office of the High Commissioner for Human Rights 2015; Suomen YK-liitto.)

Unfair treatment is a concept, which is hard to define thoroughly, as in every work place there are differences in opinions, and people get offended by others. There is a challenge, as everyone feels differently. According to the law slight one-time happenings are not seen as unfair treatment. The working place may be pressured by hurry, overtime work or reclamations from guests. These situations easily escalate into problems, when employees or employer are blaming one person, instead of resolving the problem. This is an example of how situation can lead to unfair treatment. There is normally a problem with leading or organizing the work behind the unfair treatment. (Häkkinen, Muinonen, Rintala & Räty 2010, 7-11)

According to a research of Bobbitt-Zeher (2011) about sex discrimination, there were many ways of unfair treatment at work based on one's gender. It included descriptive stereotypes, for instance the image of woman's role as a mother or wife, made her less invested and less reliable worker. Descriptive stereotypes are beliefs of traits genders have. Other stereotypes included inferiority of women, having assumptions of women's personal traits. These traits describe women, e.g. as stupid and emotional. Stereotypes also popped up in situations, where women were doing a "man's job". Descriptive stereotyping was found out to be most common in female-dominated and male-dominated settings. (Bobbitt-Zeher 2011, 773–775.)

Bobbit-Zeher (2011, 774) writes also about the prescriptive stereotypes, meaning how women should be, and this leads to discrimination. An example of this kind of stereotype would be a woman acting “unladylike” and getting sanction for it whereas a man is using inappropriate language or being aggressive, and not getting any sanctions for it. Biases of genders, for example the physical weakness of women, can lead to gender discrimination. (Bobbit-Zeher 2011, 774.)

Gender discrimination may also appear, because of the policies in a company. However, research shows, that it is not always the policy itself, but the application and enforcement of it. The policies might be gender-neutral, but whether they equalize genders, that is a question to be answered. (Bobbit-Zeher 2011, 781.)

## **4 The commissioning company**

This thesis is commissioned by Scandic Hotels Oy. The writer of this thesis has been working for Scandic for eleven months. She works in the reception of Hilton Helsinki Airport hotel, which is operated by Scandic. Scandic gave the topic for this thesis in order to get a better understanding of their gender equality at the moment. It is a further research done of their equality plan. With the results of this gender equality research, the writer of the thesis gives further development ideas and recommendations for the commissioning company about the gender equality.

### **4.1 Introducing Scandic**

Scandic's history starts from the year 1963 in Sweden. Back then, it was called The Esso Motorhotell chain, whose hotels were located next to travel routes. In 1972, it got few more locations in Denmark and Norway, and in 1973 this hotel chain was the biggest hotel chain in Sweden. The Esso Motorhotell chain was changed to Scandic Hotels in 1984. Today, Scandic Hotels Oy operates in eight countries: Sweden, Denmark, Poland, Norway, Germany, The Netherlands, Belgium, and Finland. There are altogether approximately 230 hotels and 13 000 employees. (Scandic Hotels 2014.)

In Finland there are 24 Scandic hotels. They are located in 17 different cities in different parts of Finland. For instance, in the Helsinki metropolitan area, Scandic has one hotel in Espoo and five hotels in Helsinki. In addition Scandic operates three Hilton Hotels situated in Helsinki (two hotels) and Vantaa (one hotel). (Scandic Hotels 2014.)

Scandic is trying to become one of the leading middle class hotel chains in Europe. According to Scandic's website, their goal is to make all guests feel welcome despite the reason they are travelling for. Scandic tells that they want to be focused on the environment, social responsibility and accessibility. (Scandic Hotels 2014.)

### **4.2 Equality at Scandic**

Despite the fact that the Nordic countries are at the top level in the global gender gap index, the top management of Scandic seems to have more men than women. At the moment, the President & Chief Executive Officer, the Chief Operating Officer, Vice President Brand & Marketing and Vice President Business Development are all men. There is one woman in the top management, the Senior Vice President, Finance and CFO. This concludes to Scandic having four men and one woman in the top management of the company. Scandic has also a country management, which consists of four men. There are no

women at the country management at the moment. The country management includes the Managing Directors of Sweden, Finland, Denmark, and Norway. And, these are all Nordic countries. (Scandic 2015).

According to Scandic (2012), equality is a dimension of diversity. Scandic was one of the first companies in Finland to join the Finland's diversity network. FiBS, the Finnish Business and Society, is responsible of this diversity network. The main idea of the diversity network is to get companies, who wish to enhance diversity in management and in their working policies. The diversity network was created as a part of a YES project, a project aiming for equality, which included aspects of equality, non-discrimination, and promotion of diversity. (Scandic Hotels AB 2012; Ministry of Employment and the Economy 2012; Corporate Responsibility Network FiBS 2013.) Being a part of a diversity network gives the impression that Scandic as a company does care about equality.

### **4.3 The Code of Conduct**

As Scandic has more than 30 employees in Finland, it is obligated to have an equality plan, according to the Finnish Law (Act on Equality between Women and Men 1986). In addition to the equality plan, Scandic has its own Code of Conduct, which includes the ethics of their business. In the Code of Conduct they also mention that they obey the laws and regulations of each country, where they operate. The managers of Scandic are responsible for the implementation of the policies and ideas mentioned in the Code of Conduct. (Scandic Hotels Oy 2014.)

The Code of Conduct tells about Scandic's vision, which is "To become one of the most loved and respected consumer brands in the Nordics." They look at business in three sustainable aspects: environmentally, economically, and ethically. The ethics show their contribution to the society. The Code of Conduct has a part telling their policy about discrimination, equality as well as diversity. They say that there should be neither discrimination nor threatening, because of one's gender. They also believe that by enhancing a more diverse working environment, they will result a more effective and sustainable work place. (Scandic Hotels Oy 2014, 4-7.)

Scandic has four values. They are casual, creative, caring, and competitive. Casual is about being yourself and feeling comfortable. Creative is about being creative in different situations and taking responsibility for benefitting the guests as well as the company. Caring is about caring the guests of the hotels not to mention taking care of each other and the world. (Scandic 8 April 2013.) Caring, seems to tell about the respect and caring of



other people, which includes an aspect of treating one's colleagues, guests, employer, etc. equally. The fourth value, competitive is about competing in a good way. It is about trying to sell better than competitors with a customer service attitude (Scandic Hotels 2015).

## **5 Research methodology and data collection**

After getting acquainted with the theoretical framework of this research, it is time to focus on the research planning and implementation. This chapter will have a look on the research objectives. An overview of the data collection is also given, and the target group is defined.

### **5.1 Research method**

The study of this thesis was done with a quantitative research method. The most common way of conducting a quantitative research method, a survey, was used. It was chosen in order to get opinions and attitudes of the employees of Scandic. (Mayo 2014, 105.) The quantitative research includes numerical data, which is used to come up with conclusions or to test hypotheses (Veal 2011, 34).

This survey research was done by an online questionnaire. A questionnaire was conducted, because of the possibility of getting a lot of information in a short period of time. It is also possible to get a higher number of responses as well as more broad range of data. (Mayo 2014, 171.) Another advantage of an online questionnaire is the low costs of conducting it. A disadvantage of an online questionnaire, which is sent by e-mail, is the fact that it can be ignored easily by thinking that it is junk mail (Veal 2011, 273). The possibility of people thinking the questionnaire was junk mail, was reduced by sending the questionnaire from the human resources department of Scandic.

### **5.2 Questionnaire design**

According to Balnaves & Caputi (2001) questionnaire's layout should include the following: general introduction, question instructions, and order, so that the simple questions are first, and complex ones last. The last step is to create a numerical code in order to record the responses and translate them. The general introduction should tell "the purpose of the questionnaire, how people were selected, assurance of confidentiality and how and where to return a mailed questionnaire" (Balnaves & Caputi 2001, 84).

The questionnaire for Scandic's employees started with a cover letter (Appendix 1). The cover letter explained the aims of the research, the anonymity of the questionnaire, the dead line for filling in the questionnaire as well as how long it would take to fill in. The e-mail address of the researcher was added in the cover letter as well, in case of any questions from the respondents. The cover letter was followed by the questionnaire itself (Appendix 2). The language of the questionnaire was chosen to be Finnish, although this

study is otherwise written in English. The Finnish language was seen more relevant as it is the mother tongue of the researcher as well as many of the employees'. There were totally 29 questions in the questionnaire. An instruction of obligatory questions was added after the cover letter. The obligatory questions were marked with a star in the question.

The first eleven (1.-11.) questions were demographic questions about respondent's gender, age, education and information about employee's current work. These questions didn't have any specific instructions, as you could only select one option as an answer. In this questionnaire the simple questions were in the beginning. Questions 10 and 11 had four options, of which one of those options was the possibility to answer "other", and write their own answer in an empty space. In the questionnaire there were three open-ended questions, which include a question and an empty space for the answer. Question number 12 was an open ended question, which asked the respondent to define gender equality in the working life. This question would show, if the respondents have a similar idea on what is meant be gender equality. Question 17 was also an open-ended question, which asked the respondent to describe how work is divided between genders in his/her workplace. The last open-ended question was also the last question of the questionnaire asking the current situation concerning gender equality at one's working place.

Questions from 13 until 28 (except question 17) were questions concerning the opinions of the respondents on gender equality in Finland and in their working environment. These questions were with a likert scale. "The most typical Likert scale ranges from one for strongly disagree to five for strongly agree" (Mayo 2014, 180). This was also how the likert scales in the questionnaire of this research were done. In the questionnaire one was totally disagree, two was disagree, three was not disagree nor agree, four was agree, and five was totally agree.

An advantage of using a likert scale is that the information can be quantified. By using the likert scale, it is possible that the respondents can indicate their agreement and disagreement with a statement. (Veal 2011, 298.)

### **5.3 Data collection and target group**

The data collection was done online via an online questionnaire (Webropol). It was sent to all employees of Scandic and Hilton hotels in Finland. The questionnaire was distributed by the human resources department of Scandic. It was thought that this would bring more value to the employees rather than sending the questionnaire from the author's school e-mail address. The link to the questionnaire was open in the Internet from 28<sup>th</sup> of April until

the 10<sup>th</sup> of May 2015. The original plan was to have the questionnaire open from the 27<sup>th</sup> of April, but due to technical problems, another link had to be sent on the 28<sup>th</sup> of April. There was no reminder message sent. The final link was sent to 700 employees of all departments in Scandic. The total amount of respondents was 155, which is about 22 percent of the employees. Out of the total, 155 answers, 34 percent of the respondents were men and 66 percent were women. In Scandic, the percentage of women is 65, and of men 35 percent (Scandic 2015). The division of genders in this research is quite equal to the real situation.

Eleven percent of the answers were from the restaurant, 5% percent from the kitchen, and 32 percent from other departments. Other departments include sales, revenue management, administration, head office, management, banquet & conference, housekeeping, marketing, finance, and maintenance. Most of the answers came from the front desk. This included 82 answers, which was 53 percent of all the responses.

#### **5.4 Validity and reliability**

According to Mayo (2014, 139) validity has different dimensions, but can be defined simply just with the accuracy and honesty of a statement and its author. Validity can be divided into internal validity and external validity. Internal validity is about the research design: its clarity, focus and integrity. External validity refers to the context of the research, whether it makes sense when comparing to other research done on the same topic or generally. (Mayo 2014, 139–140.)

Internal validity can also be divided into two parts: general validity and instrument validity. General validity is about the overall design of the research, and the suitability on what one is researching. Instrument validity is about the accuracy and appropriateness of a questionnaire. (Mayo 2014, 142) In this research the target group was chosen to be the employees of Scandic and the subject to be researched was their perceptions on gender equality. The research question was “Do employees of Scandic perceive that there is gender equality in the Finnish hospitality industry?” The target group was mentioned in the research question. And the questionnaire was sent only to the employees of Scandic in order to collect data, which would answer the research question.

The questionnaire was designed in a little bit of rush, as the author wished for graduation in the spring. Most of the questions were relevant to the purpose of getting information about the target group’s perceptions. Yet, there was a great amount of questions. The data was not collected carefully for the first time, as there was some trouble sending a

link, which would work for everyone. This mistake was corrected the next day, tested, and the link was sent successfully for the target group. The analysis of the results was done more carefully than the design of the questionnaire, as there was no hurrying with it. What comes to the instrument validity, the questionnaire of this research was tested by five people. It was checked that the questions of the questionnaire had the same topics as the theoretical part of the thesis. Also the grammar was checked and corrected, as well as the questions were checked in order not to be leading the respondent to answer in a certain way. And as the research was about genders, the results of men and women were not only analyzed together as the employees of Scandic, but also as separate groups giving the possibility to make a comparison of the perceptions of different genders.

When evaluating the external validity of this research, previous research on the topic has supported the analysis of the findings. Similar, yet not the same kind of research was found near the same topic, the gender equality. The author was not able to find any specific research studying the employees of hotel industry and their perceptions towards gender equality. This gave also challenges for designing the questionnaire. Also, for generalizing the results of the questionnaire is probably possible on the level of the company, but the results are not applicable to generalize for the whole hospitality industry. In order to generalize the results, the research should be done in other hotels also. (Mayo 2014, 146)

On one hand, the division of women and men in the questionnaire was comparable to the real situation in the company. On the other hand, the division to different departments was not that close to the reality, as the response rate from the restaurant and kitchen departments remained quite low. The results of these departments are at most directional, but can't be compared to the current situation of the company.

The reliability of a research is based on the fact that the research is consistent. For instance, there is internal consistency reliability, which is about the consistency of the questionnaire, including the language, concepts, and types of question. (Mayo 2014, 148–149) For this research, there was a pilot questionnaire done, which was sent to five people in order to find any possibilities for misunderstandings in the language, concepts or types of questions. Although this was done, there were a few questions in the questionnaire, which could have been better. For instance, question number eight was forgot to hide from the respondents, who did not answer “temporary contract” to the previous question (question 7).

Also a mistake was spotted in question nine. The options of the working years did not include a choice for employees, who had worked between two and three years. In addition,

questions 23 and 24, had the answer options in order from positive to negative, whereas question 25 had the options in the opposite order, from negative to positive. This gave also a possibility of confusion for the respondent.

According to Veal (2011) reliability in social sciences is “the extent to which research findings would be the same if the research were to be repeated at a later date or with a different sample of subjects.” Also, Mayo (2014) has used this definition as a part of reliability, called test-retest. In this thesis the same questionnaire was not sent again, at least, yet, but could be done in the future. In the future, though, there might be difficulties because of costs, or with conducting the research a second time with approximately the same respondent group. (Mayo 2014, 149.)

## **6 Data and Results**

This chapter takes a look at the target group of this research. It goes through the profile of the respondents, their perceptions of gender equality in Finland as well as in their working environment in Scandic. The data is in most parts presented in percentages. The amount of respondents is usually presented in parentheses after the percentage. This chapter ends with a summary of the research.

### **6.1 Profile of the respondents**

The total amount of respondents was 155. This subchapter describes the target group, the employees of Scandic, more closely. These employees present only a part of the employees of Scandic.

#### **6.1.1 Gender**

The first question of the questionnaire was about the gender of the respondents. Out of the total, 155 answers, 34 percent of the respondents were men and 66 percent were women. (Figure 1) This question was obligatory, and there was no other option to choose than man or woman. In Scandic, the percentage of women is 65, and of men 35 percent (Scandic 2015). The division of genders in this research is quite equal to the real situation.

#### **6.1.2 Age**

The second question of the questionnaire was about the age of the respondents (Figure 1). The age groups were chosen with the help of an human resources department of Scandic. This helped to get age groups, which would be most likely quite similar in size. No one of the respondents was under 18 years old. Out of the total 155 respondents: 14% (22) were in the age group of 18 to 24 years old, 20% (30) were in the age group of 25 to 29 years old, 12% (18) were in the age group of 30 to 34 years old, 31% (48) were in the age group of 35 to 45 years old, and in the last group of over 45 years old there were 23% (36). The biggest age group was from 35 to 45 years.

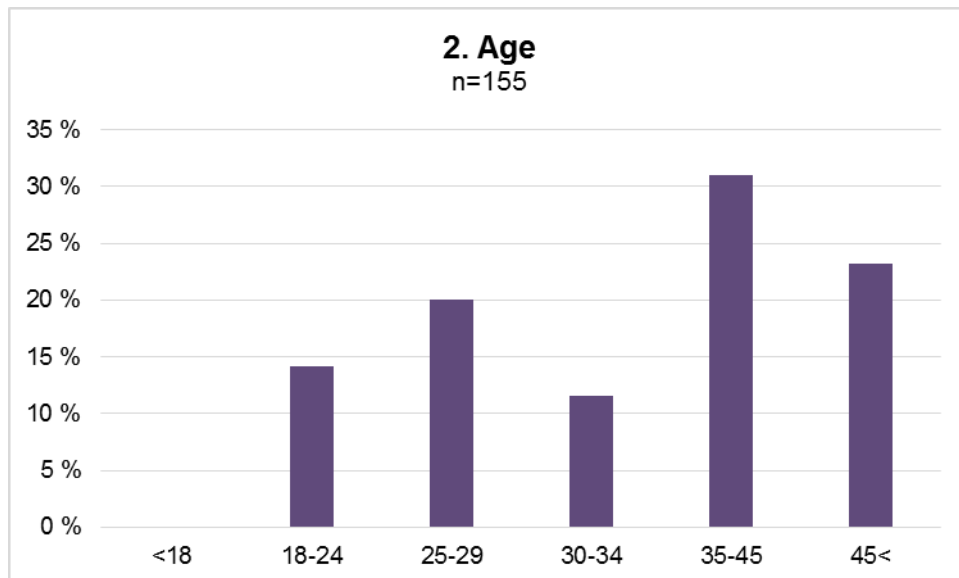


Figure 1. Question 2. Age, n=155

### 6.1.3 Way of living and family

Figure 3 summarizes the questions 3 and 4. Question three asked, whether the respondent lives alone or with a spouse. Living alone was described in parentheses as single, divorced, or sole. Living with a spouse was described in parentheses as married, in a domestic partnership or in a registered relationship. Question four was about having children. This question was divided into either having children or not having children. The amount of children was not in the interest of the researcher, as it was more important to only know whether one has children or not. It was taken into consideration, when making the question, that other people might think only of their own children, who they have given birth to or adopted, and others might think of all their children in a reconstituted family. This was not seen as a problem in this case.



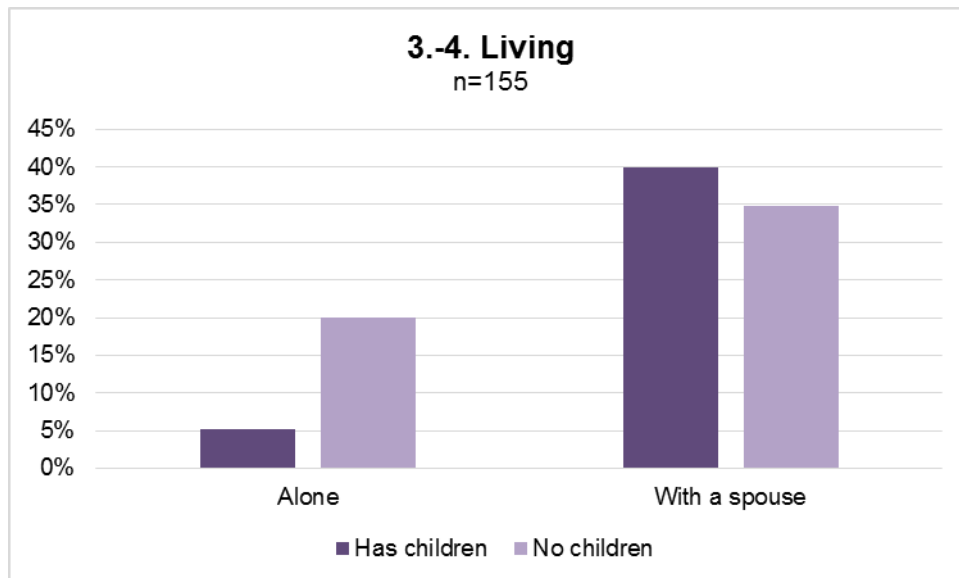


Figure 2. Questions 3 and 4. Way of living, n=155

Figure 2 presents the questions 3 and 4. Five percent (n=8) of all respondents (n=155) live alone, and have children, 20 percent (n=31) live alone, but have no children. The biggest group of respondents live with a spouse and have children. These cover 40 percent (n=62) of total respondents (n=155). The second biggest group is employees, who live with a spouse, but have no children. In this group, there are 35 percent (n=54) of the total respondents (n=155).

#### 6.1.4 Education

The fifth questions asked about the education of the respondent. There was an instruction to answer the latest form of graduation. The smallest group was the ones, who had only elementary school as their educational background. This included 1% (2) of the total responses (155). High school or vocational school graduates were 35% (54) of the total respondents and the number of bachelor's degree graduates was 55% (85). Master's degree graduates were 9% (14). (Figure 3)

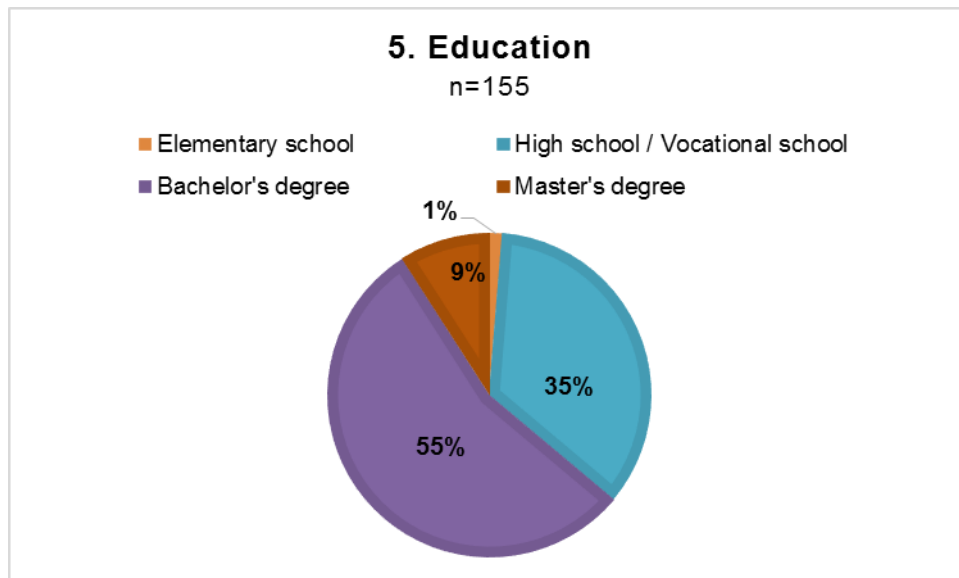


Figure 3. Question 5. Education, n=155

Figure 4 shows the education completed by each gender. According to the results the percentage of men and women having an elementary school background as well as a master's degree are quite close to each other. As 1% (1) women and 2% (1) men have an elementary school as the school, where they have graduated the latest. And 9% (9) of women and 10% (5) of men have a master's degree. High school was the last completed school for 46% of men and 29% of women. 70% of women have completed either bachelor's or master's degree, and 52% of men have completed either bachelor's or master's degree. According to these results, seems like women are higher educated than men, when comparing the percentages of bachelor's and master's degrees combined. But if looking at only master's degree, more men (10% of men) have finished a master's degree than women (9% of women).

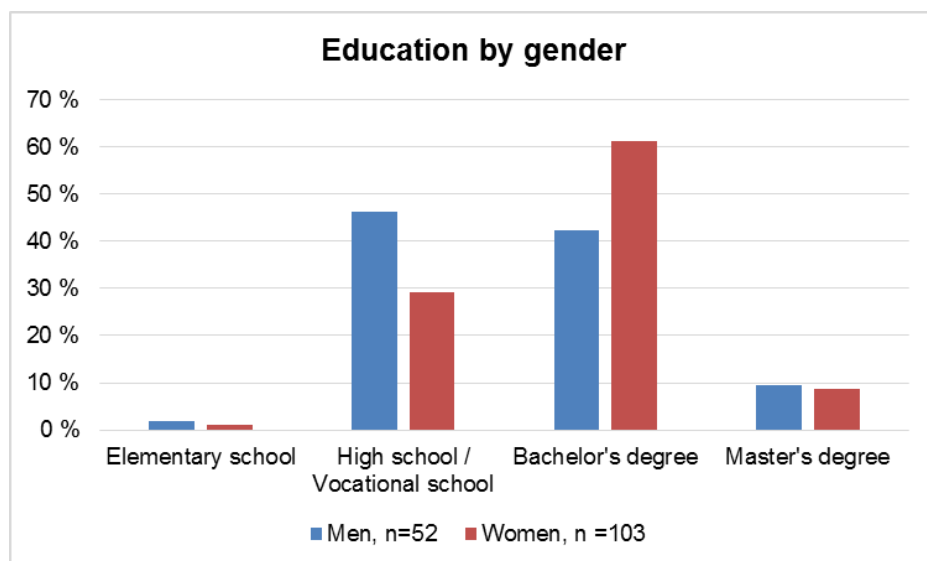


Figure 4. Education by gender

### 6.1.5 Work contract

Most working contracts of the employees, who answered the questionnaire, were permanent contracts. The amount of permanent contracts was 147, which is 94% of the total. Of these permanent contracts, 80% were full-time and 20% were part-time. The amount of temporary contracts was 8, which is about 5% of the total amount (155). (Figure 5)

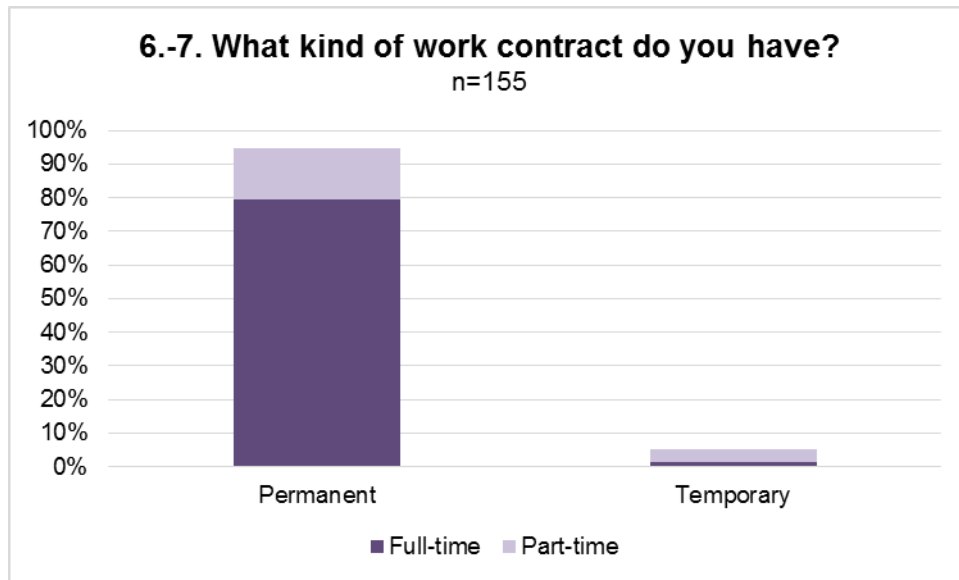


Figure 5. Questions 6 and 7. What kind of working contract do you have? n=155

Question number 8 was not an obligatory question. In this part, there was a mistake in the questionnaire. This question was forgotten to hide from the respondents, who had already answered that they have a permanent job (Question 7). The question got altogether 38 answers, but all the answers of employees already having a permanent working contract were not taken into consideration, when analysing the results. The results of the question were that about 88% (7) would like to have a permanent contract in stead of having a temporary contract 12% (1).

### 6.1.6 Working years

Question nine asked about the working time in the respondents current position. This question was divided into four groups: 0-2 years, 3-5 years, 5-10 years and over 10 years. When analysing the results, a mistake was spotted, as if one had worked 2 and half years, there was no option for that. An employee who has worked between 2 and 3 years, has most probably rounded the years into either two or three years. From the total (155), 61% had put the working years from 0 to 5 years. In the group of 5 to 10 years of working,

there were 14% (22) of the respondents. And in the last section, with over 10 years of working in the current position, there were 25% (38) of the employees.

Below, figure 6, shows the working time of the current position of the employee. It shows the percentages of men as well as women, and the working years. In the first age group from 0 to 2 years of working, the results showed that 31% of men and 30% of women had worked for that time in their current positions. In the second group of years (three to five years), only 19 % of men had answered, whereas 37% of women had answered these years. The percentages of men and women were again quite similar in the working years of five to ten years, as there was 13% of men and 15%. But in the last group of years the ones, who have worked for over 10 years, there was a bigger difference in men and women. 37% of men and 18% of women had answered this option. According to these results, men have more often worked in the same position, when the working time in that position has been over 10 years, whereas women have more often worked in the same position, when the working time in that position has been from three to five years.

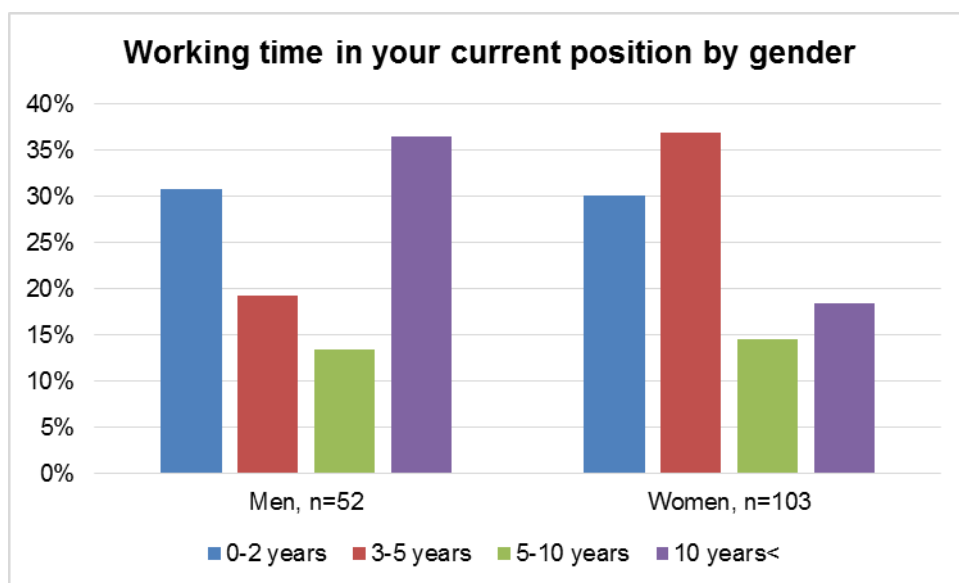


Figure 6. Working time in your current position by gender

#### 6.1.7 Department

Question number ten was about the department, where the employee is working. From the total respondents (155) 53% were from the front desk, 32% from other departments, 11% from the restaurant, and 5% from the kitchen. It is quite rational that most of the answers came from the front desk or other departments, as they are more likely doing something with a computer during their work shifts, whereas the restaurant and kitchen staff are working more with food rather than computers. The “other” departments included

such as banquet & conference, administration, management, human resources, housekeeping, maintenance, marketing, sales, revenue management, SSC, support, and finance departments. (Figure 7)

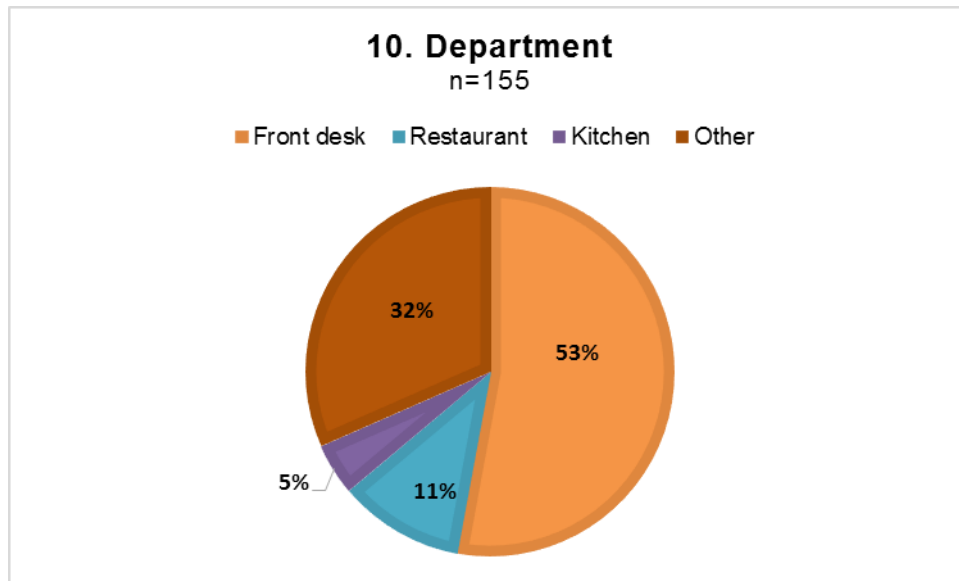


Figure 7. Question 10. Department, n=155

#### 6.1.8 Position

The last question about the background of the respondent was about their position in the hotel. The options for answering this question were hotel manager or department manager, shift manager, an employee (e.g. cook, receptionist, waiter/waitress), and other. Out of the total respondents (n=155), 17% were hotel managers or department managers, 22% were shift managers, 46% were employees, and 15% others. Others included for instance revenue management, support center, finance department, and management team.

In order to see, whether the men of these respondents of this questionnaire, occupy more of the manager positions, a bar chart was made to compare the percentages of how many women and how many men occupy the positions, which were given in the questionnaire. As can be seen from Figure 8, there are relatively more men than women in the positions of hotel manager/department manager, as well as among the shift managers. 29% of men, who answered the questionnaire had answered "Hotel manager or department manager", while only 11% of women had answered this one. In the shift managers 25% of men had chosen it as their answer, and 20% of women. In the employees, there were relatively more women (53% of women) than men (33% of men). In the position "Other",

the percentage of women and men was quite even, as 13% of men and 16% of women had answered it.

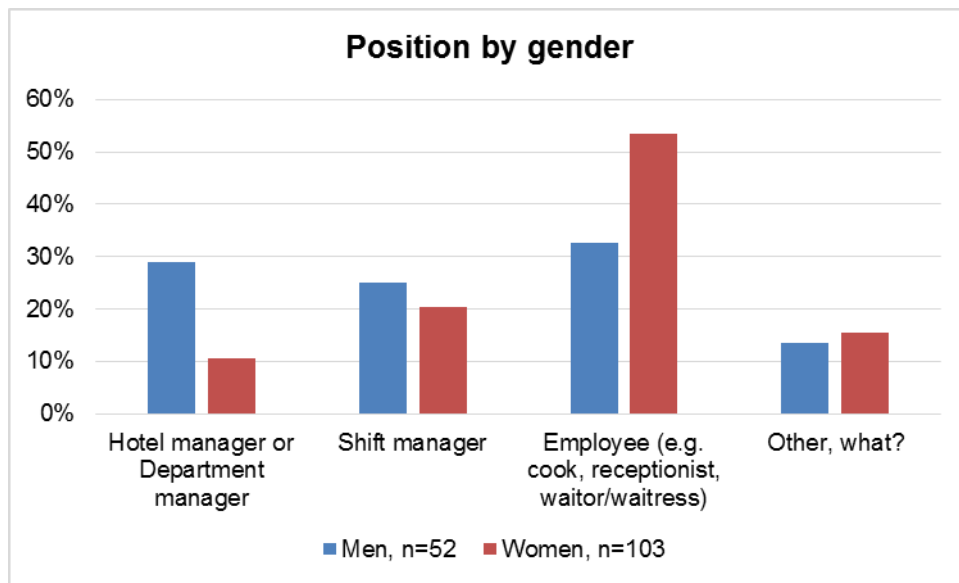


Figure 8. Position by gender

## 6.2 Findings on gender equality in Finland

This subchapter tells about the findings of the survey, which were about the gender equality in Finland, in general. This includes a definition of gender equality by the employees of Scandic, perceptions of the gender equality situation in Finland, the gender segregation in Finland, their perceptions on career advancement in Finland, as well as the role of gender in the working life. The findings of the survey are not covered in the same order as they were asked in the questionnaire.

### 6.2.1 Definition of gender equality

Question 12, asked the respondent to define what gender equality is in the working life. It was an obligatory open question with a minimum answer of one character, which was not mentioned in the questionnaire. This question was asked to see whether the respondents perceive gender equality in the same way. As the minimum requirement for the answer was only one character, 4 percent of respondents (only women) answered only by using one character.

The answers were divided into different themes, which were then coded with numbers and analysed. As this was an open-ended question, there was a possibility of an answer, which belonged to one or more themes. The main themes defining gender equality in the

Finnish working life were: equal pay, equal treatment, work tasks, and advancement and promotions.

Below, figure 9 shows the differences in the answers of men and women. Both genders had the theme of equal pay in their answers quite frequently, as 48% of women and 46% of men, had mentioned equal pay in their answers. The theme, which was mentioned the second most by men, was that genders are equally treated. Out of all men (n=52), 35% had mentioned equal treatment in their answers. Out of the women respondents, 37% had mentioned equal treatment in their answers. Whereas for women, the theme, with the second most answers, was advancement and promotion. 42% of all women (n=103) had mentioned either equal possibilities for advancement or promotion in their answers. Only 23% of men had mentioned either advancement or promotion in their definitions of gender equality in the Finnish working life. A similar percentage (23%) of both genders had mentioned similar work tasks in their answers. Similar work tasks were mentioned in a manner, which specified that the work tasks are the same, when men and women are working in the same position.

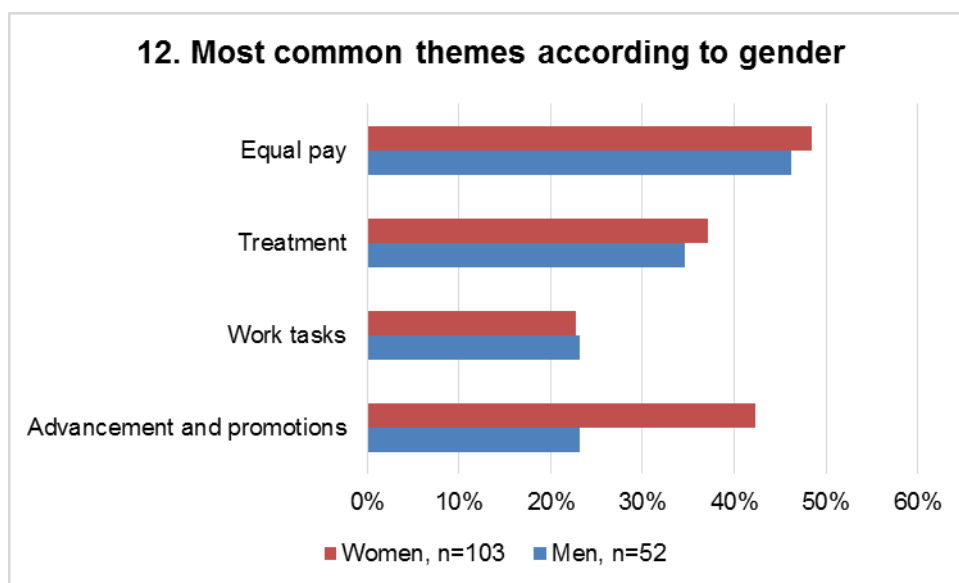


Figure 9. Question 12. Most common themes according to gender

Other aspects of the definition for gender equality included equal: rights and responsibilities, benefits, possibilities in recruitment, possibilities for work shifts, appreciation, work contracts, and possibilities for education. Some answers stated also that everyone should not only be equal when looking at the gender but also when looking at a person's cultural background, skin colour or age. Someone had also written that there is no gender equality in the working life.

### 6.2.2 Gender equality in general

Question 13 had four statements about gender equality in Finland. The respondent was asked to answer according to his/her opinion on the statement. This was done with a likert scale. The numbers of the likert scale stood for different opinions. Number one was for totally disagreeing, 2 for disagreeing, 3 for not agreeing nor disagreeing, 4 for agreeing, and 5 for totally agreeing.

In order to get a better picture of an average representative of each gender, the averages of the likert scales were put in a bar chart (Figure 10). In all statements of question 13, men's averages were higher than women's. The total average (4.48) of all respondents was the highest for the statement "Men and women having same possibilities, has a meaning for the development of working life". This means that the average was almost in the middle of agreeing and totally agreeing. Both genders perceive that in order for the working life to develop, men and women should have the same possibilities.

For the statement "Finnish legislation guarantees equal treatment for men and women in the working life in Finland", men had the average of 4.23 and women 3.78. These averages are on both sides of agreeing. Men agree a little bit stronger to the statement than women. "There is gender equality in Finland" gives an image of the situation, how gender equality is perceived in the whole country. The average answer for men was 4.13 and 3.82 for women. Again, both genders just next to 4, meaning agreeing to this statement, and men agreeing a little bit stronger than women.

The biggest difference in the averages was in the statement "Men and women have same possibilities in the working life in Finland", where women's average for the answers was 3.26 and men's average was 3.98. In this statement women had answered relatively frequently totally disagreeing or disagreeing than men, as the average (3.26) was more closer to neither agreeing or disagreeing rather than for agreeing. Men's average (3.98) was closer to agreeing. Women are not that likely to think that genders have same possibilities in the working life in Finland.



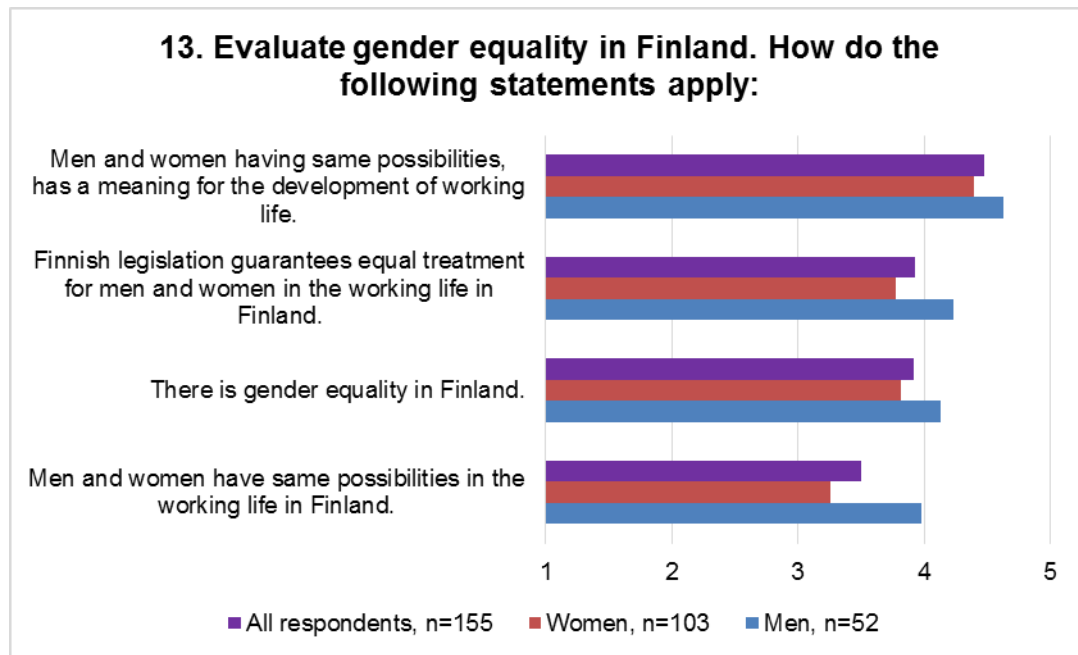


Figure 10. Question 13. n =155

### 6.2.3 Gender segregation in the Finnish working life

Question 15 had also statements. These statements concerned the Finnish working life, and were supposed to be evaluated with the likert scale from 1 (totally disagree) to 5 (totally agree (Figure 11).

The statements “In Finland, there are predominantly female industries and predominantly male industries” and “In the hotel and restaurant business, there are more women than men” got in average answers for agreeing with these statements. These statements were about the occupational gender segregation. The averages of men and women did not differ much in these statements, as for the statement “In Finland, there are predominantly female industries and predominantly male industries” the average answer of men was 4.17 and for women’s answers 4.22. Women were more likely to agree on this one as men, as the average was higher than men’s.

For the other statement “In the hotel and restaurant business, there are more women than men”, men had slightly higher average (4.12) in the answers, than women (4.11). Both genders in average agreed to this statement. This means that according to these answers, both genders perceive the industry, where they work, as a predominantly female industry.

There were two statements, which got more answers with either disagreeing or totally disagreeing. The average answer of women was 1.83 and of men 1.77 for the statement “I

prefer to work in an industry, where the majority of employees are of the same gender”. Both answers are closer to disagreeing than totally disagreeing. Neither men nor women prefer to work in an industry, where the majority of employees are of the same gender.

But, when looking at the statement “Woman’s job is to take care of the house and family, when man works outside home”. Both gender’s average answers were closer to totally disagreeing than disagreeing. The average answer of women was 1.27, and of men 1.48. Women have been a bit stricter with totally disagreeing than men.

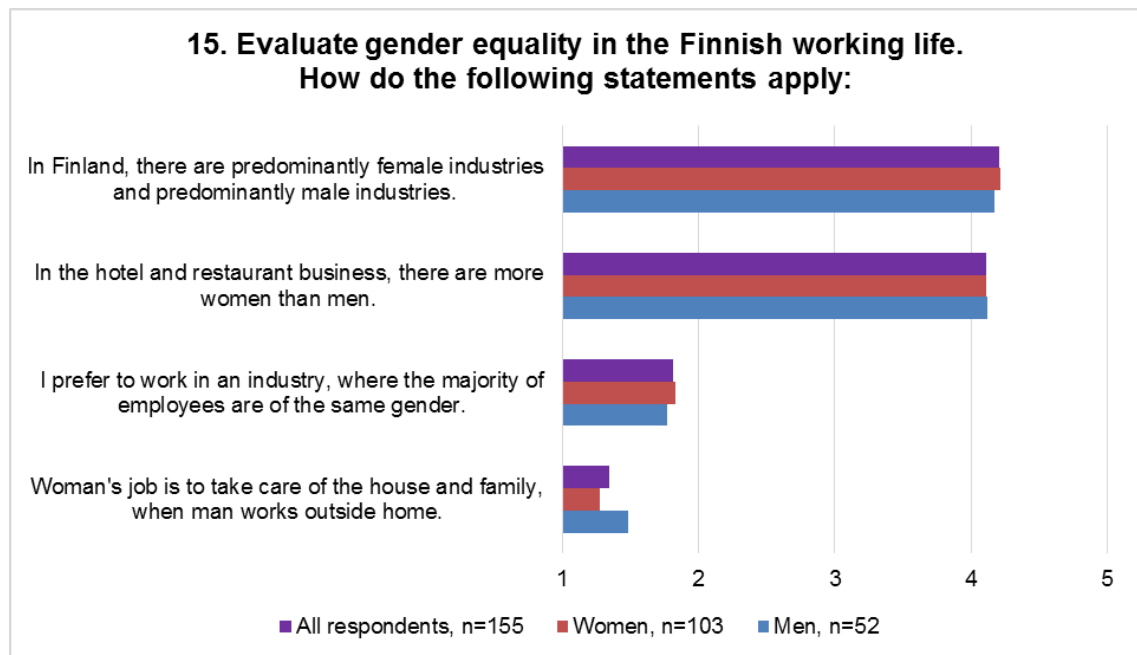


Figure 11. Question 15. Evaluate gender equality in the Finnish working life

#### 6.2.4 Career advancement

Question number 18 was to see whether men and women have different kind of thoughts on career advancement in the Finnish working life. This was done with setting ready statements, and the respondents answered according to their opinion on the likert scale from totally disagreeing (1) to totally agreeing (5).

The averages of the answers are presented in Figure 12 below. Women have had more positive answers (agree or totally agree) than men. The averages of both genders are quite even, yet not the same. For two of the statements, “Networking helps in career advancement” and “It is possible to further an employee’s career with career planning”, the averages of both men and women are over four. This means that both gender are in average agreeing to these statements.

The averages for “Mentoring helps in career advancement” are for both genders over three, but a little bit under four. The average was women was 3.9 and the average of men 3.77. These averages are closer to the fact that both genders agree (4) to this statement rather than not disagree nor agree (3).

According to the average results it is not seen that men are better to network than women. The average of men (2.48) presents that men rather disagree with the statement than do not disagree nor agree. The average of women is a little bit higher, 2.86, which is actually closer to “not disagree nor agree” than to disagreeing. This shows that women are more likely to perceive that men are better in creating networks than women, but still the average presents the fact that women in average do not agree on the statement.

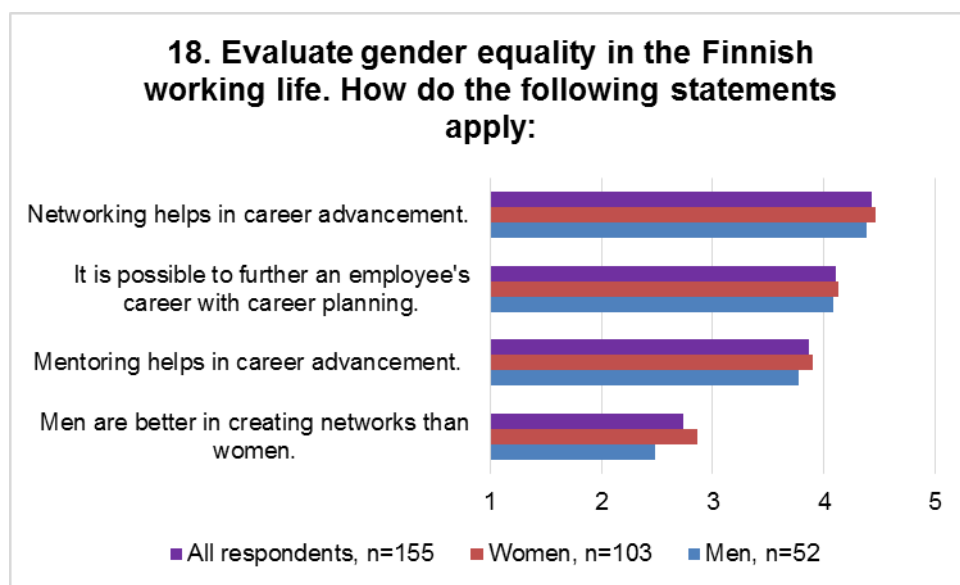


Figure 12. Question 18. Evaluate gender equality in the Finnish working life, n=155

### 6.2.5 The role of gender in the working life

Question 21 (figure 13) was also a question including four statements, which were meant for evaluating the Finnish working life with the likert scale (1-5). “In Finland, an employee is respected despite his/her gender” got an average answer of 3.56 from women and 4.06 from men. Men clearly agree on this statement, whereas women have hesitated more to agreeing as their average is lower.

The statement “There are usually different expectations of women and men in the working life” has divided the opinions of women and men. The average answer of women was 3.86 and of men 3.13. Men are closer to not agreeing nor disagree, and women are closer to agreeing.

“Gender matters in working life” has the average answer of 3.77 from women and 2.94 from men. According to these averages, women perceive more often that gender matters in working life than men. The average of women (3.77) is close to agreeing, whereas the average answer of men (2.94) is closer to not agreeing not disagreeing. Men seem to be more neutral about these two previous statements.

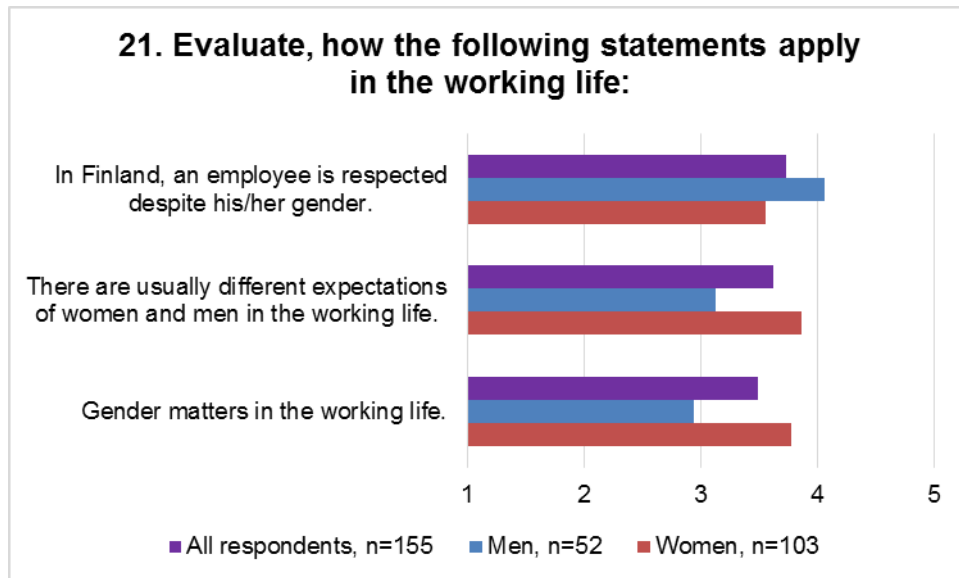


Figure 13. Question 21.

### 6.3 Findings on gender equality at Scandic

This subchapter covers the other questions of the survey. These questions were concentrating on Scandic, the commissioning company. This part gives a general image of what the employees have of the gender equality at Scandic, their perceptions on the division of work, career possibilities, the working environment as well as issues on gender discrimination.

#### 6.3.1 General image

The first question about gender equality at Scandic was question 14 (figure 14). This question had three statements, and the statements were evaluated with the scale from one (totally disagree) to five (totally agree). The statement “There is gender equality between men and women at Scandic” had the highest averages in the answers of both men and women. Both averages were above four (agree): men’s average was 4.44 and women’s 4.08. Men and women seem to perceive that there is gender equality between genders at Scandic.

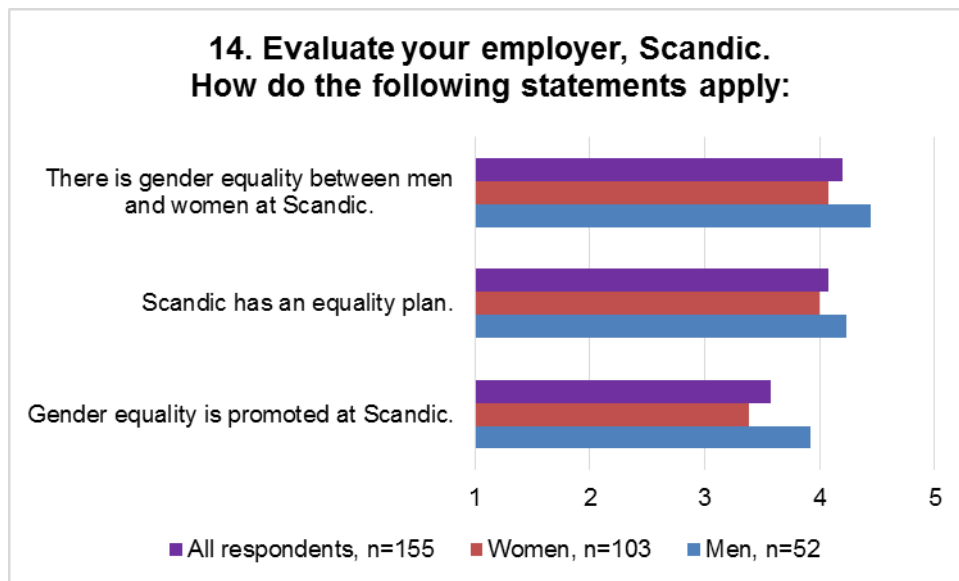


Figure 14. Question 14

For the statement “Scandic has an equality plan”, the average answer of all respondents was 4.08. Also in this statement, both genders agreed (women’s average 4.0 and men’s 4.23). When comparing the answers of men and women (Figure 15), a higher percentage of men had either agreed or totally agreed than women. This resulted as 83% (43) of men, and 68% (70) of women had either agreed or totally agreed. But then, 30% (31) of women had neither agreed nor disagreed, and only 10% of men had neither agreed nor disagreed. In addition, 8% (4) of men had either disagreed or totally disagreed, whereas only 2% (2) of women had either disagreed or totally disagreed. According to these results, men seem to be more aware of the equality plan, than women.

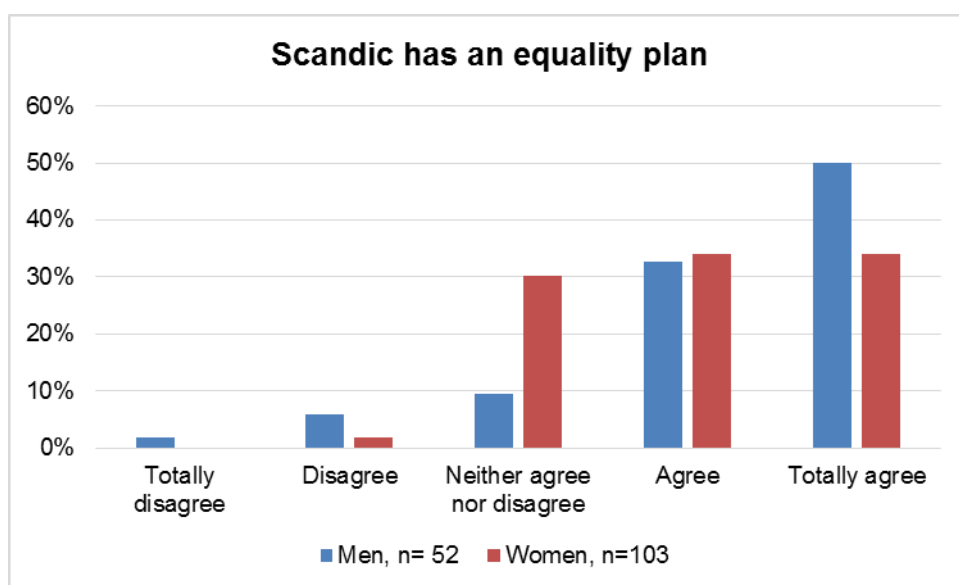


Figure 15. Scandic has an equality plan.

“Gender equality is promoted at Scandic” got average answer of 3.39 from women and 3.92 from men (figure 14). Although both genders in average have agreed that there is gender equality at Scandic, it doesn’t correlate to the fact that gender equality would be promoted there. As can be seen from the average answer of women (3.39), which is closer to not agreeing nor disagreeing than to agreeing. Men’s average answer on the other hand is closer to agreeing.

### **6.3.2 Division of work**

Question 16 was also about evaluating Scandic with several different statements on the scale from one (totally disagree) to five (totally agree). For each of these statements the average answer of men is rounded for number four, agreeing. For women, the averages for each statement are slightly lower. (Figure 16)

“Work tasks are divided according to one’s knowledge and skills, not regarding to one’s gender” –statement was agreed by both genders (women’s average 4.01; men’s average 4.38). Individual’s knowledge and skills, not his/her gender, seem to have an influence on work tasks at Scandic. Additionally, the statement “Work tasks divide equally to women and men in the same position” was also agreed in the average answers of both genders (men’s average 4.21; women’s average 3.85). Not only did both genders agree on the fact that the work tasks are divided equally when working in the same position, but also they agreed that the amount of work is also divided equally for both genders. Although, again, the average of women (3.88) was slightly lower than the average of men (4.04). This shows that women have answered more frequently either totally disagreeing, disagreeing or not agreeing nor disagreeing than men.

“Women and men are equally divided into different positions at Scandic” has divided the opinions of men and women slightly, as for this statement, women’s average (3.48) is closer to not agreeing nor disagreeing, whereas men’s average (4.04) is in the area of agreeing. This results as women being less satisfied for the division of genders in different positions.

The last statement in this question “There is an equal amount of women and men in the managerial positions” has made the men also doubt a bit more on agreeing. The average of women (3.32) is on not agreeing nor disagreeing, and men’s average (3.75) is once again closer to agreeing. Yet, men’s average is not as clearly in agreeing as in the

previous statements, as the average is under four and above four in the previous statements.

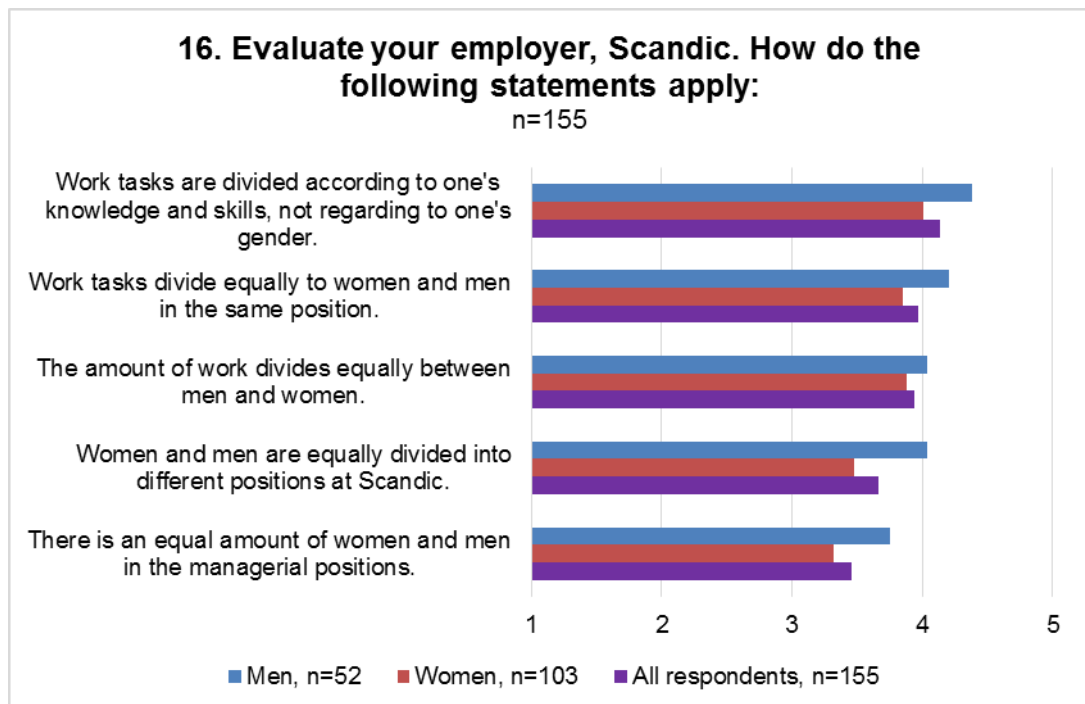


Figure 16. Question 16. Evaluate your employer, Scandic. How do the following statements apply? n=155

Question 17 was an open-ended question, which asked the respondent to describe the situation of division of work among genders at their work place. The question did not specify whether it was about working tasks or work positions. There was a variety of answers, including answers saying that the tasks are divided equally to answers of describing how many men and women there are at each department or at each position. There were also answers with the minimum amount of character (1), out of all women (103) 13% had answered with one character, and out of all men (52) only 4% had answered in this manner.

Men (n=52) were more positive with the answers as 65% (34) of them had answered that the work is divided equally, the percentage of women (n=103) answering in this way was only 44%. Out of all men, 14% had commented, that the majority of hotel's employees are women. On the other hand out of all women (103), 11% (11) had commented that in the managerial positions there are relatively more men than women. Also 11% (11) of women (103) had commented that women have to do more work than men.

6% (9) of all respondents (155) had mentioned men doing more physical work, e.g. carrying the luggage in the hotel. This was mentioned mostly in answers, which were positive

about work division being equal between genders. And, only 10% (15) had an answer including stereotypes of women and men. These included such facts as technical issues, luggage carrying, and managing are for men, and doing all the work, being more careful/precise, and being more hard-working is for women.

It seems that the perceptions of the division of work are quite different between genders. Most men had answered the question just with one positive clause, that everything is ok, whereas women's answers were longer, and not that easy to put in one group according to whether the answer was positive or negative. In fact, none of the respondents had answered that the work is not divided equally without any explanation.

### **6.3.3 Career possibilities**

Question 19 was a question with the scale of one to five, and included eight statements. Five of these seven statements were agreed by both genders (an average answer rounded to 4). These statements were:

- Scandic, as a company, gives an image that men and women have equal possibilities for advancing in their careers
- Women and men have equal possibilities for getting a full-time contract
- Women and men have equal possibilities for getting a permanent (either full-time or part-time) work contract
- Both genders have the same possibilities for advancing in their careers
- I believe that it is as easy for women as for men to advance for management positions.

Women's average answer (3.56) is closer to agreeing than not agreeing nor disagreeing in the statement "Family situation affects that men advance more easily in their careers than women". Whereas men's average is (3.10) is quite clearly in the opinion of not agreeing nor disagreeing. Women seem to perceive more often that the family situation can affect the advancement than men. (Figure 17)

But both genders (n=155) disagreed (average 2.38), that men's educational level would affect more their advancing than for women. And the difference of the average answer of women (2.42) didn't stand out that much from the average answer of men (2.31). The decisions of a company were neither seen as a fact for affecting negatively for the advancement of women. The average answer of all respondents (155) was 1.98, which means disagreeing. The average answer of women was 2.20 (disagree) and men's 1.54 (disagree). (Figure 19)



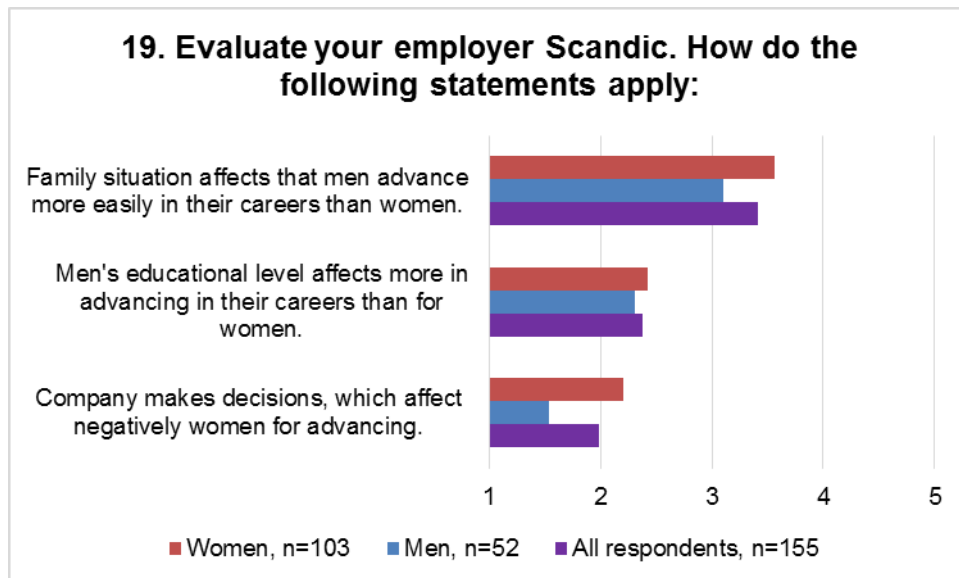


Figure 17. Question 19. Evaluate your employer, Scandic

Question 20 was about evaluating the effects of gender to one's work. This was done by evaluating whether the respondent disagreed or agreed with the statement given. The scale of one (totally disagree) to five (totally agree) was used in this question. There were five statements in this question. Two of the statements were agreed by both genders (when rounding the average to the nearest whole number). These statements were: "I am able to develop myself and my skills at my work place" and "I feel that my educational background affects my working possibilities".

The average answer of all respondents (155) for the first mentioned statement was 3.99, and for the second statement 3.67. The differences between the average answer of men and average answer of women was not radical. All respondents perceived that they are able to develop themselves at their work at Scandic. Respondents with different educational background (described in subchapter 6.1.4.) had mostly answered that the educational background affects their working possibilities at Scandic. Employees have perceived that their education has affected the possibilities, but whether it was beneficially or not, remains unknown.

Not many employees think that they are able to advance to more challenging tasks at their work places, as the average answer for all respondents is 3.32 (not agree nor disagree). Relatively more men than women think that they have the possibilities for advancing, as men's average answer (3.65) was higher than women's (3.15). When rounding men's average answer to the closest whole number, it seems that men seem to agree with the statement "I have the possibility to advance to more challenging tasks at my work place".

Women's average is at not agreeing nor disagreeing. Are there glass obstacles for women? (Figure 20)

Family situation was not seen as a factor for affecting career possibilities by women. The average answer of women was 2.13 (disagree). Men's average answer (2.81), was at not agreeing nor disagreeing for this statement. In the last statement, men did not feel that their gender affects their possibilities in advancing in their career. The average answer was 1.88. Women, on the other hand, had answered relatively more in agreeing or totally agreeing with the statement, as their average answer (2.62) was higher, and in the area of not agreeing nor disagreeing. (Figure 18)

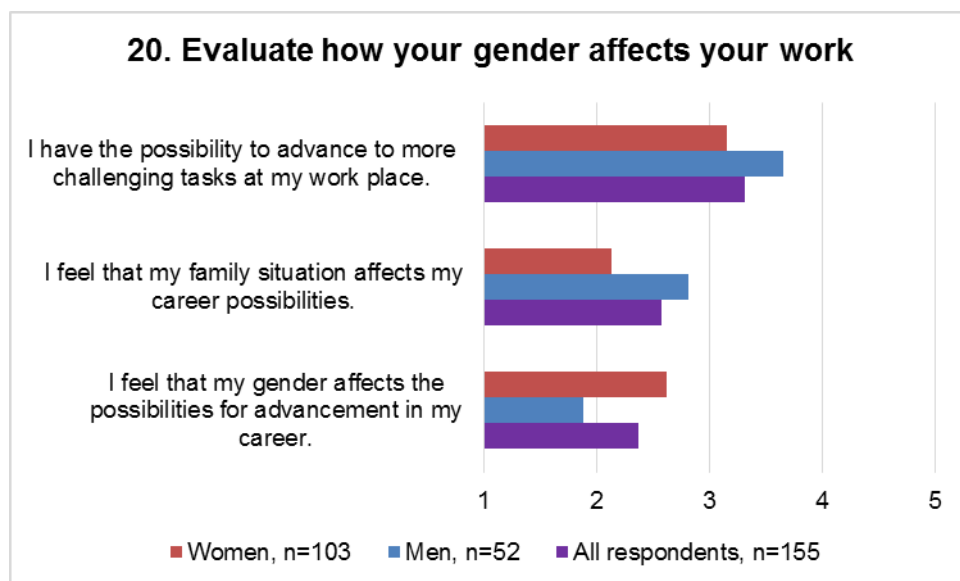


Figure 18. Question 20. Evaluate how your gender affects your work

#### 6.3.4 Working environment

Question 22 had six statements about the working environment. This was evaluated by the respondent with the scale of one to five. According to these results, both genders had the average answers above 4 (agree) for four statements in the question. The averages were quite similar, although men's averages were a little higher in each of the four statements, yet there was not a big difference.

In the statements about the working environment, the highest average (4.34) was in the statement "There is a good atmosphere in our working environment", the second highest average (4.31) was in the statement "I am treated fairly regardless my gender", and two statements had the same average, 4.19. These statements were "The way of managing at

my workplace is fair” and “Women and men are appreciated equally as employees”. This shows that the employees of Scandic seem to be satisfied with the working environment.

Out of the six statements in question 22, two statements didn’t get clear agreement from both genders (figure 19). Firstly, for the statement “Working with the opposite gender makes me more efficient at my work” men had answered with an average of 3.71, which is closer to agreeing than not agreeing nor disagreeing. Still there can be spotted a little bit of hesitation, as the average is not clearly in 4 (agreeing). Women average was 3.40, which makes it closer to the opinion of not agreeing nor disagreeing. The average of all respondents was 3.50, which is just in the middle of agreeing and not agreeing no disagreeing.

Secondly, the other statement, which was not agreed by both genders was “There are different expectations of women and men at my work place”. Men had mostly disagreed with an average answer of 2.15, whereas women’s average answer (2.55) was quite in the middle of disagreeing and not agreeing nor disagreeing, but it was slightly closer to not agreeing nor disagreeing. The average of all respondents, though, stays in disagreeing (2.42). Seems like the employees of Scandic perceive that there aren’t different expectations for women and men.

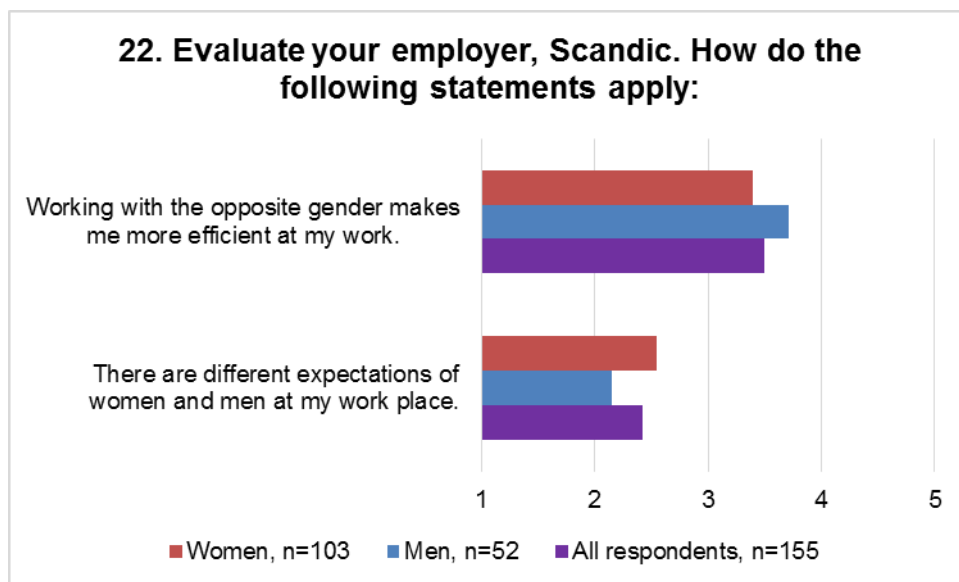


Figure 19. Question 22.

### 6.3.5 Gender discrimination

Questions 23 and 24 were answered by all respondents (n=155). Both questions had the options yes, no and don’t know. The percentages of total answers are presented in table

2. Question 23 asked whether the respondent had felt any discrimination because of his/her gender in any previous working place. The majority of employees, 79% (122) hadn't faced any gender discrimination at their previous work places, 8% (12) didn't know whether they had experienced any discrimination, and 14% (21) had experienced discrimination because of their gender at their previous working places.

Table 2. Questions 23 and 24, n=155

n=155	Yes	No	Don't know	Total, %
<b>23.</b>	14 %	79 %	8 %	100 %
<b>24.</b>	6 %	86 %	8 %	100 %

Question 24 asked whether the respondent had either seen or heard that someone else has been discriminated because of his/her gender at Scandic. The majority, 86% (133), had answered no this question, 8% (13) didn't know, and 6% (9) had heard or seen that someone else has been discriminated.

Question 25 was about gender discrimination at Scandic. The majority of the respondents, 88% (137) hadn't been discriminated because of their gender. And only 12 percent (18) had been discriminated either previously or feel that they are being discriminated at the moment at their jobs in Scandic. Over half (57%, n=12) of the respondents, who have been discriminated because of gender in the previous work places (n=21), have also felt gender discrimination during their careers at Scandic either previously or at the moment.

This question was followed by question 26, which was meant for the respondents, who answered either "has been discriminated previously" or "is being discriminated at the moment" to the previous question (question 25). Question 26 (Figure 20) asked who has discriminated the respondents. This question had five different answer possibilities: colleagues, boss, subordinate, customers, and other. The last option had a possibility for an open-ended answer, where the respondent was able to write in his/her own words, who had discriminated him/her. There was a possibility to choose more than one answer for this question. The total amount of respondents was 18.

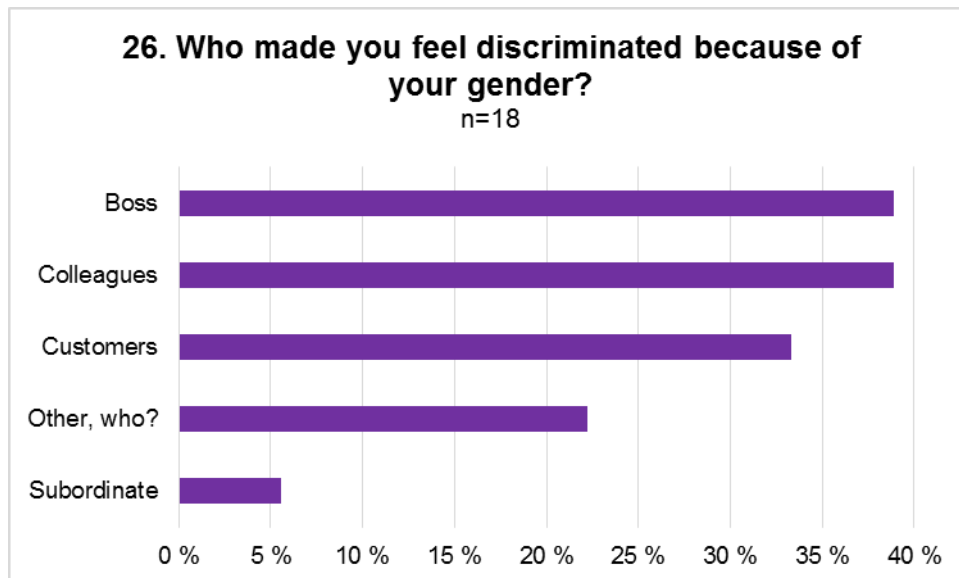


Figure 20. Question 26. Who made you feel discriminated because of your gender?

As can be seen from figure 25, the two options, which got most answers were “boss” and “colleagues”. 39% of the respondents of this question had answered “boss”. The same amount (39%) had also answered “colleagues”. According to these results, the boss and colleagues seem to be the people discriminating the most. 33% of the respondents were discriminated by customers, and only 6% were discriminated by subordinates. 22 percent had answered the “Other, who?” These answers included for example the management.

Although, the sexual harassment was left out of this research, the questionnaire did ask one question about it. This was just to see if there was a major problem concerning sexual harassment. The question (27) asked, whether the person has felt that he/she is being sexually harassed at the moment, has been previously sexually harassed, hasn't been sexually harassed or doesn't know. The results of the questionnaire revealed that most of the respondents (86%) hadn't been sexually harassed. Nine percent of the respondents had been previously sexually harassed, four percent didn't know, and only one percent felt that he/she was being sexually harassed at the moment. (Figure 21)

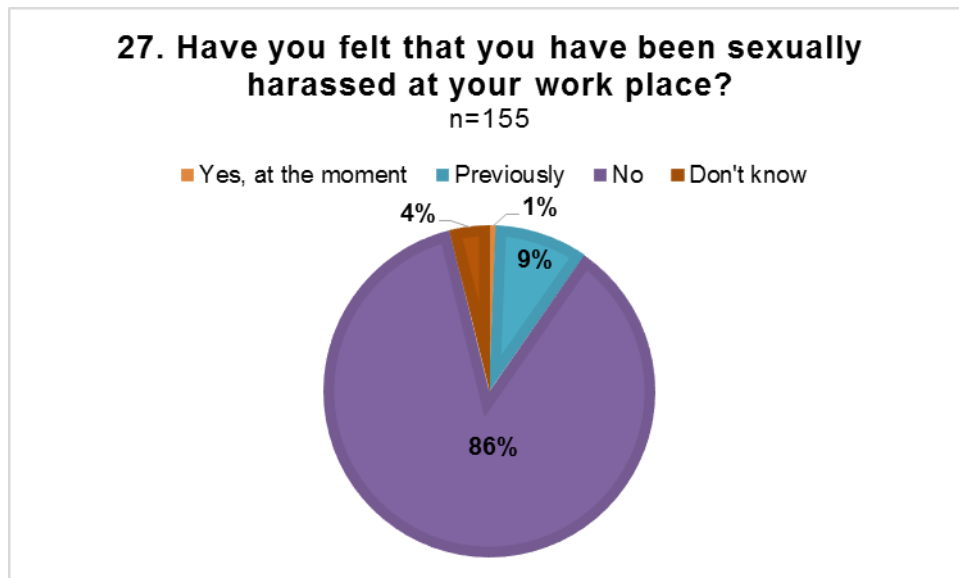


Figure 21. Have you felt that you have been sexually harassed at your work place? n=155

As this study was made for the benefit of the commissioning company, the writer wanted to see whether the respondents would point out other possible ways of inequality in the company. The question was not obligatory, and one respondent was able to choose one or more answers for the question. The question asked whether the respondent had felt discrimination other than gender discrimination, and what it was about. The choices were:

- Age
- Position
- Opinion
- Sexual orientation
- Origin or cultural background
- Having children
- Personal character
- Other, what?

In the last part with "Other, what?" one was able to write in one's own words a choice, which was not listed. Altogether 29 respondents, which is 19 percent of total respondents (155), answered to this question. The age was clearly an issue of discrimination for some, as almost 70 percent of the people, who answered this question, had answered the age as being a factor for discrimination. Other answers were given from less than 50 percent of the respondents. These were opinion, personal character, position, origin or cultural background, the respondent has children, and also sexual orientation. No respondent had answered anything for other reasons. (Figure 22)

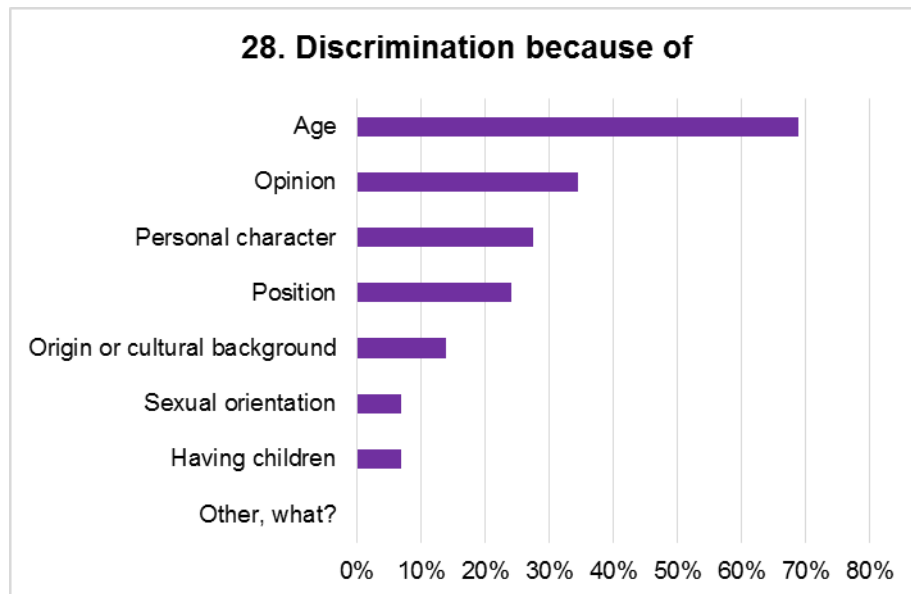


Figure 22. Discrimination, because of.

### 6.3.6 Current situation

The last question (29) of the questionnaire was to describe the situation of gender equality at the moment in respondents' work places. As the question was an open question, to analyse the results, the writer has decided to use different kinds of themes. Firstly the writer divided the answers to positive and negative answers.

The last question of the questionnaire, Question 29, asked about the current situation of gender equality at the respondent's work place. This was an open-ended question, so the respondent had the possibility to write here text of his own, with at least one character. This was an obligatory question. The answers were divided into positive comments, negative comments, other comments, as well as comments including positive and negative aspects. As the minimum requirement for the question was only one character, 11.7% of women (n=103) and 1.9% of men (n=52) had answered the question with only one character. This one character was not seen as a relevant answer for the question, so it was categorized as "No answer".

Most men (90.4%) had answered with a positive comment, whereas only 68.0% of women had answered with a positive comment. And only 1.9% of men had answered with a negative comment, when 11.7% of women had answered with a negative comment. Other comments include answers, which were not commenting that much on the gender equality issue. These were comments about:

- the salaries of genders
- different tasks men and women should be doing

- not being positive nor negative about the situation
- problems occurring between different age groups rather than genders
- the fact that company's job is to make profit, and gender equality being a minor issue

1.9% of women had answered something other than a positive or negative comment, or a comment including both positive and negative aspects, and 5.8% of men had answered also something other. Only women, 6.8% of them, had answered with a comment starting with a positive clause, and then having another clause including a negative comment. For instance, the clause would start by saying that everything is well at the moment, but the respondent has heard/seen/experienced that as a woman it is harder to get promotions or a permanent contract than men. Other negative clauses in these answers included the fact that men have better working hours, men have more authority, because of their looks, and the fact that there aren't equally women and men present in certain departments.

#### **6.4 Summary**

Most employees had completed either high school or vocational school or a bachelor's degree as the last completed school. The majority of employees, who answered the questionnaire were permanent employees. And also the majority of employees, had been working in their current position from zero to five years. Over half (52.9%) of the answers for the questionnaire came from the front desk department. The biggest group of answers came with the position of a normal employee (cook, receptionist, waiter/waitress).

The results of the questionnaire showed that both women and men perceive Finland as a country, where gender equality is in a good condition. The definitions of gender equality in the Finnish working life were quite similar, as there were similar themes in the answers, from all respondents. When people perceive the concept in a similar way, also the results are more easily comparable about that subject. Although, gender equality is seen as being in good condition in Finland, the employees of Scandic perceived that there is occupational gender segregation in Finland. The employees of Scandic perceived the hospitality industry to be a predominantly female industry.

Both genders agreed on the same possibilities (mentoring, networking, and career planning) for making advancing easier in their careers. Both genders agreed that an employee is respected regardless the gender at work in Finland. But relatively more women have perceived that there are different expectations of employees with different genders as well as gender matters in the Finnish working life.



Women and men perceived that there is gender equality at Scandic, but about the promotion of it, there was a bit more hesitation. Generally, the employees were aware that Scandic has an equality plan, however not everyone had answered “totally agree”. In addition, men seemed to be more aware of the equality plan than women.

Work was seen as being divided equally to men and women, but the division of managerial positions didn't seem to be so well divided equally among genders. The working environment was perceived as good, and people have perceived that they are treated equally at their workplace, Scandic.

The majority of employees (88.4%) had not felt discrimination, because of their gender. But for the 11.6%, who had perceived gender discrimination told the main groups, who make them feel discriminated. The main people making them feel discriminated were boss, colleagues, and customers. Some employees (12.9% of total respondents [155]) had perceived other discrimination, where age was the most common reason. The current gender equality situation at Scandic was described quite positively. As 90.4% of men, and 68.0% of women had answered the open-ended question with a positive comment.

## 7 Discussion

This is the last part of the thesis. The main results are covered in this part, comparing the empirical part to the theory. This chapter tells the final conclusions of this thesis, and suggestions on what to research in the future. This chapter provides an evaluation of the whole thesis process as well as an evaluation of the writer's learning.

### 7.1 Consideration of results

The main results of this research emphasized on the definition itself, the gender equality in Finland, the occupational gender segregation, career advancement, and fair treatment. The definition of the respondent to defining gender equality in the working life had similar themes as the definition of gender equality by UN Women. UN Women's definition of gender equality included aspects of equal rights, responsibilities, and opportunities. In the working life these themes could be seen from already the top four answers of both men and women. These were equal pay (equal right), equal treatment (equal right), equal possibilities for advancement (equal opportunities), and similar work tasks (equal responsibilities). As the definitions were close by each other, an assumption can be made that the respondents have a similar kind of idea on what gender equality means.

According to the results of the questionnaire, both men and women had agreed that there is gender equality in Finland. Not only do the statistics tell that Finland scores well in different kind of comparisons worldwide and in the European level about gender equality, but also the gender equality is perceived among the people in Finland, at least among the employees of Scandic.

The gender segregation does not only show in statistics. According to the employees of Scandic, all respondents agreed on the fact that there are predominantly female and predominantly male industries in Finland. Especially the hotel and restaurant industry was seen as a predominantly female industry in Finland. And, according to Statistics Finland (2012), in the hospitality and restaurant industry, 72% of employees are female, which makes it a predominantly female industry. But according to the results of the questionnaire, women would like to have more men working in the hospitality industry.

On one hand, what was actually not that surprising were the results for the statement "There is an equal amount of women and men in the managerial positions". Women did not agree nor disagree to the statement, whereas men were closer to agreeing rather than not agreeing nor disagreeing. Also, about the division of work, most men had answered in

a positive manner, that the division is good. Whereas, women's answers were not that positive, and women had felt that they need to do all the work, or work harder, and that there are more men in the managerial positions than women. To conclude in women's answers you could see that there might still be vertical segregation in Scandic hotels. Are there glass obstacles for women?

On the other hand in question 19, both genders, women and men, had agreed to the statements of gender having the same possibilities to get a full-time or a permanent contract. However, 5.16% (8) of all respondents (155) had a temporary contract. Out of the employees, who had a temporary contract, 87.5% (7) were women. Also 87.5% (7) of the employees with a temporary contract, would prefer a permanent contract.

In addition, both genders had agreed on having the same possibilities in advancing in their careers as well as that women have the same possibilities in advancement as men. But then, women had answered that family situation affects that men advance easier in their careers than women. Men's educational level was not seen as affecting their advancement by neither gender. Neither were the decisions of a company seen as a factor affecting the advancement. When comparing these results to the three approaches of Aaltio-Marjosola (2001), family life is seen as a reason to guide men to managerial positions. But the other approaches could not be spotted in these results. These were that a company makes decisions, which affects women for not advancing, and that right people will be elected.

Boonet et al. (2013) researched the barriers for advancing in the hospitality industry. They had found out that the lack of mentoring and career planning are two of the most highly ranked reasons, why employees are not able to advance. The questionnaire revealed that both genders think that mentoring would help for advancing in their careers as well as career planning and networking. Knutson & Schmidgall (1999) have also mentioned networking as a manner of breaking the glass obstacles, in order to advance in one's career.

Boone et al. (2013) found out in their research that there are stereotype barriers in the hospitality industry, women taking care of the household and men working outside home. According to the employees of Scandic, women seem to have a stronger opinion that there are different expectations of women and men in the working life. Nevertheless, women have totally disagreed more strictly than men to the statement of "Woman's job is to take care of the house and family, when man works outside home". It seems that in today's world, women also tend to work outside home, and people also think that it is the way it should be.

As mentioned in the Human Rights, everyone should be treated equally. Scandic seems to be no exception for this, at least the employees feel that they are treated fairly regardless their gender. Also, the employees of Scandic perceive that women and men are appreciated equally as employees. The way of managing at Scandic is fair according to the employees of Scandic. According to Bobbit-Zeher (2011, 781) gender discrimination may happen, because of the policies, or their application and enforcement, of a company. In this case, seems that as the managing is perceived as fair, there doesn't seem to be any problems at least in the application of the company's policies by managers.

Only 11.6% (18) out of all respondents (155) had perceived gender discrimination either previously or at the moment in Scandic. Boss, colleagues and customers were the three biggest groups of people making an employee feel discriminated. The descriptive stereotypes, which Bobbit-Zeher (2011), has defined as beliefs of traits that genders have, were not playing a big role in the answers of the questionnaires. However, some employees had mentioned some descriptive stereotypes in the division of work. This included for example that men should be doing all the managing, whereas women's job is take care of all the other work.

## **7.2 Conclusions**

The literature review has supported the findings of the empirical study, and now the main research question as well as its three sub questions can be answered. The main research question was that: Do the employees of Scandic perceive that there is gender equality in the Finnish hospitality industry? According to the results of the research, the employees of Scandic do see Finland as a country with gender equality. This can be also seen in the hospitality industry, which is according to the perceptions of Scandic's employees as well as statistics, a predominantly female industry. The results of the research showed that the employees of Scandic do perceive that there is gender equality at their work place in Scandic. They also mostly perceived that one is appreciated as an employee regardless one's gender.

The sub questions can be also answered now. The first one of them being: Do the employees perceive that they have equal opportunities in advancement? The employees of Scandic were quite positive about the possibilities for advancement. The results showed that women were more likely to perceive that family situation affects advancement than men. Education was not seen as a factor affecting the advancement of men. To conclude both men and women had agreed on the statements that employees of both genders have

the same possibilities for advancement as well as that they perceive that it is as easy for women as for men to advance to the management positions.

The second sub question was: Do they perceive that the work tasks are divided according to gender or ones skills? According to the results of the questionnaire, most employees had perceived that the work tasks are divided according to one's knowledge and skills rather than according to one's gender. Also, it was perceived that the amount of work is also divided equally for both genders. Women were not so positive about the division of genders in different positions and having an equal amount of women and men in the managerial positions. Men's answers were more positive about these statements.

And last, the third sub question was: Do they perceive that they are treated equally? The results showed, that the employees of Scandic are satisfied with the working atmosphere. They perceived that they are treated equally regardless their gender, as well as they perceived to be appreciated equally as employees.

### **7.3 Development ideas for the commissioning company**

Although the results were good, and seems like the gender equality issues are in quite good condition at Scandic, there is still possibilities for making things better. As said in the beginning of this thesis Finland is not on the top of the global gender gap index, could Finland become the country number one in it? So, if Finland has still something to do better, I think Scandic in Finland can also make things better and influence the gender equality situation in Finland with its effort. This can be done little by little, making better choices one at a time.

For instance, as the results showed, not all the employees are aware of Scandic's equality plan. The equality plan is set by the law, and would be good if everyone was aware of it. In order to make the employees more aware of the equality plan, it could be mentioned more often in team meetings for example or just a simple note in bulletin boards. Or why not have a theme week of promoting gender equality? As mentioned, previously in the results, the employees of Scandic didn't really perceive that the gender equality is promoted at Scandic.

There was some agreement on family situation affecting the possibilities for advancement. Not many employees had perceived that they would be able to advance to more challenging tasks at their work place. Yet, men seemed to be surer about advancing than women. Are there maybe then some glass obstacles for advancement? Both genders had agreed

that with career planning, mentoring, and networking, it is possible to better the chances for career advancement easier.

Also, for example, the amount of career planning and mentoring could be increased at Scandic. This would not just benefit the employee, but also the employer with having more knowledge on their employees and employees' future plans. For instance in addition to what is discussed at the development discussions, could there be more emphasis on the career planning? Do we only look at the near future, when we talk about career planning? Is there a possibility to look further? A spontaneous chat with your employee wouldn't hurt anyone.

#### **7.4 Recommendations for future research**

This study gave ideas for further research concerning the same topic. For instance, it could be researched whether this only applies in Scandic in Finland, or is it also in the other Scandic hotels in other countries. In addition, the same kind of research would be good in any other hotels in Finland, whether to see if the results apply in other accommodation units as well. Are the perceptions of gender equality similar in the whole hospitality industry? Furthermore, as this research was done with quantitative research methods, and it was realized that women and men have different kinds of answers, a qualitative research could be done in order to explain where the different opinions come from.

And as mentioned in Chapter 1.2, where the delimitations of this study were given, the gender equality could be researched with another point of view. The pay gap, for example, would be an interesting topic. Do men and women get equal wages from the same job? Do wages create inequality or equality among employees in the hospitality industry? Also the aspects of bullying, and sexual harassment, could be interesting topics. These topics might be challenging, depending on how open people are to talk about such matters.

#### **7.5 Evaluation of thesis process and own learning**

The thesis process started already in the end of the year 2014 by thinking about the topic. As it seemed hard to come up with an interesting topic, I (the writer of this thesis) decided to ask some ideas from the company, Scandic, where I work. I contacted the human resources (HR) department. My HR Manager gave me the idea of researching the gender equality in Scandic. I thought about it, and found it interesting. After getting the topic, I started paying attention to news about gender equality (unfortunately most news were about the pay gap), and went to the thesis seminar in January 2015. I took the express line for the seminar, as I wanted to graduate in the spring 2015. I presented my thesis

poster in February, and met my supervisor in the beginning of March. My idea was to write the thesis during the spring and graduate in June 2015.

Sometimes not everything goes as planned, and my graduation was not in June 2015. Due to lack of motivation, a surprising amount of other school work as well as some difficulties with making and sending the online questionnaire, I didn't succeed with my timetable. A little drawback did not stop me from writing. In the last week of school during the spring, I met with my supervisor, and we decided to meet next time in August, when I would have an almost ready thesis.

The thesis process taught me that finding sources takes time and energy, but if I spent five hours in front of the computer looking for them and not finding any, it is better to do it another day. I learned that it is not good to force yourself to do something, as then you probably lose motivation. At least, this is what happened to me. I learned a lot about gender equality, and I can be really happy to work in a hotel chain, where gender equality is in a good condition. I learned to search sources from school's databases that I hadn't actually ever done during my studies in Haaga-Helia University of Applied Sciences. Another important ability, which I developed was the criticism of sources. At least, I tried to avoid sources, which didn't seem reliable.

To conclude, the thesis process ended up being a little bit bigger than what expected. As a writer of this thesis, I tried my best in being honest and admitting the mistakes done in the research. The process was challenging, yet not impossible.

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## Appendices

### Appendix 1. Cover letter for the questionnaire in Finnish.

**Hei**

Hei! Olen Silva Jokinen ja teen opinnäytetyötä Haaga-Helia ammattikorkeakoulussa. Teen myös osa-aikatyötä Scandicilla, Hilton Helsinki Airport hotellissa. Opinnäytetyöni koskee naisten ja miesten välistä tasa-arvoa.

Tavoitteenani on selvittää Scandicin tämän hetkistä tasa-arvotilannetta sekä antaa ehdotuksia tasa-arvotilanteen parantamiseksi. Kysymykset liittyvät sukupuolten töiden jakautumiseen, ylenemismahdollisuuksiin sekä tasapuoliseen kohteluun työpaikalla.

Käsittelen vastaukset täysin luottamuksellisesti ja nimettömästi. Vastaamalla voit tuoda esiin oman työpaikkasi mahdollisia tasa-arvoon liittyviä epäkohtia.

Kyselyyn vastaaminen vie noin 10-15 minuuttia ja vastausaikaa on 10/05/2015 asti.

Vastaamalla autat minua, Team Memberiä, valmistumaan restonomiksi.

Kiitos!

Mikäli sinulle tulee kysyttävää, vastaan mielelläni kysymyksiisi.

Sähköpostiosoitteeni on [silva.jokinen@myy.haaga-helia.fi](mailto:silva.jokinen@myy.haaga-helia.fi)

**Linkki kyselyyn:**

<https://www.webropolsurveys.com/S/3C0A79C0B5214879.par>

## Appendix 2. Interview questions in Finnish.

### 1. Sukupuoli

- ☐ Mies
- ☐ Nainen

### 2. Ikä

- ☐ <18
- ☐ 18–24
- ☐ 25–29
- ☐ 30–34
- ☐ 35–45
- ☐ 45<

### 3. Asun

- ☐ yksin (esim. naimaton, eronnut tai leski)
- ☐ puolison kanssa (esim. avioliitossa, avoliitossa tai rekisteröidyssä parisuhteessa)

### 4. Onko sinulla lapsia?

- ☐ Kyllä
- ☐ Ei

### 5. Koulutus

- ☐ peruskoulu
- ☐ toinen aste (lukio & ammattikoulu)
- ☐ alempi korkeakoulututkinto (esim. restonomi)
- ☐ ylempi korkeakoulututkinto

### 6. Tämän hetkinen työni on

- ☐ Kokoaikainen
- ☐ Osa-aikainen

### 7. Työsuhteeni luonne

- ☐ Vakituinen (kokoaikainen tai osa-aikainen)
- ☐ Määräaikainen

### 8. Jos työsuhteesi ei ole vakituinen, haluaisitko mieluummin vakituisen työsuhteen?

- ☐ Kyllä
- ☐ En

### 9. Työssäoloaika nykyisessä työtehtävässä

- ☐ 0–2 vuotta
- ☐ 3–5 vuotta
- ☐ 5–10 vuotta
- ☐ 10 vuotta<

### 10. Osasto, jolla työskentelet

- ☐ Vastaanotto
- ☐ Ravintola
- ☐ Keittiö
- ☐ Muu, mikä? \_\_\_\_\_

### 11. Asema työpaikalla

- ☐ Hotellinjohtaja tai osastopäällikkö
- ☐ Vuoropäällikkö
- ☐ Työntekijä (esim. kokki, vastaanottovirkailija, tarjoilija)
- ☐ Muu, mikä? \_\_\_\_\_

### 12. Selitä lyhyesti: Mitä mielestäsi tarkoitetaan sukupuolten välisellä tasa-arvolla työelämässä?

13. Seuraavat väittämät koskevat työelämän tasa-arvoa Suomessa. Vastaa seuraaviin väittämiin omien mielipiteiden mukaisesti niin, että 1=Täysin eri mieltä, 2=Eri mieltä, 3= Ei samaa eikä eri mieltä, 4= Samaa mieltä, 5=Täysin samaa

	1	2	3	4	5
Suomi on tasa-arvoinen maa.					
Miehillä ja naisilla on samanlaiset mahdollisuudet työelämässä Suomessa.					
Suomen laki takaa miehille ja naisille tasa-arvoisen kohtelun työelämässä.					
Miesten ja naisten tasapuolisilla mahdollisuuksilla on merkitystä työelämän kehittämiseen.					

14. Arvioi omaa työnantajaasi, Scandicia. Miten seuraavat asiat mielestäsi toteutuvat: (1= Täysin eri mieltä, 2=Eri mieltä, 3= Ei samaa eikä eri mieltä, 4= Samaa mieltä, 5=Täysin samaa mieltä)

	1	2	3	4	5
Scandicilla on tasa-arvosuunnitelma.					
Miesten ja naisten välinen tasa-arvo toteutuu Scandicilla.					
Scandicissa tuodaan esille sukupuolien välistä tasa-arvoa.					

15. Arvioi työelämän tasa-arvoa Suomessa. Miten seuraavat asiat mielestäsi toteutuvat: (1= Täysin eri mieltä, 2=Eri mieltä, 3= Ei samaa eikä eri mieltä, 4= Samaa mieltä, 5=Täysin samaa mieltä)

	1	2	3	4	5
Suomessa on naisten ja miesten aloja.					
Hotelli- ja ravintola-aloilla on enemmän naisia kuin miehiä.					
Työskentelyn mieluummin alalla, jossa enemmistö työntekijöistä on samaa sukupuolta.					
Naisen tehtävä on hoitaa kotia ja perhettä, kun mies käy töissä kodin ulkopuolella.					

16. Arvioi omaa työnantajaasi, Scandicia. Miten seuraavat asiat mielestäsi toteutuvat: (1 = Täysin eri mieltä, 2=Eri mieltä, 3= Ei samaa eikä eri mieltä, 4= Samaa mieltä, 5=Täysin samaa mieltä)

	1	2	3	4	5
Naiset ja miehet ovat sijoittuneet tasapuolisesti eri tehtäviin Scandicissa.					
Työn määrä jakautuu tasapuolisesti miesten ja naisten välille.					
Samassa asemassa olevien naisten ja miesten työtehtävät jakautuvat tasapuolisesti.					
Työtehtävät jaetaan tietojen ja taitojen mukaan riippumatta sukupuolesta.					
Naisia ja miehiä on yhtä paljon esimiestehtävissä.					

17. Kuvaile töiden jakautumista naisten ja miesten välillä työpaikallasi.



18. Arvioi, kuinka seuraavat asiat toteutuvat mielestäsi työelämässä Suomessa: (1 = Täysin eri mieltä, 2=Eri mieltä, 3= Ei samaa eikä eri mieltä, 4= Samaa mieltä, 5=Täysin samaa mieltä)

	1	2	3	4	5
Urasuunnittelun avulla voidaan parantaa työntekijän uralla etenemistä.					
Verkostoituminen auttaa etenemään uralla.					
Miehet ovat parempia verkostoitumaan kuin naiset.					
Mentorointi auttaa uralla etenemisessä.					

19. Arvioi omaa työnantajaasi, Scandicia. Miten seuraavat asiat toteutuvat: (1 = Täysin eri mieltä, 2=Eri mieltä, 3= Ei samaa eikä eri mieltä, 4= Samaa mieltä, 5=Täysin samaa mieltä)

	1	2	3	4	5
Molemmilla sukupuolilla on yhtäläiset mahdollisuudet edetä urallaan.					
Miehillä koulutustaso vaikuttaa uralla etenemiseen enemmän kuin naisilla.					
Perhetilanne vaikuttaa siihen, että miehet etenevät helpommin urallaan kuin naiset.					
Yrityksessä tehdään päätöksiä, jotka heikentävät naisten ylenemismahdollisuuksia.					
Uskon, että naisten on yhtä helppo edetä johtotehtäviin kuin miesten.					
Naisilla ja miehillä on tasapuoliset mahdollisuudet saada kokoaikainen työsuhde.					
Naisilla ja miehillä on tasapuoliset mahdollisuudet saada vakituinen (kokoaikainen tai osa-aikainen) työsuhde.					
Scandic yrityksenä antaa sellaisen kuvan, että miehet ja naiset voivat kehittyä urallaan tasa-arvoisesti.					

20. Arvioi, kuinka oma sukupuolesi vaikuttaa työhösi: (1 = Täysin eri mieltä, 2=Eri mieltä, 3= Ei samaa eikä eri mieltä, 4= Samaa mieltä, 5=Täysin samaa mieltä)

	1	2	3	4	5
Koen, että sukupuoleni vaikuttaa uralla etenemiseeni.					
Koen, että oma perhetilanteeni vaikuttaa uramahdollisuuksiini.					
Koen, että oma koulutukseni vaikuttaa uramahdollisuuksiini.					
Voin kehittää itseäni ja osaamistani työpaikallani.					
Minun on mahdollista edetä työpaikallani nykyistä vaativampiin tehtäviin.					

21. Arvioi, kuinka seuraavat asiat toteutuvat mielestäsi Suomen työelämässä: (1 = Täysin eri mieltä, 2=Eri mieltä, 3= Ei samaa eikä eri mieltä, 4= Samaa mieltä, 5=Täysin samaa mieltä)

	1	2	3	4	5
Naisiin ja miehiin kohdistuu yleensä erilaisia odotuksia työelämässä.					
Sukupuolella on merkitystä työelämässä.					
Suomessa osataan arvostaa työntekijää riippumatta hänen sukupuolestaan.					

22. Arvioi omaa työnantajaasi, Scandicia. Miten seuraavat asiat toteutuvat: (1 = Täysin eri mieltä, 2=Eri mieltä, 3= Ei samaa eikä eri mieltä, 4= Samaa mieltä, 5=Täysin samaa mieltä)

	1	2	3	4	5
Työpaikallani naisiin ja miehiin kohdistuu erilaisia odotuksia.					
Naisia ja miehiä arvostetaan työntekijöinä yhtä paljon.					
Työpaikkani johtamistapa on tasa-arvoinen.					
Minua kohdellaan tasapuolisesti riippumatta sukupuolesta.					
Työyhteisössäni on hyvä ilmapiiri.					
Työskentely vastakkaisen sukupuolen kanssa työpaikallani parantaa työtehoani.					

23. Oletko kokenut sukupuoleesi liittyvää syrjintää aiemmilla työpaikoillasi?

- ☐ Kyllä
- ☐ Ei
- ☐ En osaa sanoa

24. Oletko nähnyt tai kuullut, että jostain toista olisi syrjitty hänen sukupuolensa takia työpaikallasi Scandicilla?

- ☐ Kyllä
- ☐ Ei
- ☐ En osaa sanoa

25. Oletko joskus kokenut tai koetko tällä hetkellä sukupuoleesi liittyvää syrjintää työpaikallasi Scandicilla?

- ☐ En ole kokenut
- ☐ Olen kokenut aiemmin
- ☐ Koen tällä hetkellä

26. Jos vastasit "Olen kokenut aiemmin" TAI "Koen tällä hetkellä" edelliseen kysymykseen, niin ketkä ovat syrjineet tai syrjivät tällä hetkellä sinua? (Voit valita useamman kuin yhden vaihtoehdon.)

- ☐ Työkaverit
- ☐ Esimies
- ☐ Alainen
- ☐ Asiakkaat
- ☐ Muu, kuka? \_\_\_\_\_

27. Oletko kokenut sukupuoleesi liittyvää seksuaalista häirintää nyt tai aikaisemmin työpaikallasi Scandicilla?

- ☐ Koen tällä hetkellä
- ☐ Olen kokenut aikaisemmin
- ☐ En ole kokenut
- ☐ En osaa sanoa

28. Mikäli olet kokenut muuta kuin sukupuoleen liittyvää syrjintää työpaikallasi, mihin se on liittynyt? (Voit valita useamman kuin yhden vaihtoehdon.)

- ☐ Ikä
- ☐ Asema
- ☐ Mielipide
- ☐ Seksuaalinen suuntautuminen
- ☐ Syntyperä tai kulttuuritausta
- ☐ Minulla on lapsia
- ☐ Henkilökohtainen ominaisuus
- ☐ Muu, mikä? \_\_\_\_\_

29. Kuvaa lyhyesti millainen on mielestäsi tämän hetkinen tasa-arvotilanne työpaikallasi.