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From Diversity to Inclusion

A qualitative Case Study of a Swedish Hospitality Organization

by

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Abstract

Title: From Diversity to Inclusion: A qualitative Case Study of a Swedish Hospitality Organization

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Key Words: 'Workforce Diversity', 'Diversity', 'Inclusion', 'Organizational diversity climate', 'Organizational Diversity Perspective', 'Effects of Workforce Diversity', 'Hospitality Industry'

Purpose: The purpose of this thesis is to develop a comprehensive understanding of the distinction between diversity and inclusion in managing diversity, thereby elucidating the effects of workforce diversity in the organization.

Theoretical framework: We drew upon the combination of two frameworks regarding diversity perspective and diversity climate to examine the reflections of diversity and inclusion in the organization.

Methodology: This research encompasses a qualitative case study with interpretative tradition and an abductive approach, which simultaneously enabled us to stay open-minded and systematic when working with theory and empirical data. 17 semi-structured interviews, along with 4-day observations, conducted at our case company The Elysium, provided the investigative spearhead of this research.

Finding: We disentangled the meaning of diversity and inclusion through the multifaceted investigation of organizational diversity perspective and organizational diversity climate. The organization which merely achieved diversity but not inclusion failed to unleash the potential power of the diverse workforce. Instead, workforce diversity had negative impacts on the organization. Workforce diversity thus was perceived as problems in need of remediation rather than a valuable organizational asset.

Contribution: Bringing to light the concept of inclusion as the transcendence of diversity management, the research contributes to the scarcity of research concerning this new trend in the context of the hospitality industry. This research further adds to the understanding of the mix-results of diversity in the organization. Thereby, we prompt the managers to take a holistic view when engaging their diversity so that the organization can reap the real and full benefits of diversity and acknowledge the possibility of exclusion.

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This Thesis was conducted on the special occasion of COVID-19 Pandemic, which pushed to our limit. However, this will be a memorable experience for us that we finally overcame it with all our efforts.

We hope you enjoy the Thesis that awaits!
Authors
Thi Ngoc Anh Nguyen and Marios Papagiannis

Thi Ngoc Anh Nguyen
Personally, I must express my gratefulness to Swedish Institute for financially supporting me during my master's degree in Sweden. It is always my honour to be chosen as a scholarship recipient by Swedish Institute.

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CHAPTER 1: INTRODUCTION

From a broad context to a very specific topic, the introductory chapter of this Thesis will begin with a brief overview of the research area through the general picture of diversity in the hospitality industry. After that, we will focus on the emerging concept of inclusion as the new trend in managing diversity, which has inspired our research interest and highlighted the rationale for our research direction. The chapter will continue by the research purpose, where we aspired to be by the end. Our research questions follow as a means for us to achieve the stated goals before we conclude the composition of our study.

Our empirical observations over the last half a decade from immersing ourselves in multiple multicultural working environments (e.g. McDonald's, PapaJohns International, Adams Beach Hotel) have engraved our profound interest in studying organizational diversity thoroughly. Having examined the empirical business world, we noticed that the 21st century's workforce is characterized by incessantly increasing numbers of minority groups, women, and individuals with different lifestyles and ethnic backgrounds (Langdon, McMenamin, & Krolik, 2002). The hospitality industry is no exception with its strong tradition of workforce diversity, which was grounded by the indispensable role of foreign employees since the early development phase (Baum, 2012). Notably, the extension of labor markets in the European Union resulted in the massive influx of immigrants and foreign employees into the hospitality industry, which in turn has especially intensified and evolved the phenomenon of workforce diversity in this area (Baum, 2012).

However, given the increased prevalence of workforce diversity, its actual role in contemporary organizations remained controversial. Thomas and Ely (1996) suggested that managers in numerous companies conventionally viewed the variety in their workforce as not more than the justification for morale and legislation. Only until recently, most of the managers have started to support the idea that the more diverse workforce, the more competent organizations are becoming. That diverse workforce can contribute not only to morale lifting, but also to productivity enhancement, to broader access into new segments of the market, and generally is doing good for the companies.

The hospitality industry then has added a more nuanced insight into this picture of diversity. The foreign employees here are mainly considered as a solution to deal with the seasonality and fluctuating demands (Baum, 2012; Joppe, 2012) as well as the decrease in the local employees' willingness to accept certain types of employment (Hughes, 1992). Thereby, the real benefits of having a diverse workforce, specifically employing foreign employees, have been circumscribed and enshrouded. As a result, neither the hotels nor the foreign employees themselves can reap their full potential benefits (Hughes, 1992). For instance, despite multitudinous initiatives to increase workforce diversity have been underway, only a few of those efforts can genuinely stimulate the leaps in organization effectiveness, and even sometimes have created tensions among employees with the result of hampering the organizational performance (Thomas & Ely, 1996). In scholarly literature, the effects of ethnic diversity remained questionable and controversial as the double-sided sword for the organization's effectiveness (Ely & Thomas, 2001). On the one hand, workforce diversity can contribute to organizational flexibility, problem-solving and decision making as well as organization creativity and innovation (Kirchmeyer & McLellan,1990; Williams & O'Reilly, 1998; Ely & Thomas, 2001). On the other hand, this diversity can threaten the organization's cohesiveness, communication, cooperation, and triggers conflicts (Loden & Rosener, 1991; Raaijmakers, 2008).

We believe that managing workforce diversity effectively plays a critical role in determining workforce diversity and whether it will fall in a positive or negative manner. As valuable assets or problems, foreign employees' role will be at the hands of the hotel management to diversity. The foreign employees themselves cannot benefit the hotels, but it is how the organizations manage it (Thomas & Ely, 1996). Correspondingly, the workforce heterogeneity itself cannot create problems for the hotels unless the infelicitous weakness of managers to comprehend its dynamics, and to creatively unleash the potential embedded in the ethnic diversity (Mor Barak, 2011). In fact, the efficient and effective management of workforce diversity has been an integral part of business imperatives in 75% of Fortune 1000 companies (Daniels, 2001). Here, the question popped in our mind: What can be the key to managing workforce diversity effectively so that the organization can reap the real and full rewards of its diverse workforce?

The concept of inclusion has emerged as the advancement in managing diversity, which appeared to answer our above question. Despite the existence of this concept for a long time in the equality and diversity debate, more commentators today are trying to display a more definite division between diversity and inclusion (Beardwell & Thompson, 2017). This concept then changes the whole way we perceive workforce diversity, to delve into actual values of this diversity rather than merely having it in the organizations. Peters (2019, p.9) proposed that "[diversity and inclusion] is an interesting combination of concepts that are complementary but not the same thing". Diversity talks about numbers; for example, the number of female employees who occupy leadership roles or the number of people in typically underrepresented groups got promoted. Meanwhile, inclusion refers to an environment of collaboration, support, and respect, which promotes the advanced contribution participation of all employees. Notably, not all organizations with a diverse workforce can have corporate cultures that patronize inclusion, as inclusion relies on authentic actions rather than data. While the most ordinary perspective to manage workforce diversity is to increase and retain a heterogeneous workforce in organizations (Cox, 1993; Morrison, 1992), some organizations recently have decided to follow a more extensive set of initiatives focused on employee participation. Their perspective then aims to remove barriers that hinder the usage of employee skills and competencies in a full range in organizations (Wentling & Palma-Rivas, 2000; Harvey, 1999). Organizations that adopted such inclusive initiatives in their attempts to manage diversity are considered to embrace the concept of inclusion (Mehta, 2000). Here, the concept of inclusion puts scholars and practitioners at the beginning of a new trend in managing diversity. Adding more complexity to the picture of diversity, this trend then brings more concerns for managers to consider when designing initiatives and policies to cope with the workforce diversity in organizations (Oswick & Noon, 2014).

1.1 Problem Statement

Overall, the proliferation of foreign employees in the hospitality industry has accentuated its significance in this industry's workforce. However, the employment of this labor source remained as no more than a solution for labor problems due to the industry's typical demand (Baum, 2012). From the eyes of researchers drawn upon literature review and from the eyes of an insider based on the author's background in the European hospitality industry, we witnessed that foreign employees' actual values have not been unleashed. Consequently, the effects of diversity on the organization's functioning have always been debatable as the double-sided sword with both negative and positive impacts (Ely & Thomas, 2001). Consistently, the anecdotal evidence from the author's working experience has revealed that managing diversity is still mainly associated with efforts to handle foreign employees' challenges rather than encouraging them to bring more of their whole selves to the hotels. Meanwhile, being the real assets of the hotels, the foreign employees can set in motion a virtuous circle (Thomas & Ely, 1996).

The problematization of the contemporary hospitality industry thus raised the need for effective diversity management in this industry so that both the hotels and the foreign employees themselves can reach their full and actual values. A look into the diversity management literature, we have unfolded the concept of inclusion, as a whole new way to make a better sense of workforce diversity. Nevertheless, few attempts have been made to thoroughly understand the movement from the concept of diversity to inclusion on how it serves as a material change in organizational outcomes and actions (Linnehan & Kornad, 1999). Meanwhile, the conventionally assumed overlapping between these concepts led to the flawed approach for researchers and managers in managing diversity. Assuming that the rise in the number of employees from diverse identity groups can subsequently lead to inclusion, the organizations are likely to ignore the dynamic of exclusion (Roberson, 2016). The disparity from diversity to inclusion, perhaps answers why some organizations' efforts have failed to achieve the potential benefits of its diverse workforce, or the adverse effects of this diversity outweigh the positive. In other words, the concepts of diversity and inclusion can serve as the different lenses to perceive the workforce diversity whereby comprehend how the diverse workforce can impact on the organization, whether these effects will be negative or positive. From this, we acknowledged the importance and necessity to investigate further the distinct meanings of these concepts in managing diversity and their relation to the effects of foreign employees on the hotels. Notably, one of the authors has been an industry insider for several years, who directly engaged in the context of this topic. The research thus at first will help discover the answers to the author's questions when working with workforce diversity.

At the same time, as international students, both of us have expected to be in the role of foreign employees in the foreseeable future, we thus are aware of the relevance of our research. Moreover, concerning the COVID-19 Pandemic, it is no secret the hospitality industry is amongst those who have been hit the hardest with catastrophic economic effects (Ros, 2020). As a preordained consequence, we have been witnessing the major unprecedented layoffs all over the world in which the foreign employees could have inevitably become one of the tragic victims of this global traumatic condition. This situation then raised concerns for the foreign employees if their values are considered as only the more abundant source of labor for seasonality demand. Thereby, we justified our research topic's urgency to perceive foreign employees with their real potential power. The understanding of the distinction between diversity and inclusion is in need so that the hotels in particular and the organizations, in general, can fully and truly corporate the foreign employees in their business practices. The importance, necessity, relevance, and urgency of our study then shed light for us to set our research purposes.

1.2. Purpose of the Study

This research project aims to generate theoretical and practical understandings on the distinction between the concepts of diversity and inclusion, which are the lenses to elucidate the mysterious results of workforce diversity in organizations. For scholars, since this Thesis has a significant amount of empirical material, our first and foremost contribution is to augment the existing theoretical understandings on the movement from the concepts of diversity to inclusion through a more practical lens. Here, we will contribute to more profound the distinct meanings of the two concepts and their relations to the effect of diversity in the organizations. Thereby, we further accentuate the authenticity of inclusion efforts as a crucial aspect of diversity so that the organization can unleash the potential power of its diverse workforce. Additionally, it is salient to mention that our study contributes to ring the alarm on the need for further investigation in this area.

For practitioners, this empirical research will enable us to contribute in-depth suggestions and improvements to the more efficient and effective management of workforce diversity. One of our initial findings includes that the organization perpetually ignores the complexity of workforce diversity until it is revealed in the everyday working life. Disentangling the concepts of inclusion from diversity prompts the managers to take a holistic view to perceive the workforce diversity with its real value for the organization's effectiveness. Thereby, our study perhaps encourages managers to shift their focus on mitigating the potential challenges of the diverse workforce to comprehend how to unleash its full power thoroughly. By doing this, managers can indeed spur leaps in the organization's effectiveness. Moreover, by suggesting the distinctions between the concepts of diversity and inclusion, our study illuminates the possible risks associated with the conventional assumption about the equivalent of these concepts in managing diversity. That inclusion only occurs when the diverse workforce is fully integrated at the core of the organization but not merely its representation on the organizational profile. Thereby it gives the reason why some diversity initiatives are deemed to fail and backfired.

Further on, our narrowed interest of the hospitality industry enables us at both conceptual and practical levels to exclusively provide valuable insights into this industry, which is typified with the matter of a diverse workforce. Furthermore, this study allows us to pursue our more personal and professional purpose as we are highly interested in promoting equal diversity and inclusion initiatives to our working environments. In the role of both insider industry and foreign employees in multicultural organizations, we are personally inspired to bring to light the actual meanings of having a diverse workforce to celebrate the valuable differences from the various compositions rather than superficially having them. Our message is that the answer to the controversy over the impacts of a diverse workforce, in particular of demographic diversity, which is negative or positive, will not lie on the diversity workforce itself but how the scholars and practitioners perceive it.

To achieve these propositions, we designed a qualitative study in a Swedish hotel: The Elysium hotel, a symbol of the town that is portrayed with the convergence of the typical Swedish culture, historical tradition, and the newly surfaced image of cosmopolitan. Given that the number of foreign employees is continuously increasing, Elysium is recently attempting to integrate this workforce diversity into the organization. The Elysium follows the idea of "celebrating diversity every day and in every situation because this is what hospitality is doing". The unique characteristics of Elysium perhaps make the challenge of foreign employees even more challenging. Along with the vibrant history of the hotel, which inevitably has stamped a strong imprint in Elysium culture, thus, those situational variables make Elysium a nuanced case to investigate our research topic. It is more interesting that workforce diversity has been an explosive phenomenon in Sweden since the middle of the 1990s (Fägerlind & Ekelöf, 2001). Up to date, both private and public sectors have implemented numerous diversity initiatives to establish a rigorous anti-discrimination working environment (Fägerlind & Ekelöf, 2001). This, in turn, makes Sweden the top seven of the world's most socially inclusive countries (Society for Human Resource Management, 2008). The chosen case, thereby, not only appears to fulfill all prerequisites for our purposes but also is expected to set the nuanced insights into the research topic. Based on our research purposes, we formulated the following research questions to guide our research:

- *How does a traditional Swedish Organization manage diversity and inclusion?*

- *How do the managers and line employees perceive the effects of foreign employees on the hotel?*

- *How does the distinction between diversity and inclusion elucidate the effects of foreign employees?*

1.3. Outline of the Thesis

This Thesis is divided into six sections: Introduction, Literature review, Methodology, Analysis, Discussion, and Conclusion. Whereas this chapter has highlighted the importance, the relevance of our research, which subsequently sheds light on the aims and purposes, Chapter 2 will take the readers through the theoretical foundation for our study. Specifically, in Chapter 2, we will initially present our thorough investigation of relevant literature in terms of workforce diversity. The conceptual framework subsequently follows to pave the way for us to examine the meanings of the concepts of Diversity and Inclusion and their relations to the effects of diversity when entering the empirical world. Chapter 3 will serve as the methodological aspect of the research to describe and assess the research approach that guided us to investigate and make sense of the empirical data. After that, this chapter will go into more detail concerning methods and processes undertaken for research design, data collection, data analysis, and ultimately follow with our reflexivity. Chapters 4 and 5 will contain the heart of our study, referring to the Analysis and Discussion part, respectively. By separating Analysis and Discussion into two different chapters, we were able to leave readers room to "play a modest witness" (Styhre, 2014, p.80) when going through the empirical word in the Analysis. Chapter 4 will start with the overall picture of the organization's context, then introduce our empirical findings constituting people's perceptions about organizational climate, the rationale of diversifying, and the role of diversity composition in the organization. Besides, we provide our analytical comments coupled with the findings so that readers can connect to the latter part - Discussion at more ease. Chapter 5 will present the linkage between the theoretical foundation and empirical data. We will end the study with Chapter 6, where we summarize our main findings, whereby we reflect on research questions to assess how and to what extent we achieve our aims. Last but not least, this chapter also will provide readers with our assessment of theoretical contributions, practical implication, and limitation of this research as well as recommendations for further study.

CHAPTER 2: LITERATURE REVIEW

This chapter, with the inverted pyramid structure, will include the general overview of related literature and theoretical framework. The former will present the most widely cited research which is relevant to our topic. This part will shed light on our study with pertinent perspectives and methodological approaches in our area of research. Subsequently, the overview of previous studies paves the way for the theoretical framework, as scaffolding guiding our empirical work. Thereby, the latter will provide the chosen frameworks to investigate the concepts of diversity and inclusion in the organization. While the general overview will stay sine ira et studio, the theoretical framework will be where we "take the stage and put our feet down in order to be able to stand up for a specific perspective"' (Styhre, 2017, p.44).

2.1. The General Overview of Literature

Given our research topic setting in workforce diversity, we will first present readers with different existing literature towards diversity in the workforce, whereby we justify our perspectives on the research subject. The distinct concepts of diversity and inclusion will then follow, which explains how different researchers attempted to disentangle these terms. Lastly, we will discuss two main perspectives regarding both the positive and negative aspects of workforce diversity.

2.1.1 Diversity in the Workforce

The word "diversity" has been used in the organizational literature to describe the elements of groups or workforces (Roberson, 2006). Diversity refers to different types of demographic characteristics among the members of a group or a unit (McGrath, Berdahl, & Arrow, 1995). According to Harrison and Klein (2007), diversity is a unit-level compositional construct, which describes "the distribution of differences among the members of a unit (i.e., organization) with respect to a common attribute" (p.1). Similarly, Larkey (1996) defined diversity as the different perspectives that people from different cultural groups have, resulting from behavioral and identity differences among the group and other groups. Notwithstanding, from the management practitioners and researchers' perspectives, workforce diversity differences have a high degree of complexity, primarily when diversity is expressed within an organizational framework and when diversity occurs in organizational life (Mannix & Neale, 2005; Hicks-Clarke & Iles, 2000).

Milliken and Martins (1996) suggested characterizing diversity in terms of observable and non-observable characteristics. In this light, other researchers categorized them in primary and secondary attributes. Observable dimensions or primary attributes include legally protected characteristics from discrimination such as race, gender, ethnicity, age, gender, sexual orientation, physical abilities, ethnic heritage, and race (Roberson, 2006; Thomas & Ely, 1996; Nazarko, 2004). Meanwhile, a more comprehensive array of definitions and measurements of non-observable characteristics or secondary attributes has evolved, including cognitive, cultural, and technical dissimilarities among the employees of an organization (Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine & Thomas 2003). Further, researchers indicated that some of the underlying attributes, including socioeconomic background, work experience, organizational tenure, education, spoken language, and personality, can influence the interaction between members. (Jackson, May, & Whitney, 1995; Tsui, Egan, & O'Reilly, 1992; Griggs & Louw, 1995; Thomas & Ely, 1996). Correspondingly, diversity can explicitly represent "the varied perspectives and approaches to work that members of different identity groups bring" (Thomas & Ely, 1996, p.80).

Apart from the other scholars and practitioners, Tasheva and Hilman (2019) approached diversity in terms of diversity level and diversity sources. Notably, they argued that diversity is a “multifaceted construct representing many different forms - different levels as well as different sources” and explored the influence each source across levels has on team effectiveness (p.746). Concerning diversity level, Tasheva and Hilman (2019) proposed that the first distinct level of diversity includes diversity within the individual - personal range, and the second includes diversity on a team level. Those two levels are substitutes of the mechanisms through which diversity and their characteristics can impact team effectiveness and the desired outcomes; thus, organizations need to consider this combination to benefit for their desired outcomes. This research will focus mainly on team-level diversity, referring to a mixed blessing or a double-edged sword with both positive and negative effects (Tasheva & Hilman, 2019; Milliken & Martins, 1996; Williams & O'Reilly, 1998).

In terms of diversity's sources, Tasheva and Hilman (2019) classified diversity into three sources, constituting human capital, social capital, and demography. First, human capital indicates the knowledge, skills, abilities, and expertise of the team members (Becker, 1964). Human capital is a result of an individual's investments in special education or jobs and constitutes the experience and knowledge acquired in different functional, organizational, or educational settings. Based on these experiences, individuals form cognitive schemas that determine how they make decisions and what they notice (Johnson, Schnatterly & Hill, 2013; Fiske & Taylor, 2007). Second, social capital represents the potential and definite resources embedded in the relationships of an individual's network (Burt, 1992; Nahapiet & Ghoshal, 1998). Similarly, Coleman (1988) recommended that social capital is located in the relationships to other individuals or firms instead of each individual itself. Thus, social capital can contribute to team organizational effectiveness since it is usually scoped to reach inside and outside the organization's resources. Lastly, as our research subject is foreign employees, we will see more concern about the third source of diversity relating to demographic attributes such as gender, race, age, nationality, and ethnicities. These demographic attributes can then affect individuals' thinking and acting due to their deep roots in the early stages of human development (Tasheva & Hilman, 2019).

Furthermore, despite our focus narrowing down into ethnic diversity, we viewed the differences from this diversity as the face of cultural identities. Ely and Thomas (2001) suggested casting demographic diversity as aspects of cultural diversity to comprehend the dynamic and social construction of its meaning and consequences. This approach thus will allow us to be well-positioned to explore the role that organizational conditions might play in the relationship with the effects of diversity on the organization (Ely & Thomas, 2001). Also, with this broader term, we were able to inherit from a broader source of pre-existing studies. Cox (1993) defined cultural identities as identities that arise from the sociocultural distinctions from memberships in groups. Cultural identities usually refer to specific physical (i.e. the color of the skin), biological (i.e. genitalia), and stylistic (i.e. dress code) features. The visibility of cultural identities depends on the choices of others and whether they wish to be identified by others (Cox, 1993). In this sense, norms, values, sociocultural heritage, goal priorities, and worldview are some of the shared understandings among the members of a cultural identity group (Alderfer & Smith, 1982; Cox, 1993). In such cultural identity groups, shared meaning, communication styles, rules, languages, or even dialects become culturally linked. In the larger society, cultural identities are connected with specific power positions, which leads to some cultural identity groups being more prestigious, more powerful, and higher status than others (Roberson, 2006).

2.1.2. Managing Diversity Workforce: The Concept of Diversity and Inclusion

Shifting from the conventional approaches of diversity management merely focusing on the increase of different profiles within the organization, several organizations have started the new trend towards the concept of inclusion, emphasizing the real value of diversity (Oswick & Noon, 2014; Mehta, 2000). The surfacing of inclusion, thereby, adds a sophisticated layer to the topic of diversity management. Nevertheless, as inclusion has ordinarily been assumed to be present in the concept of diversity, there is little research that has clarified the distinction between Diversity and Inclusion (Roberson, 2006).

According to Mor Barak and Cherin (1998), inclusion refers to the extent to which individuals can fully incorporate and contribute to an organization. More specifically, inclusion is concerned with the individual's ability to have adequate resources and opportunities to impact business processes significantly. The key to differentiating diversity and inclusion is that inclusion is not only about how the organization recognizes the differences from diversity, but how these differences are effectively explored in the organization. Hence, in terms of inclusion, individuals with different backgrounds feel appreciated and valued when being an indispensable part of the organization.

Similarly, as one of the few quantitative researches about inclusion, Pelled, Ledford, and Mohrman (1999) proposed the definition of inclusion as “the degree to which an employee is accepted and treated as an insider by others in a working system” (p. 1014). Based on the previous conceptualization of inclusion from O’Hara, Beehr and Colarelli (1994), Pelled, Ledford, and Mohrman (1999) suggested three indicators of inclusion in the organization. First, decision-making power refers to the degree of employee's influence on decisions which relates to them at work; second, access to important work information referring to the degree to which the employees are well-informed about the organization's strategic plans; and third, job security referring to the degree to which the organization can grant the stable employment. Hence, this study provided more empirical insights into the construction of work inclusion.

With the overarching methodology, Roberson (2006) aimed to disentangle the meaning of diversity and inclusion in the organization. His study was first based on the qualitative methodology to explore the conceptual distinctions of diversity and inclusion, thereby creating a measure of attributes reflecting diversity and inclusion in the organization. Then, this scale was evaluated in terms of reliability and cross-validation through two further investigative studies. In his research, diversity was characterized as the spectrum of an individual's dissimilarities and similarities. Accordingly, the diversity in the organization will be reflected by the representation of a heterogeneous workforce. Whereas, inclusion transcends the organization-wide profile data, and refers to the organization configuration of systems and structures to leverage benefits and minimize problems from heterogeneity. Though his study shed light on the distinction in the concept of diversity and inclusion, he viewed these terms as correlated rather than as mutually exclusive concepts. Specifically, the attributes for diversity and inclusion converge on factors regarding fair treatment, representation of diverse groups, and management's support to diversity. Meanwhile, the outcomes of employees' involvement and learning and growth were the only attributes that differed inclusion from diversity.

2.1.3. The Effects of Diversity in Organizations

To comprehend the effects of workforce diversity through the distinct lenses of two concepts: diversity and inclusion, we will take a step back to the roots of the debates over the dichotomous results of diversity workforce on organizational effectiveness. Looking from the previous studies, the common perspectives within diversity research to understand the relationship between diversity and organization are the Information-Decision-Making perspective and Social Categorization/Identification perspective.

2.1.3.1. Information-Decision-Making Perspective

The Information-Decision-Making perspective is widely used by researchers to justify the positive effects of diversity. Under the umbrella of the same perspective, the Information-Decision-Making theory and the Integration-and-Learning theory can be found, and the reasons as to why diversity affects the organizational outcomes positively are explained further (Williams & O'Reilly, 1998).

The Information-Decision-Making theory introduced by Williams and O'Reilly (1998) advocated that groups that possess diverse compositions simultaneously have more precious resources of skills, knowledge, and information. The enrichment in groups' resources, in turn, is likely to have a positive impact on the group. Additionally, in comparison with the homogeneous groups, the heterogeneity is expected to enhance the groups' tasks by varying perspectives. (van Knippenberg, De Dreu, & Homan, 2004; Gruenfeld, Mannix, Williams, & Neale, 1996; Williams & O'Reilly, 1998). Here, the need to compromise the differences of viewpoint prompts the groups to be more comprehensive in dealing with task-relevant information (van Knippenberg, De Dreu & Homan, 2004). In the same light, Wanous and Youtz (1986) proposed that not only is the broader range of resources brought, but diversity itself helps to generate a wide array of approaches to tasks and problems. Thereby diversity stimulates productive group discussion, which consequently facilitates high-quality decisions. Diverse groups enhance organizational outcomes such as unit creativity and complex performance by enriching the supply of ideas, unique approaches, knowledge, and quality of decision-making (Williams & O'Reilly, 1998).

Similarly, Ely and Thomas (2001) introduced the Integration-and-Learning theory, which was established on cultural diversity. They referred the value of diversity to the various insights, values, skills, and personal experiences that are developed by team members as members of various cultural identity groups. The organizations benefit from this emerging variety of knowledge to redefine its business practices, strategies, markets, products, and subsequently redesign their primary tasks in a positive way (Ely & Thomas, 2001). Remarkably, organizations are getting such opportunities more often not only due to the increasing international strategic alliances but also the increased amount of immigration waves and the wide variety of immigrant's roots (Jackson & Alvarez, 1992; Essed & De Graaff, 2002). The Integration-and-Learning theory, which is similar to the Information-Decision-Making theory, embraces diversity as a resource for adaptive change and learning. Here, both theories emphasized the significant role of diversity, especially for the business fields required for people's creativity and innovation, such as the hospitality industry (Williams & O'Reilly, 1998).

2.1.3.2. Social Categorization/Identification Perspective

In contrast to the previously mentioned perspective, the Social Categorization/Identification perspective relates to the adverse effects of diversity on the organization (Williams & O'Reilly, 1998). The Social Categorization and the Similarity-Attraction theory are the two theories that can be found under this perspective, which clarified the reasons why diversity affects organizational outcomes in a negative way (Williams & O'Reilly, 1998).

The Social Categorization theory refers to the self-categorization process, where individuals classify themselves and others into social categories depending on the similarities and dissimilarities in characteristics such as personality, status, age, religion, and intellectual and physical traits (Ashforth & Mael, 1989). Stereotypes arise as a result of the people's tendency to create belongingness and value attachment to particular social categories (Tajfel, 1981; Tajfel & Turner, 2004). Consequently, the self-categorization process serves as a source of the differentiation between people from inside and outside the group. Further, positive self-identity obtained by individuals can result in privileging their group and its similar ingroup members in comparison to other groups with dissimilar outgroup members. Ashforth and Mael (1989) defined this phenomenon as an ingroup-outgroup bias which maximizes intergroup segregation. Moreover, when heterogeneity exists in groups, there is a tendency for within-unit subgroups to emerge along with inter-subgroups problematic relations (van Knippenberg, De Dreu & Homan, 2004). This leads to adverse organizational outcomes such as decreased satisfaction with the group, lower level of cohesiveness, less communication, decreased cooperation, and more conflicts (Loden & Rosener, 1991; Raaijmakers, 2008).

The Similarity-Attraction theory introduced by Byrne (1971), further elaborated on how people categorize themselves and others. For example, individuals tend to surround themselves with similar characteristics like demographic variables, values, backgrounds, and attitudes (Byrne, 1971). The mutual values and life experiences make individuals feel more desirable, positively reinforcing, and more comfortable when interacting with similar others (Williams & O'Reilly, 1998). As opposed to homogeneity, the ingroup dissimilarity might hinder the group process, reduce the group performance, lessen the positive attitudes and communication within the group, which consequently contribute to escalating the turnover rate from the group (O'Reilly, Snyder, &

Boothe, 1993; Jehn, Northcraft, & Neale, 1999). These negative consequences of employee diversity align with the Social Categorization theory. It is essential to mention that the discussed categorization processes are less likely to occur in relatively small-scale specialized organizations because smaller employee groups tend to share a shared vision and interest. In contrast, larger-scale organizations are in a more vulnerable position to the categorization process as their multiple target markets demand their workforce with various sorts of employees.

2.2. Theoretical Framework

While the overview of previous studies provided readers with a general picture on our key terms: workforce diversity, diversity, and inclusion as well as the effects of diversity, the Theoretical Framework will concentrate on two main frameworks that we have drawn upon to explore our topic. We will elaborate on Cox's six-dimension model (1991), which distinguished diversity and inclusion through the investigation of the diversity climate. Along with this model, we amalgamate the framework from Thomas and Ely (1996, 2001) to further analyze the organizational diversity perspective. Our combined approach, thereby, provided us a comprehensive insight to explore the differentiation between diversity and inclusion.

2.2.1. The Concepts of Diversity versus Inclusion Through the Investigation of Diversity Climate

Cox (1991) suggested a multifaceted model examine the organizational diversity climate, which reflects the degree of organizational diversity integration ranging from diversity to inclusion. In comparison with most scholarly and practitioner research, which mainly focused on the organization's inclusion informal processes, practices, and policies, this model, as a more comprehensive view, brings to light the informal integration of the organization. The informal integration here includes the organizational diversity integration in mentoring programs, social events, as well as informal developmental relationships. More specifically, Cox conceptualized a multifaceted model basing on perceptions of six dimensions involving the degree of acculturation, structural and informal integration, discrimination and bias, organizational identification, and intergroup conflict. As such, organizations only can reach inclusion through the establishment of a pro-diversity climate where diversity is viewed as an asset, and integration exists at full levels and in all aspects of the organization. In contrast, if the evaluation of the diversity climate indicates the organizational integration is below full in any dimension, the organization then will merely achieve the concept of diversity. Also, not only offering the encompassing picture of inclusion, but Cox's framework is also a well-cited theoretical foundation exclusively for cultural diversity (Wolfson, Kraiger & Finkelstein, 2011). Therefore, we decided to draw upon this multiple-indicator model to explore the manifestation of the concept of diversity and inclusion in our chosen organization. In the following part, we will further elaborate on each dimension of this model.

The first dimension of acculturation refers to the cultural adaptation process among different cultures, which touches on the cultural aspect of organizational integration rather than superficially the physical presence of divergent groups. In this sense, the level of acculturation ranges from assimilation, pluralism to cultural separatism. First, assimilation explains the unilateral process where the majority culture plays the central role to influence the culture of the other, resulting in the full adoption of norms and values from minority culture members to the dominant in the organization. Second, the pluralism refers to the bilateral adoption from both minority and majority culture members. Third, cultural separatism relates to the process, which appears to have the separation between dominant and minority culture as the consequence of little adaptation from both sides.

The second dimension, which refers to the organizational integration in structure, suggests to "look beyond organization-wide profile data, and examine cultural mix by function, level, and individual workgroup" (Cox, 1991, p. 36). This dimension emphasizes the representation of people from different cultural groups across levels of management, departments, and workgroups rather than merely focus on the general proportion. The skewed within levels of an organization also may increase the possibility of segregation among diverse groups.

The third dimension reflects the informal aspect of integration in the organization. This dimension then investigates the level of inclusion in outside of work activities such as break times, informal meetings, social clubs, and mentoring programs. Thereby the organization assures the minority-culture members have access to the informal networks and feel welcomed during and outside working hours.

The fourth dimension refers to the degree of discrimination and bias within the organization. Discrimination relates to either personal or institutional-related detrimental behaviors towards the members of minority groups, which can be in forms of deliberate and inadvertent actions. Meanwhile, prejudice defines the adverse attitudes against an individual based on his/her cultural group identity. Though prejudice may exist among both minority and majority-culture members, it is vital to highlight the higher decision-making power is on the majority side, which can lead to the more significant impact of the prejudice made by the majority-culture members.

The fifth dimension of organizational identification evaluates the extent to which an individual defines himself or herself as a part of the organization. Organizational identification, in turn, reflects the individual's commitment and dedication to the organization. The higher level in organizational identification, the more a member feels of belonging to the organization. The six dimensions emphasize the degree to which the tension and friction emerge among members from different cultural groups. As the dissimilarity between different demographic groups can hinder the communication and cohesiveness among these groups in the organization, it is salient to investigate the level of intergroup conflict in a diverse workforce.

2.2.2. The Concepts of Diversity versus Inclusion Through the Investigation of Diversity Perspective

Thomas and Ely (1996) advocated that the degree to which an organization incorporates diversity into its core processes and strategies determines whether organizational diversity management reaches the point of inclusion. Instead of putting the organizational diversity climate under the microscope, they focused on the organization's rationale of diversifying, which shapes the organizational diversity perspective in managing workforce diversity. They reasoned that diversification is not merely the transformation in the organization profile data but requires a tremendous change in the underlying assumption about diversity in the organization, which is driven by the reason to have diversity. Hence, to delve into the concepts of diversity and inclusion in the organization, our research will additionally examine the organizational diversity perspective from this vantage point. Specifically, they classified organizational approaches to diversity into three different paradigms, including Discrimination-and-Fairness, Access-and-Legitimacy, and

Learning-and-Effectiveness. Thereby they suggested the diversity perspective that can reap the full benefits from diversity.

The Discrimination-and-Fairness paradigm refers to the moral imperative to justify the effort of ensuring fairness and equality within the organization. This perspective chiefly focuses on providing equal opportunities in recruitment and promotion, and further on eliminating bias and discrimination. As a diverse workforce merely takes evidence of an organization's justice and fairness, diversity does not instrumentally connect to the organization's works. The organization under this paradigm is characterized by color-blind or gender-blind ideals that everyone is the same. Thus, there is no possibility for the differences from diversity compositions to be recognized and valued, in turn, for the diversity to be able to impact on the organization's effectiveness. As such, there is no link between the diversification of the workforce and the organization's practices, which shadows the potential diversity benefits. Thereby, while having insisted that everyone is the same assures the fair treatment and eliminates bias, it has backfired. From this paradigm, "[t]he staffs, one might say, gets diversified, but the work does not" (Thomas & Ely, 1996, p. 81).

The Access-and-Legitimacy paradigm creates the instrument connection between diversity and organization's work through "matching the demographics of the organization to those of critical consumer or constituent groups" (Thomas & Ely, 1996, p. 83). Here, the culturally diverse workgroup generates the organization's opportunities to gain a more diverse market. Under this paradigm, the differences from the diverse workforce have earned acceptance and celebration. The organization then creates the market segment according to its demographically diverse workforce. Hence, the members with their different backgrounds recognize their value when their differences are put in the right place. Nevertheless, when the role of workforce diversity is limited to gain benefits in the specific markets, this paradigm might be a barrier to members in these markets in incorporating in the other parts of the organization. This paradigm then is criticized as the exploitation of demographic differences' values without a profound analysis and comprehension of those values to integrate them into the organization's core work rather than only at the margins. In this sense, the celebration of a diverse workforce is not merely recognizing their differences to put them into separate pigeonholes but further attempting to understand their actual values and how they can affect the organization's mainstream works.

Having acknowledged the limitation of the dominant approaches to diversity, Thomas and Ely (1996) suggested the paradigm of learning-and-effective as the all-encompassing theme of organizational inclusion. On the one hand, the discrimination-and-fairness paradigm solely focuses on assimilation, which comes under criticism to subvert the differences in pursuing the sameness. On the other hand, the Access-and-Legitimacy paradigm overshoots in the opposite concept of differentiation to exploit differences for the expansion of the customer market. The emerging paradigm then goes beyond these limitations. Here, the learning-and-effective paradigm is the convergence of treating people equally and thoroughly comprehensive values from the differences among diverse compositions. Hence, the heterogeneity turns out a pool of valuable resources for the organization to learn and to adaptive change. Where this paradigm has taken, one can say, "[w]e are all on the same team, with our differences-not despite them" (Thomas & Ely, 1996, p.86).

Thomas and Ely's typology of organization approaches to diversity (1996), provided an acute insight to understand the distinction between diversity and inclusion. Inclusion goes beyond the conventional assumptions of sameness or differentiation perspectives about diversity. It only exists when the diverse workforce is placed at the heart of the organization's development and growth, whereby the organization only can genuinely and fully benefit from its diverse resources. Taking this result as the starting point, Ely and Thomas (2001) further discovered the meaning of different diversity perspectives on how workforce diversity can affect organizational effectiveness. Their results suggested that the diversity perspectives at first will determine the quality of intergroup relations, the degree of feeling valued and respected, and the work-related significance of cultural identity in the organization. Subsequently, these factors influence organizational effectiveness through employees' self-efficacy, the efficacy of their contribution to workgroups or organizations, or the quality of their services to the customers. Hence, the studies by Thomas and Ely (1996, 2001) highlighted that the answer to whether or under which condition, diversity can enhance or detract an organization's functioning will be based on the degree of organization's integration of diversity. Since there seemed scarce research attempts to touch on this point, these studies shed important lights for our research topic to comprehend how the extent to which organizations embrace diversity (diversity or inclusion) can articulate the mix-results of workforce diversity on the organization

2.3. Chapter Summary

In this chapter, we have embedded our research in pre-existing literature on diversity workforce, the concepts of diversity and inclusion, and the impacts of workforce diversity on the organization. First, we started with the different perspectives on workforce diversity in organizations, which mainly presented how the diverse workforce classified based on various dimensions such as visibility, personal-team level, and the sources of diversity. Due to our concentration on foreign employees, we directed our attention on demographic diversity and, more specifically of ethnic diversity as an aspect of cultural identities. Second, we defined our critical terms of diversity and inclusion as two different approaches to managing a diverse workforce. Despite the limited sources concerning inclusion because of its novelty, we attempted to bring up a considerable number of diverse perspectives that touched on the distinction of diversity and inclusion. Given our aim to find the connection between these terms with the effects of a diverse workforce, we acknowledged the importance of mentioning how previous studies explained the impacts of workforce diversity positively and negatively. Finally, after having presented readers with the overall picture of our related literature, we concentrated on articulating the key frameworks that we concretely adopted for our study. Here, we combined two frameworks to approach the concepts of diversity and inclusion in the organization (Cox, 1991; Thomas & Ely, 1996). This approach, we believed, would provide us not only a multifaceted lens to examine these terms in the empirical world but also a holistic view of these terms in the relationship with the effects of a diverse workforce.

CHAPTER 3: METHODOLOGY

In the following chapter, we will present the methodological approach that sets standards for our research to systematically explore and articulate the empirical material (Habermas,1988). At first, we take the readers through the philosophical ground, which influences and shapes our study design. Further on, we will go into more detail about our data collection and data analysis with the process and methods applied. The chapter will end with the insight of our reflexivity. The chapter will not only serve as a clear picture of methods that have been taken to achieve the research questions but also offer the scientific rationales on which they are chosen.

3.1. Research Approach

"It is hard to produce good theory if you start from the facts, and it is hard to produce good theory if you start from theory; [i]n the former case, there will be no theory; and in the latter case, the theory already exists" (Swedberg, 2012, p.7). This encouraged us to adopt the Abduction approach, which refers to the movement between the theoretical and empirical worlds (Alvesson & Kärreman, 2007). The Abductive approach addresses the inherent weaknesses of deductive and inductive approaches (Dudovskiy, 2018), thus offers a flexible form of logical inference to explore the complexity of diversity without overlooking 'surprising facts' and 'puzzles' in the real world (Bryman & Bell, 2015). Specifically, attempting to discover the concepts of diversity and inclusion in the relations with the effects of diversity within the organization, we will start with the presented theoretical frameworks about the concept of diversity and inclusion to guide us throughout our qualitative research process. The rationale of this starting point is that theories may be a better start in fields with high credibility of conceptual frameworks and deductive reasoning, such as economics (Swedberg, 2012). Subsequently, with the abductive approach in mind, we simultaneously stayed open-minded when entering the empirical world to allow the emerging insight along the way. Eventually, we will develop our analysis by imaginative articulation to get answers to the research questions.

Further on, given our aim to bring to light the actual meaning of diversity and inclusion, we attempted to seek the individual sensemaking about these concepts in the specific context of the organization. To achieve this, we adopted the qualitative method since people's perceptions cannot be articulated through numbers or statistics of a quantitative method (Rennstam & Wasterfors, 2015). This chosen tradition is further justified that only qualitative studies could allow us to challenge the superficial facts evolving around these concepts by putting ourselves in an ethnographic situation (Rennstam & Wasterfors 2015). Besides, drawing on the Literature Review, we noted that qualitative research was widely verified by previous studies (Thomas & Ely, 1996; Mor Barak & Cherin, 1998; Ely & Thomas, 2001; Roberson, 2016).

In light of the qualitative approach, the interpretive tradition is followed to govern every sphere of our research. We were convinced that it is human consciousness that defines the existing reality; this process of interpretation, in turn, reflects people's actions (Prasad, 2017). Hence, the interpretative tradition with the focus on human interpretation in constructing reality, allowed us to understand how the organizational diversity and the effects of diversity are subjectively socially constructed within the organization, as well as how people act upon their interpretations (Prasad, 2017). Furthermore, due to the sensitivity of the diversity topic, we acknowledged that the meaning might be more sunken into words. This tradition, through the embeddedness of the human lifeworld, would help us to grasp the actual meanings behind their words and reach beyond the tip of the iceberg of the organizational picture of a diverse workforce. Also, we believe that individuals' interpretation of the phenomenon might vary according to certain factors (i.e., interviewees' ethnicity or position). In this sense, the interpretative tradition would pave the way for us to capture the differences in the processes of sensemaking, whereby we explore the hidden meaning behind such realities.

3.2. Data Collection

This study aims to find empirical evidence that will lead us to formulate our understanding of how employees perceive the organizational climate, organizational diversity perspective, and the role of the diverse workforce in the organization. By being governed by qualitative research to achieve this aim, we used two different methods to collect empirical data, including interviews and observations. This combination of methods, in turn, contributed to gauge the research credibility by lessening the subjectivity and one-sided perspectives in qualitative research (Patton, 1990), which was consistent with the idea of method triangulation (Polit & Beck, 2012). We simultaneously adopted numerous techniques to guarantee our research credibility, which will be involved in how we designed our research methods as follows.

3.2.1. Interviews

Drawing on the interviewees' perceptions to gain a better understanding of our study, we acknowledged the importance of selecting the 'right' interview (Merriam, 2002; Silverman, 2016). We attempted to have a wide stance through the interviewees from different hierarchical levels (managers and line employees), departments (front line, and back-of-the-house position), as well as ethnic backgrounds (local and foreign interviewees). By doing this, we were able to portray the diversity picture of the organization with nuanced perspectives. Moreover, putting different groups of interviewees in comparison allowed us to explore, if any, contradictions among the perceptions of these groups. For instance, while the perceptions from local and foreign employees allowed us to investigate the cultural intergroup relations, the interviewees from various departments with different levels in customer interaction would provide valuable insights about the role of foreign employees in customer-employee relations. Also, we had a conversation with one former foreign employee. With the independent status, we believed that this interviewee could offer us more exciting and authentic opinions. The detailed information about the backgrounds of our interviewees will be included in the Appendix. Concerning the proper sample size, we took the concept of saturation into account (Glaser & Strauss, 1967). Here, Glaser and Strauss (1967) recommended that qualitative research will reach the point of saturation when there is no more additional perspectives or information added, despite the increase of participants, which reflects the appropriate number of interviewees. In this sense, 17 in-depth interviews were within our research scope.

In order to facilitate open discussion and explore people's lifeworld, we decided to use in-depth individual interviews. According to Kvale (1996), in-depth interviews are a useful method to understand people's points of view about themselves and the world around them. Correspondingly, Fontana and Frey (2000) described in-depth individual interviews as one of the most effective tools for understanding human beings and exploring topics in depth. Individual in-depth interviews can elicit rich information about personal experiences and perspectives (Russell, Gregory, Ploeg, DiCenso, & Guyatt, 2005). Among all the interviews, we decided to experiment with one group interview since we acknowledged that focus-group interviews could spice up our empirical data with "multiple stories and diverse experiences" through the "dynamic and interactive exchange among participants" (Brown, 1999, p. 115). Another reason was that in-group discussions could allow us to discuss and observe how interviewees interact with each other simultaneously. Nevertheless, if compared to group interviews, the in-depth interview gives the interviewees more relaxed and more eagerness to share their daily life experiences and interpretations for questions, exclusively relating to sensitive topics such as diversity. Therefore, we decided to keep the focus on in-depth individual interviews (Kaplowitz, 2000).

Considering the interview format, we applied the semi-structured interview, which refers to the collection of qualitative data through open interviews with prepared frameworks (Bryman & Bell, 2015). This format thus helped us to discover our research topic, but still give enough room for interviewees to stress the critical and exciting points. Thereby, this approach not only generated a rich understanding of the topic (Bryman & Bell, 2011) but also facilitated natural and fluid conversations between interviewers and interviewees (Styhre, 2013). Specifically, we formulated the set of key questions relating to our research intention to assure that the interviews would not be out of our orientation while encouraging the interviewees' discretion to develop their stories through asking follow-up questions. The abductive approach additionally justified our chosen method of semi-structured interviews that we were able to drill for the emerging phenomena. Furthermore, this format of interviews leaves space to respond to and act on the interviewees' reactions, expressed in language, facial expression, and body language (Clifford, Cope, Gillespie & French, 2016). The semi-structured interview is further advocated by the idea that analysts should not only concentrate on what is talked about the phenomenon but also how it is talked about (Gubrium & Holstein, 1997). During the interview, therefore, we were attentive to the interviewees' expression and their choice of words. Whereas the physical interview is beneficial to capture the valuable information from interviewees' expression and body language, we additionally conducted interviews via Skype and phone call to approach interviewees at more ease due to the current turbulent time. Further on, the semi-structured interviews can increase the credibility of the research through the application of the specific ploy of iterative questions (Shenton, 2004). The use of the follow-up questions allowed us to elicit detailed data evolving around the responses by asking for specific examples, unexpectedly returning to the previously mentioned information. Thereby, we were able to detect, if any, discrepancies and contradictions in the answers.

It is vital to mention that we managed to conduct all interviews ourselves; thus, we did not rely on the trustworthiness of a third party (Alvesson & Sköldberg, 2009). Furthermore, both participating in conducting all the interviews, our complementary backgrounds then yield fruitfully mutual connections with interviewees. As the two of us represent both genders, we noticed that all interviewees were feeling more comfortable asking questions and discussing. Notably, being international students made us more relevant to our topic research and foreign interviews. The participation of both researchers further enabled us to well-cooperate when collecting the data. Specifically, while one researcher was responsible for asking questions, the other could focus on a take-note task that was not only about the interviewees' answers but also the interviewees' body language. By doing this, we were able to apply the technique introduced by Gubrium and Holstein (1997), which refers to the role of non-verbal languages in enriching the empirical data. Most importantly, the representation of two researchers in every stage from data collection to data analysis verified the findings and enriched the data gathered with multiple perspectives about the phenomenon (Denzin, 1978).

For interviewees' comfort, we ensured that the place to conduct the interviews would be as quiet and relaxed as possible to avoid distractions and interruptions (Cohen, Manion & Morrison, 2007) and to maximize the quality of voice recording. For the physical interviews, 8 out of the ten individual interviews took place in the lounge area of the hotel and the rest 2 in the meeting hall. Indeed, the interviewees suggested conducting the interviews at the hotel, which in turn gave us more chances to spend time in the organization and thus get to know the organization much better. Additionally, conducting the interviews in the workplace, further generated the feeling of familiarity among the interviewees, thereby allowing them to provide detailed explanations and have better memory recall.

When it comes to the length of interviews, we initially aimed to conduct the interviews for 60 minutes each, however, the length of them has changed during the process undertaken and ultimately ranged from 45 to 90 minutes. The interviews via Skype were the ones with the least time spent; meanwhile, the lengthier are face-to-face interviews in which the interviewees were interested in discussing and eager to stay longer. While respecting interviewees' time and being aware of their busy schedules, we invariably ensured the interviewees' discretion to end the interviews at any time. Apart from the time frame for the interview, we also paid attention to the time before-and-after each interview. Specifically, before each interview, we met for about 20 minutes in advance in the hotel's lobby area to recap the main points of the previous interview and suggest plans for the upcoming interview. By doing this, we were simultaneously familiar with the working environment and observing how the employees work. After each interview, we discussed for another 30 minutes to summarise our thoughts, interpretations, and observations. This strategy thus facilitated the memory reinforcement, yielded useful reflections, and simultaneously ensured that our emerging ideas were captured immediately.

Lastly, all interviews were conducted in English to mitigate the potential risk of translation errors and to guarantee consistency and ease of interpretation for readers. Considering that neither interviewees nor researchers are English native speakers, the language difference might be detrimental to our research results. For instance, English proficiency could have prevented one from expressing their opinions as intended (Bryman & Bell, 2015). The language barrier also is likely to lead to the misinterpretation of research questions. To cope with this difficulty, we have been mindful of formulating our research questions so that they are as blatant and, at the same time, encouraging the interviewees to ask for clarification if they are not fully comprehending the questions.

3.2.2. Observations

Apart from the interviews, we decided to conduct observations as the second source of our empirical data. Prasad (2017) suggested that observations enable researchers to develop the "close connections with subjects and situations being studied" so that we can comprehend how the phenomenon is going on in reality (p.75). With "the advantage of [better] capturing the 'natural' setting" (Rennstam, 2007, p.50), the observation thus provided valuable insights that we might not achieve from interviewees' responses, which could have been affected by subjective factors. For instance, they might have avoided the negative answers or have been afraid of managers' watching eyes. By doing observations, we further eliminated the potential risk of biased information. Additionally, being simultaneously conducted with interviews, the observation was utilized to cross-check our findings as well as further set the ground for the interviews. Creatively, due to the typical characteristics of the organization with customer service activities, we not only conducted our observations by engaging in the organization as insiders (Gill & Johnson, 2002) but also devised a new way of observing through the lenses of outsiders by being customers.

More specifically, our observations started even before getting the actual permission to conduct the research when we have been at the organization as guests in the main restaurant. This partly contributed to our initial interest in the organization. The pre-observation happened around two months before the assigned enrolled date of this master thesis. From the eye of the customers, this early step allowed us to have a distinct stance on observing the organization's actual work. In service industries, "they [the organizations] emphasize sensitivity to diversity in dealing with their clients" (Beckett & Dungee-Anderson, 1998; McNeely, 1992 in Barak 2008, p. 248), we thus were especially interested in how the organization copes with the relationships between foreign employees and customers. In this light, we aimed to capture foreign employees' interactions with their customers and their colleagues. We paid attention to how the foreign employees are assigned to serve certain types of customers, how the local and foreign employees collaborate to do their services, or how managers handle the problems, if any, related to the foreign employees with the customers. Notably, we spotted that the number of foreign employees in this department, or more particularly the main restaurant, is relatively peripheral. After all, we believed that this opportunity of observation gave us valuable insights into the research subject, which we might not achieve from the official observation in the role of researchers. In official observation, it appeared to be inevitable that the employees could have shown what they expected us to see even though we attempted to be 'fly on the wall' during official observation so that we could observe reality as such. Also, the preliminary observation familiarized us with the organization even before officially entering the organization, thereby stressing our genuine interest in the organization when approaching to get permission. As proposed by Lincoln and Guba (1985), this also facilitated the development of engagement with the organizational culture, thereby building up trust in investigator - interviewees - organization relationship. Last but not least, this observation also served as a valuable foundation for us to develop our subsequent investigation in the organization.

When we later got permission to conduct the research, we started official observations aiming at foreign employees' behavioral interaction with their colleagues and customers and their job roles inside the hotel's premises. Some of the observed departments were the main restaurant, the staff cafeteria, the hotel's five floors - housekeeping, and the kitchen. Having chosen different departments enabled us to diversify our lenses of observing the research subject, thus enriching our empirical data. The observations were conducted over four working days at intervals - 8 hours each, two during mornings, and two during the evening. This designation of observations allowed time to reflect on the observed data and furthered the latter observation, which in turn facilitated the process of reflexivity. During the observations, one of the authors discreetly noted down the most critical and useful incidents which emerged around the foreign employees' behavioral interactions in their internal and external relationship such as colleagues, subordinates, supervisors, managers, and customers. We spent time with employees during their working hours and played the role of insiders to be involved in the informal time during lunch and break times. By observing informal interaction, we were able to reach beyond the surface of the diversity picture of the organization, thereby adding to the picture with deeper layers from outside of working hours. Considering confidentiality, we ensured to inform all the participants with the purpose of the observation and the presence of observers.

3.3. Data Analysis

In order to analyze the empirical data, we transcribed the recordings of interviews along with our notes about interviewees' nonverbal languages right after every interview to assure all the details captured. Though being assisted with an automatic transcribe software, we did not step out of this process but re-examine manually every single transcript. When all the recording transcriptions were completed, we began the analysis process. According to Rennstam and Wasterfors (2015), we simultaneously stayed creative and systematic in approaching the qualitative material. Furthermore, we stayed being reflexive by invariably challenging the interpretation of each other when engaging in the empirical data (Alvesson, 2003). With the creative, reflexive, and systematic mind, we managed the empirical data through sorting and coding. We started to sort the data by applying the technique of Ryan and Bernard (2003), which proposed the search for the similarities and dissimilarities of the data. Subsequently, we continued to code the data through Strauss and Corbin's three-step model (1998), and with the technical support of Nvivo 12, which is a qualitative data analysis software. This software allowed us to effortlessly systematize and structure our data and execute many levels of analysis.

In light of Strauss and Corbin (1998, p.101), the coding process is defined as "the analytical processes through which data are fractured, conceptualized, and integrated to form theory". They then propose the coding model, including three stages, from open coding, axial coding to selective coding. First, open coding means "the analytical process through which concepts are identified, and their properties and dimensions are discovered in data" (Strauss & Corbin, 1998, p.101). Accordingly, we identified key concepts from interviewees' quotes such as organizational diversity climate, organizational diversity perspective, and foreign employees' differences. Second, axial coding denotes the analyst's process creating the sub-categories under the umbrella of the key concepts identified in the previous stage. For instance, we established sub-themes, including the informal integration and the structural integration for the theme of the organizational diversity climate. Similarly, we had language differences and cultural differences under the theme of foreign employees' differences. Finally, we took the empirical data into the third stage of selective coding, referring to "the process of integrating and refining the theory" (Strauss & Corbin, 1998, p. 143). Specifically, we sought to bridge the data and theory to establish the relationship between empirical data and theoretical frameworks. Nevertheless, in the attempt to solidify this linkage, we remained critical and skeptical to search for the clashes or mysteries between theories and empirical data (Alvesson & Kärreman, 2007). Ultimately, after having been through the iterative process of examining and grouping, the qualitative materials turn into our key findings serving as the foundation to reach closer to our research questions.

Last but not least, in order to capture the plentiful aspects of the interviewees' lifeworld, we did not merely base our interpretation on what is explicitly expressed by the interviewees but attempted to reach beyond the surface meaning of texts the interviews (Kvale & Brinkmann, 2015). In this sense, we simultaneously applied the so-called method of Whats and Hows to not only focus on the content but also how the content is presented by the interviewees when interpreting the data. This method was applied throughout the data collection process, and subsequently, the data analysis. Thereby, we further our insights into the interviewees' perceptions (Gubrium & Holstein, 1997).

Further on, we analyzed the data based on the comparison between these different groups of interviewees in the effort to explore the significance of these heterogeneities.

3.4. Self-Reflexivity

Considering the quality of our research, we committed that reflexivity must be a part of our duty to reveal how our involvement can influence our research practice. We acknowledged that skewness and bias in research are inevitable, but as Malterud (2001) recommended: "[p]preconceptions are not the same as bias unless the researcher fails to mention them" (p. 484). Therefore, this part will elaborate on our reflexivity note, which we consider the most indispensable aspect to gauge the research quality.

At every step of our research process, we have always kept in mind that the researcher's positionality does not extricate from the research process, and thus as researchers, we are an integral part of the social world we study (Palaganas, Sanchez, Molintas & Caricativo, 2017). Reflexivity then requires self-consciousness (Lambert, Jomeen & McSherry, 2010) through a continuous introspection on the researcher's subjectivity in the research process (Parahoo, 2006). As recommended by Malterud (2001):

> "[a] researcher's background and position will affect what they choose to investigate, the angle of investigation, the methods judged most adequate for this purpose, the findings considered most appropriate, and the framing and communication of conclusions" (p. 438 - 484).

In this light, we self-reflected on our social background and position. We, as authors, come from different backgrounds, which bounded us by various experiences of working with diversity. First, one of the authors has directly involved in the picture of hospitality's diversity through long experience in the European hospitality industry. This partly explained our particular interest in the hospitality industry. The development of our research orientation is more or less inspired by what this author self-experienced. Whereas an insider's standpoint is an advantage for us to have a pragmatic approach to the research topic, it might let us into a trap of our pre assumptions and overlook other potential aspects of the topic. With regards to the data collection, on the one hand, being personally familiar with the research subjects benefited us to in-depth investigate the organization at more ease instead of merely scratching on the surface. For example, the interviewees appeared to be more open and franker when recognizing that one of us is an insider industry. This further helped us comprehend interviewees' opinions effortlessly, especially in terms of professional terms and languages. On the flip side, the eyes of an insider are prone to a degree of subjectivity since the interpretation of interviewees' responses might inevitably be affected by the preconceptions from the author's previous experiences. Also, we were aware of the possibility of situations where the author turns out to be stuck in past experiences and consequently disregard data that does not conform to the author's bias. Hence, it was advantageous for us when the other author is an outsider industry. The dissimilarity in our background then becomes an ideal complementary that helps us to keep the balancing insight. Here, we were challenged in making our diversities a source of complementary perspectives, yielding a more profound and broader understanding of the research than as a threat to research bias.

Second, our ethnic background as international students in Sweden equally needed to be taken into account for potential subjectivity. As our research target is foreign employees, our background again resulted in a mutual connection with our participants, which can be considered as a double-edged sword for our research. In the shoes of foreigners, we were initially able to be genuinely empathetic with foreign employees, then encourage them to reveal more authentic stories. In this instance, it is vital to be aware that the influence process between researchers and participants is reciprocal (Jootun, McGhee & Marland, 2009). This means that not only we as researchers could affect what was voiced during the interviews, but also the foreign interviewees themselves could have an influence on us, which can lead to prejudices towards foreign employees in our interpretation of empirical data. As suggested by Tracy (2010, p.842) that "self-reflexive researchers examine their impact on the scene and note others' reactions to them", we have been attentive to how our positionality may have either impacted or been impacted on/by the voice of interviewees (Jootun, McGhee & Marland, 2009). It is essential to mention that we also noticed the possibility of reciprocal influence in the interviews with local employees though this did not stem from the mutual background. Here, the local employees could have deliberately avoided their judgments relating to foreigners when they were discussing with us who are foreigners.

Overall, reflexivity allowed us not only to understand the relationship between the researcher and participants' impact but also to appreciate all involvement in this very study. We acknowledged that researchers decide the filters through which researchers are working (Lather, 2004), which influences the research at all points in the research process (Hesse-Biber, 2007). Therefore, we upheld the rules in our practice, including being critical, reflexive concerning what we heard, wrote, and interpreted. We persistently stayed cautious about how far we can make sense of interviewees' responses and experiences so that we were able to get as close as possible to what they are expressing and their representation (Palaganas, Sanchez, Molintas & Caricativo, 2017).

3.5. Ethical Considerations

To guarantee rectitude, we adhered to an ethical stance, ensuring that any ethical discipline is unaffected through the following initiatives (Erikson, 1967). In the opening moment, we gained the verbal consent from each interviewee and provided them with a brief introduction of the authors, the research, and its intentions. Besides, we acknowledged the importance of stressing our independent status to omit the surrounding factors that might influence the interviewees' response, such as the feeling of insecurity due to the fear of losing credibility with the manager (Fontana & Frey, 2000; Shenton, 2004). Furthermore, we invariably stressed the participants' rights to join and withdraw from the research at any point. Also, the interviewees are encouraged to have a frank discussion as there are no right answers to the questions, and the primary purpose is purely gaining perspectives about the topic. After the completion of each interview, participants were asked whether they would like to receive the findings of the study after its completion, and also if they wish to give us any personal contact details (e.g. email or social media profiles) to keep in touch for further research. Most importantly, the name of the hospitality institution, the interviewees' names, and the observed people are anonymized and renamed due to ethical considerations presented in the data collection method. Consistently following these initiatives, we were satisfied that this research conforms with ethical guidelines.

3.6. Chapter Summary

Concerning methodological aspects, we first introduced our research approach, which was inspired by the so-called Abductive approach referring to the back-and-forth movement between the theoretical and practical world. Given that our studied topic was concerned with individual social constructions, we developed qualitative research coupled with interpretative tradition to shed light on our research to enter the empirical world. In this sense, we attempted to comprehend the empirical data through embeddedness in people's lifeworld. More specifically, we conducted interviews and observations as significant sources to collect data in our chosen case. During the data collection, we invariably kept in mind the participants' confidentiality and voluntariness as ethical considerations. Additionally, we paid attention to the quality of data conducted to design the appropriate processes and methods which can maximize the comprehensiveness, richness, nuance as well as credibility of data collected. This chapter subsequently followed with the data analysis, where we presented our method and process undertaken to manage the data by sorting and coding. While the process of sorting based on the technique of seeking dissimilarities and similarities, the data subsequently went through three stages of coding, including open coding, axial coding, and selective coding. Throughout the process, we highlighted the self-reflexivity and self-awareness of our subjectivity.

CHAPTER 4: ANALYSIS

In light of theoretical and methodological underpinnings, the analysis part following will expose readers to the world of empirical data where we lay the ground to answer our research questions. Structured from general to specific, we will initially portray the picture of the organization's background to further the readers' understanding of where our topic is investigated. Subsequently, to comprehend the distinction between diversity and inclusion in managing diversity, we have drawn upon the presented theoretical frameworks to discover the manifestation of these concepts through the organizational diversity climate and organizational diversity perspective. To achieve this, we sought out how employees explicitly and implicitly perceived their organizational diversity climate and also the rationale of working with foreign employees. Ultimately, we will introduce the readers to employees' perceptions about the dissimilarities that foreign employees bring to the organization, which helps to unfold how the differentiation of these concepts can link to the impacts of workforce diversity on the organization.

4.1. Outline of Analysis

In order to shed light on our argument, we are going to use the method of Excerpt- Commentary-Unit (Emerson, Fretz & Shaw, 1995) to frame the empirical material into four elements: the analytical point, the orientation, the empirical excerpt, and the analytical comment. At first, we will briefly communicate what we want to say as our analytical point. After that, the orientation serves as an introduction to the empirical excerpt. The empirical facts will then be presented along with the analytical comments. Lastly, we will unfold the point and fill it with meaning concerning other observations and related theories. Styhre (2014) recommended that in such a presentation of the empirical data, the research should allow the readers to play the modest witness by preventing too much intervention in terms of suggestions, comments, statements, utterances on how certain events could be understood in the specific setting. However, we believed that the complete segregation between the empirical data and our reflections might obstruct readers' train of thoughts. Precisely, they have to move back-and-forth between the empirical section and interpretation section to make sense of their interconnections. Hence, we attempt to keep the balance between the role of guider and presenter by taking the readers through empirical data with our analytical comments but still leave the room for readers' interpretations.

4.2. Case Context

The Elysium Hotel is a 100-year-old Swedish hotel. With its rich history, the Elysium is viewed as the city icon and reflects the characteristics of a typical Swedish organization in hospitality. More specifically, the Elysium is a traditional middle-scale organization constituting a total of 300 employees, with 70% of them being foreigners coming from different parts of the world (e.g. Asia, the Middle East, Africa, Australia, and various countries in Europe). At the Elysium, the foreign employees are assigned to various departments, but nearly all at the back-of-the-house positions. They are employed as both permanent and contract employees with different types of contracts such as full-time, part-time, and seasonal employment. Here, most of them are directly recruited by the organization and start with part-time contracts. The Elysium proudly portrays itself as the convergence of Swedish traditional and cosmopolitan image with its diverse workforce (Mara). Talking about its diversity climate, the Elysium follows the idea of "celebrating diversity every day and in every situation, because this is what hospitality is doing" (Mara).

4.3. The Rationale of Having Foreign Employees at the Elysium

As Thomas and Ely (1996) suggested, the organizational diversity perspective manifests the extent to which the organization integrates its workforce diversity, ranging from diversity to inclusion. The diversity perspective not only is explicitly reflected in formal policies, but more importantly, underneath people's assumptions about the rationale of diversification. Hence, with the theoretical framework in mind, we set out to explore the rationale behind organizational efforts to diversify their workforce, in particular, having foreign employees. To bring a variety of perspectives to the study, we sought perceptions from different levels of the organization, including managers and line employees.

4.3.1. The Paradox of Managers' Perspectives

As the human resource manager, Mara gave the overall reason for the organizational diversity picture. She stressed the importance of having a multicultural workforce because it portrays the 'cosmopolitan' image for the organization, which aligns with the diverse customer base.

> We are currently becoming a more and more multicultural organization as our guests are international. Having multicultural staff or foreign employees then is something positive, it makes our organization more cosmopolitan

In the same line with Mara, Inger, who is one of the department supervisors, indicated her reasons regarding her foreign employees:

> It is required to have foreign employees in such an organization. It is good when they have different norms that we might learn from them ... they are able to speak different languages to communicate and interact with the guests who are coming from all around the world.

The above illustrations from Mara and Inger evinced the organizational emphasis on recruiting employees with different backgrounds. They believed that the more employees from different backgrounds, the more opportunities for the development of new ideas of services and ways of working in the organization. Furthermore, foreign employees can build relationships with foreign customers based on similar ethnic backgrounds.

Paradoxically, in comparison to what Mara and Inger stated above, Olof expressed a different view of having a diverse workforce:

> The thing is, when we employ foreign employees, we continually need to teach them some basic things so that they can adapt to the hotel. This probably requires a long time and effort. But not many locals are interested in working in this industry, so we need to look for the alternatives out of the country.

From Olof's illustration, it is the local labor shortage that gave the reason to expand their recruitment market to other countries, which means employing foreign employees even though being aware of their unfamiliarity with the local culture. He further explained that the recruitment of foreign employees would result in continuous on-the-job training, which is a time-consuming and long-lasting procedure.

Correspondingly, Peg expressed his view on the reason for employing a diverse workforce: "I believe that each country should employ its citizens first and if they have shortcomings, then they should employ foreigners". Having agreed that the shortcomings as the main organizational purpose of employing foreign employees, he reasoned that "the local employees have the complete picture of the country". At this point, Peg was in line with Olof to connote that foreign employees need to spend much time in the host country to be aware of the norms and traditions. This perspective was similarly noted from other supervisors' responses that they acknowledged the need for foreign employees in the workforce, but they mostly viewed it as the alternative for recruitment and attached importance to local employees.

The paradox was created when the rationale of having foreign employees varied amongst interviewees in the managerial positions. On the one hand, Mara and Inger supported the idea of diversification in the workforce by the instrumental links between foreign employees and the organization' s works such as learning from them or enhancing the relationship with its customers. On the other hand, some supervisors pointed out the necessity of local employees due to their national attachment. This perspective gave the impression that the organization is employing foreign employees as a solution for labor shortages rather than truly benefited from it.

4.3.2. The Ambiguity of Employees' Perspectives

The inconsistency was again noted amongst how line-employees perceive the rationale of having workforce diversity. While the managers expressed relatively unequivocal perspectives, the employees' perspectives presented ambiguous messages. Ironically, while most of the employees expressed the significance of having a diverse workforce, they were uncertain and confused about the reason behind it.

Some of the employees indicated that they were unclear about the organizational purpose but perceived this top-down decision as what they need to follow unquestioningly. For instance, Evelin stressed that "I don't know [why the hotel has a diverse workforce], but it is not necessary to know the reason, we just need to acknowledge to respect everyone here". More interestingly, due to no reason being given, this question seemingly raised foreign employees' doubts about their value for the organization. Dimitra, half-joking, responded: "I do not know why Swedish people can speak both Swedish and English, they do not necessarily need to have foreign employees".

The other perspective noted was that the increased number of foreign employees is simply the reflection of current society. Anna's response was an example of this view: "We need to have people from different backgrounds as Sweden is a mixed bowl of different people". Similarly, Berna stated that "I think it helps a lot that this city is international, so you are going to find people from everywhere, people here are getting used to [having foreign employees]". Their quotes showcased that external pressure is the reason for having a diverse workforce in the organization. This perspective then implied the inevitability of diversifying as the organization's response to contemporary society.

Overall, we saw the irreconcilable perceptions of having foreign employees not only within the groups of managers and employees but also between these groups. While the managers' responses reflected the contradictions, there appeared to be confusion and ambiguity among employees' perceptions. Here, the incompatibility across different levels of hierarchies might hint at the lack of communication about the organization's purpose to pursue diversity. This situation could further insinuate the absence of contribution from the diverse compositions in the organization, reasoning why the employees did not see any connection between diversity and the organization's works.

4.4. Diversity Climate Construction at the Elysium

As presented in the Literature Review, we applied Cox's six-conditional model (1991) as a complementary investigation to explore the concepts of diversity and inclusion in the organization. These concepts can be exposed through the evaluation of the degree to which the organization integrates diversity, which is reflected in the organizational diversity climate. Notably, Cox (1991) proposed that diversity climate is multifaceted, so we attempted to go deep into different aspects of organizational integration rather than merely scratching on the surface and accepting the initial positive aspects of the diversity picture in the organization.

4.4.1. Diversity Philosophy: Openness, Support, and Respect

The following quote refers to how Berna perceived the diversity climate in the organization:

> The hotel employs people from different places, and students from different countries to work as casual staff. Some of them are coming from the USA, England, Australia, Afghanistan, Poland, China, South America, Peru. Everybody here is very kind. We have fun together.

From her illustration, Berna expressed the 'openness' of the organization when it comes to hiring people from all over the world. She further emphasized the open climate when referring to casual staff who are international students without any related previous work experience in this industry. This quote gave the impression of the organizational diversity climate, which welcomes people from different backgrounds regardless of ethnicity, working experience, and age. It is remarkable to mention her excitement when she mentioned that they are having fun together. This expression might further suggest the increased number of diverse groups, in turn, generated employees' positive feelings about the organizational climate.

In a similar vein, Line highlighted 'support' as an unwritten rule related to the diversity climate in the organization:

> We are an international hotel with lots of international co-workers. I know, some of them may have problems. That is why you have to support your colleagues, and this is what I am actually trying to do all the time, for the good of all of us and the organization.

Line underlined that the foreign employees make the organization the multinational working environment. She especially acknowledged the foreign employees' difficulty when working in a new and different cultural environment, which possibly put them in trouble. Hence, she believed that supporting foreign employees is the key to establishing a good diversity climate, which is not only for the sake of employees themselves but also for the organization.

The rule of support was additionally manifested through how employees perceived the incident when non-Swedish speaking employees served local guests. It has been noticed that some of the local guests expressed their disappointment and dissatisfaction when they were being served by staff who cannot speak the local language. Nevertheless, most of the local interviewees stated that foreign employees should not be blamed for this situation if they can provide good services. For example, Line indicated that "If the person who serves is a good worker, can offer good service and has knowledge about the food and beverages, his or her place of origin it does not matter at all". She further reasoned that problems in customer service are an inevitable matter as "not only in the workplace but also in society, you will always meet people who create troubles for everything". Here, the rule of support among local and foreign employees was highlighted to cultivate the working environment that mitigating and excluding potential discrimination. Most interviewees showed that Swedish-speaking employees are always willing to switch with foreign employees if they get into trouble. Costa expressed, "When I see Swedish guests who are really rude and do not want to speak English, I always call my Swedish friends, and they deal with the situation, this is how we help each other here". Thereby, he implied the organizational diversity climate that encourages everyone to help and collaborate. Phrases such as 'work together', 'help each other', and 'get help' are repeatedly presented in all of the interviewees, which highlighted the organization's attempts to promote a supportive environment for their diverse workforce.

Besides, respect as the other organization philosophy of diversity was particularly stressed by Line:

> We always try not to put our employees into situations where they may feel uncomfortable because they do not speak Swedish with guests. People who disrespect are not allowed here. We make sure that everyone is aware that no one is allowed to treat someone else unkindly.

Along with her choice of words including 'disrespect' and 'are not allowed', her illustration underlined the importance of this rule for everyone to keep in mind when working with the guests and with each other. She furthered stated that they assign the Swedish-speaking staff to serve the local guests not for satisfying the guests, but not to leave foreign employees to feel disrespected in such a discrimination situation. Even though the incident is likely to trigger bias attached to foreign employees, the employees take a strong stance against pushing on foreign employees' shoulders all the responsibilities.

Again, the significance of respect in the organizational diversity climate was accentuated from managerial perspectives. Inger expressed her view to maintain a diverse climate in her team:

> Respect for each other is essential for my team, and I am proud when I am achieving it. From the very first meeting, I explained to my team members that we greet each other with his/her name as everyone is a human being. They could have been your sister or your brother or any other relative who for some reason is in another country

Inger strived to create and maintain an organizational climate in which there is no space for disrespect among the members of her team, and everyone should see each other as who they are. Her emphasis on this philosophy was apparent in her comment '[f]rom the very first meeting', connoting that her first and foremost priority is the creation of an organizational climate with respect. Also, she used the analogy of family members to facilitate the awareness and sensitivity of diversity when working with foreign employees. From the analogy of brother or sister to characterize foreign employees, she aimed to achieve a respectful behavioral climate where people respect each other as to how they respect their family.

Consistently, the diversity climate with respect was visible in one of our observations, reflecting in the relationships between managers and foreign employees. Notably, while we had an interview with Berna and Anna, their supervisor came and greeted them by elbow bumping. They then laughed at how they needed to greet in this unusual way due to the current situation (COVID-19 Pandemic). Notably, we sensed that during their interaction, the employees' attitudes and behavior remained comfortable and candid regardless of their supervisor presence. Interestingly, even though the supervisor came to question a complaint he got from Anna's guests, the atmosphere appeared to be like a discussion between friends. This evidence reinforced the organizational diversity climate, which is guided by respect but not job position.

Subsequently, the diversity climate fostered the foreign employee's attachment and commitment to the organization. This was explicit when Evelin expressed her view on the organizational diversity climate: "I love to be here and work, I feel like home; Actually, I feel happier when I am at work, more than being at home; I feel very satisfied in this workplace!". Here, her illustration was coupled with her choice of words like 'satisfied', 'love', 'happy' accentuated her satisfaction with the organization. Most importantly, while on the face-to-face interview, we perceived her authentic excitement in her facial expressions when she referred to the organization as her home. For her, working at the Elysium makes her feel at home, as an immediate family. Here, her analogy with 'home' and the organization, additionally elucidated that the organizational climate generated her feeling of belonging to the organization. Interestingly, the attachment with the organization as 'feel like home' was again apparent in Elena's illustration. She similarly analogized her commitment to the organization with the feeling of meeting her grandmother: "Every time I come to work it is like meeting with my grandmother, I have a lovely feeling, an attachment". Having stated the organizational diversity climate with respect and support, she further explained her emotional attachment with the organization that gave her the feeling of closeness like being with her grandmother.

In sum, deriving from the employees' sensemaking of the organizational diversity climate, one can imply that the basic rules in personal relationships and in-group behaviors are fundamental to the construction of the organizational climate. Openness, support, and respect are the indispensable values encapsulating the organizational diversity climate. Thereby, the organizational diversity climate facilitated awareness and sensitivity of diversity among the employees and eliminated prejudices and disadvantages not only throughout the organization but also with external audiences. Furthermore, this diversity climate, in turn, catalyzed the feeling of belonging and commitment among foreign employees. Thus, foreign employees perceived themselves as part of a big family.

4.4.2. The Structural Integration of Diversity

Despite the bright aspects of organizational philosophy, we sought deeper into other aspects of organizational integration. This section will explore the organizational structural integration of foreign employees. As aforementioned, the organization has achieved a multinational environment with numerous foreign employees. However, we observed that the distribution of foreign employees is skewed across departments in the organization. Evident in our observations that most of the foreign employees work in back-of-the-house positions such as housekeeping and maintenance, where the employees rarely interact with the guests. This is consistent with Peg's illustration:

> For the back of the house positions, like the housekeeping and the maintenance departments, you can have foreign employees because they will not have direct contact with the guests. At the reception or in the restaurant, the employees will spend a lot of time with the guests, so it is better to have locals, and they need to be A-class employees.

Peg implied that foreign employees should be allocated in back-of-the-house positions where they are not required to have frequent interaction with the customers. He gave an example of the housekeeping and maintenance employees who rarely have direct interaction with customers. He further stressed that the recruitment for the departments entailing direct interaction with the guests like the reception and the service personnel should be a careful selection with 'A-class employees'. Hence, he gave preference to local employees who "are aware of their country, they can talk about their history, nearby attractions, and can generally suggest different things to guests".

In a similar vein, Inger hinted at the suitable proportion of foreign employees in the organization when she said that "if the 20% are foreigners, that would be okay, but if 70% or 80% are foreigners, then you lose a lot". At this point, she acknowledged that it is a typical characteristic of the hospitality industry to have foreign employees. However, she focused on the percentages of foreign employees that if the organization does not have the proper representation of foreign employees, this can raise potential threats on organizational identity and communication. This perception is consistent with the other two supervisors "It is not a problem to work with foreign employees, the problem is to work with a lot of foreign employees, then you lose a lot of things" (Olof) and "It is always important to have a balance" (Mara).

Additionally, George emphasized his perspective regarding the representation of foreign employees on the levels of management. He implied the significant role of managers in the construction of organizational identification; thus, it is salient to have the locals in the managerial position to maintain the nationality-congruence of the organization.

> It is important to have local managers because they are deciding, and then they give the instructions to the line employees, this is how it should be. ... if we were having foreign managers who are giving most of the instructions and ideas that they had back to their countries, then the hotel would have been transformed into another hotel.

All in all, the above responses from the interviewees, who all worked many years in the organization and held supervisory positions, expressed critical perspectives regarding the organizational structural integration of foreign employees. They mainly highlighted the importance of appropriate allocation for local and foreign employees across different departments and levels. At this point, the degree to which they have interactions with customers should be the key to decide the positions for foreign employees. There appears to have a concern about the foreign employees' comprehension of host culture in comparison with local employees. Further on, they implied that the proportion of foreign employees in the organization should be carefully considered as it might threaten the predominance of the organizational identification, which is historically characterized by the host culture. This situation implied that despite the organization's effort to employ a considerable number of foreign employees, the skewed integration of foreign employees across functions and levels within the organization continues to exist.

4.4.3. The Informal Integration of Diversity

While the philosophy of diversity has generated the formal integration of foreign employees in the organization, the concern was raised to the aspects of informal networks and activities. According to Cox (1991), informal integration involves a set of informal relationships made outside of regular working hours, social activities, and mentoring programs in the organization. In our case, some efforts have been noticed from the interviewees' quotations that the organization initiates cross-cultural mentoring programs targeting the foreign employees on the onboarding process. The foreign employees mostly highlighted that the mentoring programs smoothed their transitions into the organization. The mentoring programs thereby have been seen as a supportive helping hand for their adaption to the Swedish culture. Evelin especially expressed her satisfaction while talking about her Swedish mentors: "I was so lucky to work with them; I learned a lot from their way of working and also, a lot of interesting and useful things about Swedish culture".

Noticeably, some foreign employees used the term 'Swedish parties' to delineate the organizational social activities (e.g. staff coffee breaks, staff parties) in which Swedish is the main language spoken. These activities then gave the rise of feeling ostracized for foreign employees who cannot understand Swedish. For example, Massi sarcastically questioned that "we do not know what they are talking about, so do we need to attend those kinds of activities?". Here, the social activities deviated from the intention to bond the multicultural workforce together, instead inadvertently creating boundaries between 'Swedish and the rest'. Costa's quotations that "they can talk to each other in Swedish and we [foreign employees] will speak English between us", further hinted at the 'us versus them' mentality within the organization. The 'Swedish parties' thus cast doubt on the organizational efforts to include the foreign employees informally and begged the question of whether this situation might be a sign of language-based exclusion. We will further discuss the idea of language-based exclusion in the latter section 4.4.4.

Apart from employees' social activities, the organization furthered its effort in informal integration by gathering employees in the same room for spending their break times. Specifically, the organization intended that all the employees, regardless of ethnicity, can spend their break time together, which expectedly results in forming close ties among them. Nevertheless, it appeared to be impractical to merely put everyone in the same room and hope that the connection will come as a consequence. The perspectives from both locals and foreign employees, then we are on the same page that the organizational initiative again seems to be superficial. The employees, indeed, do not acknowledge the purpose of cross-culture bonding time. Several reasons were illustrated from the following interviewees.

> Berna: [The colleagues we are sharing lunch with] every time it is different; I do not really think with whom I will sit next to; and anyways, you do not have much time to spend in the break room, you run down to eat and then run up again.

> Soula: People from other countries are open, we [Swedish] do not want to talk and tell funny things, sometimes we do not even like discussing topics that we are not interested in.

The absence of informal relationship development from this initiative was again evident through our observation. Specifically, in the break room, we could notice the separated groups of Swedish and English-speaking employees. The intergroup interaction was hardly observed since employees tended to gather with those who speak the same language. Notably, we were allowed to participate in such times, not only in the role of observers but also as 'insiders. Therefore, we attempted to approach an employee who seemed to distance himself from the other groups. We later knew that he is a foreign employee working at the housekeeping department. During our small talk, he shared with us that "I prefer having my lunch alone, and of course it is better than surrounding myself with strangers and strange languages". The atmosphere in the break room gave us the impression of disconnection among groups of employees. This situation thus implied that despite sitting in the same room, there appeared to be an invisible boundary between local and foreign employees. The organization's intention for creating the same break room to promote the quality of intergroup relations thus seemed to have backfired. Here, the insufficient sensitivity to diversity and the superficial effort in developing informal relationships inadvertently sharpens the organization's division and raises the barrier for foreign employees to be included in the organization.

4.4.4. Institutionalized Exclusion Based on Spoken Language

In the previous section, the foreign employees have stressed the usage of the local language (Swedish) in most of the events while there are several non-Swedish speaking employees. This situation then raised doubt on the possibility of implicit exclusion in the organization. As Kulkarni and Sommer (2015) suggested, the predominance of organizational lingua franca may lead to subtle exclusion. We thus especially scrutinized situations revolving around the use of local language to explore whether there is the language-based exclusion in the organization.

The empirical data showed that the local language somehow is a tacitly perceived requirement for foreign employees to be fully included in the organization. The necessity of local language was visible in Anna's quotation that:

> Most of the meetings are in Swedish, but they [Swedish-speaking employees] can explain to you after the meeting if you want to know something more; but again, every important information is in Swedish.

Correspondingly, Berna's illustration, along with her choice of word 'stuck', further accentuated the concern of being restricted due to the local language's inability. Hence, even though there is no official rule for local language proficiency, its usage in formal and informal activities in the organization somewhat compelled foreign employees to acquire this language.

> We really need to learn at least some [Swedish] day by day; I think nobody wants to get stuck in the basics [of Swedish language]. After all, we are working in Sweden, in a Swedish place.

Moreover, the language-based exclusion was manifested when the local language proficiency is covertly considered as indicators of competence. The quotes below from Magda stressed how she struggled to train the foreign employees due to their local language inability.

> One female employee when she started working, she did not know any Swedish and just a little bit of English. It was really horrible for me because she could not understand me, so we created a training plan to be easily understood, like a program for children. The simple program with the list of the procedures that she needs to follow. Sometimes my decisions are hard when it comes to language.

Magda described the situation as a 'horrible' experience and analogized the teaching of foreign employees with teaching for children. Here, seeing the foreign employees as children who have limited capacity to acquire professional knowledge and only absorb simple information, she inadvertently attributed the foreign employees' competence to their language proficiency. This example was consistent with the study suggesting that an employee's linguistic ability in organizational lingua franca can be associated with negative perceptions of his/her competency (Achugar & Pessoa, 2009). In the same line with Berna's opinion, Massi, a foreign employee, further perceived the necessity of local language to get promotion in the organization. Specifically, he contended that the linguistic ability might exclude them from the important organizational process by saying that "to get a higher position, you obviously need to know Swedish".

Overall, we saw the supremacy of the local language turned out to be institutionalized exclusion based on language usage, which consequently triggered the feeling of being perpetuated and hamper the sense of fairness and justice. Thereby, this situation can signal the failure of the organization's effort to formally implement fair procedures to cultivate the diversity climate and promote authentic inclusion. This argument goes in line with the research of Kulkarni and Sommer (2015), which underlined the negative relationship between language-based exclusion and perceptions of equalitarian processes in the organization.

4.4.5. Unconscious Stereotypes

Following the preceding discussion on the 'dark' sides of the diversity picture, this section reflected on the possibility of discrimination and bias within the organization. When discussing the experience with foreign employees, we spotted some situations where the interviewees unconsciously based on ethnic characteristics to explain foreign employees' behaviors and attitudes. For example, Magda mentioned 'funny' misunderstandings when supervising some foreign employees. She here assumed that the cause for these misunderstandings is the cultural differences.

> Men in Morocco do not take orders from women. If a man gives the order, it is okay, but if a woman gives the order, they do not accept it. I had a guy from Morocco, and I had a problem with this.
>
> I had a problem with one employee from Cameroon; he did not understand when his women colleagues were behaving politely with him. He was thinking that this was flirting! But we are nice to each other here in Sweden; it does not mean that we are interested in something more!

Correspondingly, Soula referred to the situation when her foreign co-workers did not understand her but were afraid of asking for clarification as a problem from cultural differences. She further explained that their reluctance to ask for something is one of their cultural traits, which was in contrast with the Swedish culture. She then contented that the problem occurred cause these co-workers could not understand the Swedish culture. At this point, she drew a clear line between the Swedish and foreign cultures to justify her perception.

> It might be difficult for people from Syria to say: I do not understand because they are taught to shut up, but here [in Sweden] they get to say whatever they are supposed to say. It is kind of difficult for them to understand that we, Swedes, want the people to talk.

A similar situation was again spotted from Rita's illustration. She interpreted the unusual behavior from foreign employees as 'a foreign thing'. This example then displayed how her perception of an individual's behaviors was affected by their ethnic background. Her assumption then unconsciously neglected the individual differences but focused on ethnicity differences instead.

> Sometimes we have really big dinners, and then some of the foreign people start to bring away everything from the tables ... that does not seem really nice to the guests that are still sitting; I think that is a foreign thing actually.

The above illustrations signaled the existence of unconscious stereotypes when interviews inadvertently blamed culture for misbehaviors or misunderstandings. We argued that these perceptions might fall into the trap of overgeneralization as they overlooked individual differences, which also can lead to divergence in interpretations or actions. Hence, the specific behaviors or attitudes from foreign employees might not necessarily stem from cultural differences but individual differences instead. Beardwell and Thompson (2017), as well as Kirton and Greene (2005), further explained that assumptions about people's attitudes based on demographic characteristics could be considered stereotype threats as people might depend on their assumptions as a lazy shortcut when making decisions.

4.5. The Effects of the Diverse Workforce

The above investigation of organization diversity management enabled us to explore how the organization has perceived and managed its diverse workforce. Continuing the foregoing, this section will seek to understand how diversity has influenced the organization. In order to understand the diversity effects in the organization, it is vital to dive in-depth into employees' perceptions about differences from the organization's diverse workforce. As presented in the Literature Review, the diverse workforce is seen as the pool of differences that can turn out as either 'resources' or 'problems. Thus, in the following part, we will present how employees perceive discernible divergences in languages and perspectives from foreign employees.

4.5.1. The Effects of Language Differences on Organizational Collaboration

Having employees from different countries, organizations can be seen as an amalgam of languages. Thus, language difference is the key theme that is brought up in almost all of the interviews. We will look into the local employee's perspective at first. At this point, we saw that while the local employee's perceptions vary among different individuals, they mainly cast language differences as the obstacle for internal communication and collaboration.

The following interviewees stressed the problems created when they struggled to communicate with foreign employees due to the language barrier. The quotations will present different perceived problems that the employees have noticed through their working experience.

> Line: Different languages spoken between us could be a huge problem. Especially in the restaurant and the hotel business where you need to work very fast, you cannot discuss too long with an individual for one matter.

> Rita: Sometimes it is stressful when you have to explain everything in another language, and time-consuming. We do not have time to talk, actually. You just solve the problem by yourself, and then you just run to your next task.

Here, Line and Rita faced situations when language differences became a 'huge problem' in collaboration because the time pressure restrained them from discussing or explaining to foreign employees. When time pressure is a typical characteristic of the hospitality industry, language differences apparently led to the disruption in their working and the cost of their time to collaborate with people who do not speak the same language. Having considered working with language barriers as a time-consuming task, they had to prioritize their work and prefer dealing with the work by themselves rather than collaboration.

In a similar vein, Soula highlighted the extra-time and energy needed to work with non-Swedish speakers, resulting in disrupted collaboration. She described her experience with the repeated word 'difficult' when she worked with co-workers who cannot fully understand her. Language differences then resulted in a lack of understanding between her and foreign colleagues. Consequently, they could not collaborate since the foreign employees could not follow her task allocation. For her, speaking different languages among employees is 'the most difficult' to handle.

> Once I asked a foreign colleague if she could vacuum the floor while I would do something else, and she said yes, but she did not understand what I wanted, and she just simply walked away. It is the most difficult for me to work with someone who even cannot understand me.

The above quotes reflected how language differences not only hindered the organization's collaboration but also limited the contribution of foreign employees. Specifically, the cost of extra time and energy for collaboration with foreign employees became a barrier for both sides. The local employees tended to do the tasks by themselves to cope with the time pressure, which at the same time meant that the foreign employees lost their chances to be involved in the works. Thereby, the potential of exclusion can be increased as the foreign employees might not feel valued and marginalized while the local employees might inadvertently mark their foreign co-workers as less competent.

4.5.2. The Effects of Language Difference on Intergroup Relation

Continuing the discussion on local employee's perception of language differences, this section will elaborate on how they perceived the effect of these differences on intergroup relations.

> Rita: I think they [foreigners] tend to talk more to each other as they like to talk the same language between them. Although, when we are in a bigger group, we all speak a common language, English.

> Cristina: It is really difficult to work with foreign employees. I believe that many of them work as units. ... sometimes it could be the language that might distance foreign employees from locals, specifically when we cannot really digest what exactly they want to transfer to us.

Here, the language difference is equally perceived as a source of segregating the workforce. Some of the interviewees stated that language might serve as the basis for employees to self-categorize themselves to the different groups. Specifically, they contended that foreign employees tend to identify themselves with their native-language groups and thereby deliberately or inadvertently segregate the organization based on linguistic identity. This situation can be further explained by the Social-Categorization theory (Ashforth & Mael, 1989) referring to the self-categorization process that individuals cement their identity as belonging to a specific group based on certain characteristics. Moreover, the studies by Maass (1999) and Miller (2000) suggested that the language difference is likely to create boundaries among employees speaking different languages. In our case, the interviewees noticed the separation occurring between a group of local and foreign employees.

As a result, the perceptions about language-based communities might cast doubts amongst employees and solidify group boundaries, which consequently led to adverse outcomes for the organization such as negative attitudes (Jehn, Northcraft, & Neale, 1999; O'Reilly, Snyder, & Boothe, 1993; Riordan & Shore, 1997). The negative feeling was evident in Cristina's response that the language difference was perceived as 'distance' between foreign and local employees. Hence, it builds-up the belief about informal 'units' in the organization, which leaves her being ostracized and then hampers her trust for foreign employees. The awareness of group boundaries is more explicit in her use of pronouns 'we' to position herself as representative of the local employees and separate herself from 'they', which referred to foreign employees. Having drawn a line between local and foreign groups, in turn, makes it 'the most difficult' for her to collaborate with foreign employees.

4.5.3. The Self-View of Language Differences from the Foreign Employees

Following the discussion on language differences, this section will approach the language difference through the lenses of foreign employees to explore how their perceptions might differ from the local employees. From the foreign employees' perspective, language differences were not seen as the obstruction for internal collaboration when English has chosen to be the mutual language to communicate among employees. They further attempted to learn the local language so that they can overcome the language barrier. We sensed that foreign employees with the will to assimilate into the organization seem to be more acceptable about language differences. The quotes below were examples for this perspective:

> Costa: I did not have any difficulties, maybe because I speak English, and everyone here in Sweden can speak English with you.

> Evelin: [language to communicate] It is English. I know some Swedish words because some employees do not speak English, so I tried to communicate with them. So the first time when I am not used to it, maybe I did not understand. But later when I am used to talking with them, I can understand what they say, and they understand me.

> Massi: We communicate in English. Some small talks in Swedish like, 'Hi, how are you' is fine, but apart from that it is mostly in English. We also have deep conversations with colleagues, of course. The language barrier is not a problem.

Further on, while the local employees mostly identified the language difference with problems, the foreign employees stated a more positive perspective, and see the variety of languages as chances to enhance the quality of customer service. This idea was visible in Berna's quotes bellow:

> They [Spanish people] feel so happy when I speak to them in Spanish. Because you know, most of them do not speak the English language well. So, when I tell them that I am also from Spain, we can speak Spanish, they feel relieved.

Berna mentioned the experience when her native language helped to accelerate customer satisfaction, exclusively some customers who have limited English proficiency. She raised her voice and emphasized the sentence, 'they are so happy', along with stimulating a sigh of relief to illustrate the guests' expression when being served by staff who can speak the same native language. Thereby, she highlighted her contribution and expressed her pleasure when her difference is valued.

Correspondingly, Anna also referred to her co-worker, who builds up good relationships with customers based on the mutual native language. Here, the language ability of the foreign employee leveraged the connection to the customers at more ease. She further emphasized the advantage of having foreign employees in her department that their linguistic ability can be utilized to improve their service. Hence, if these differences can be put in the right place, they would turn out beneficial. This idea implied how the organization could value and celebrate the differences from their multinational workforce and leverage the positive diversity effects.

> Anna: One colleague of ours, Christalla, is coming from Germany, and I can see her many times to spend time talking with our German guests in their own language and be very close to each other...Besides, almost all the famous wines and champagnes are imported from France and Italy; thus, it would be good to have French and Italian employees, who can speak and explain to all the guests about the origins of the products and can make our job done easily.

In sum, viewing the topic from both sides, it appeared to be a discrepancy regarding perceptions of language differences between the local and foreign employees. While the local employees raised more concerns about having people speaking different languages can disrupt collaborations and sharpen the employees' divisions, the foreign employees underscored the role of English as the bridge linking employees from different countries. They seemed to have more willingness to learn the language to be included in the organization. Besides, foreign employees suggested looking at the language difference as an organizational asset to benefit. The disparities in two groups gave the impression that while the organization may attempt to promote a diverse workforce, it might fail to recognize and highlight the value of their diversity compositions. Therefore, people perceived that they have to conform and handle the differences to minimize the negative consequences rather than appreciate diversity and maximize advantages.

4.5.4. The Perspective Differences from Foreign Employees

Apart from the impacts of language differences, the question of diversity effects then shifts to whether the organization can practically take advantage of the possession of diverse perspectives, working styles, and insights from workforce diversity. This section will then continue to discover how interviewees perceived the differences in perspectives from foreign employees.

Reviewing the general responses, interviewees stated that the organization is receptive to the new ideas from everyone. The managers mostly underlined that they are always willing to listen to their subordinates, and the line employees simultaneously described their managers with an open attitude to their feedback or ideas. For example, Magda indicated that "We always listen; It is really good when we have employees from different backgrounds because they can teach us".

Nevertheless, when being asked for the specific contribution from the foreign employees, we observed the hesitation and pausing in their responses. While none of the local employees interviewed could give their examples, the question left the foreign employees feeling puzzled, and most of them admitted that they do not know what and how their differences might contribute to the organization. For example, Massi contended that the lack of real actions to implement and materialize the new ideas raised his doubts about whether the organization will value his new ideas.

His use of the analogy 'a knife with two blades' insinuated that only being willing to listen to new ideas does not mean the same as being receptive to new ideas, which leaves him feeling demotivated for contribution.

> It is like a knife with two blades, they [managers] are listening to what we want to say, but we do not see them taking any action. They totally agree with what we suggest, but they do not work too much on them.

Further on, despite acknowledging that the different perspectives from foreign employees might facilitate new ideas to the organization, the managers implied their reluctance to adopt those ideas. They mostly showed their emphatical belief in the current high standard procedures, which is verified by the organization's reputation and then cast doubt on the appropriateness and interoperability of the way of working from foreign employees.

> Andres: In this hotel, the fork and knife have a specific position on the table. Some foreign employees say that back in their countries, they did not put them like this and like that. The thing is that they are working in another place, another country, so they need to follow the procedures of the host country.

> Peg: It is very rare to employ a foreigner who can bring something better than those we already have. Some ways of working could be effectively worked in their home countries, not here. When you are here, you are here.

In line with the above opinion, Inger expressed that she could consider adopting 'small' suggestions from the foreign employees, but she always has to keep in mind the need to follow the standard procedure in the organization.

> Inger: The hotel has certain standards, which the employees need to follow and maintain, we cannot implement everything they [foreign employees] suggest. But of course, small suggestions are more likely to be implemented rather than bigger ones.

Overall, the above responses generally gave the impression that the organization was hesitant to adopt the new ideas which stem from the different working styles of foreign employees. They brought the high standards of the organization, which have been anchored in its vibrant history to justify their doubts about the suitability of 'foreign' ways of working. Here, one might say that the organization's long-standing reputation has been stamping a strong imprint on every aspect of it, which perhaps leads to its low level of receptivity to heterogeneity from foreign employees. We further believed that the above illustrations have so far indicated the absence of authentic efforts to fully integrate foreign employees into the organization's decision-making process so that they possibly raise their influence. Therefore, it is likely to discourage diversity compositions from celebrating and bringing their differences to the organization. In other words, when the minorities are expected to conform to the dominant organizational culture, the value of diverse demographic groups are enshrouded. This situation, in turn, might take away the chances to embrace the actual value of the diverse workforce.

CHAPTER 5: DISCUSSION

In this chapter, the theoretical framework and empirical data are drawn together to answer our research questions. Notably, we will recapitulate our reflections from the analysis of empirical data to underpin our arguments below. The continuous back-and-forth movement between the theoretical propositions and empirical demonstrations will substantiate our statements (Styhre, 2013).

5.1 Diversity or Inclusion

The synthesis of the theoretical and empirical world provided us with a profound picture of organizational diversity. From the multifaceted investigation of the organizational diversity perspective and organizational diversity climate, we can identify the organization's diversity approach with the concept of diversity rather than inclusion. In this sense, we saw that the organization had taken further steps in managing a diverse workforce more than merely increasing the numbers of different identity groups. Nevertheless, diversity still has not unleashed its indeed and full potential power. To elucidate our proposition, we draw upon the two theoretical frameworks as presented in the Literature Review to showcase and discuss our results from the analysis.

5.1.1. The Investigation of Organization Diversity Perspectives

Deriving from the study of Thomas and Ely (1996), we saw the paradox of the organizational diversity perspective through the people's inconsistent perceptions concerning the rationale of having foreign employees in the organization. The three different perspectives that Thomas and Ely (1996) proposed concerning the organizational diversity perspective includes the Discrimination-and-Fairness perspective, the Access-and-Legitimacy perspective, and the Learning-and-Effectiveness perspective. While all three perspectives were nearly expressed in the interviewees' responses, we argued that the organization case appeared to be more proximal to the Discrimination-and-Fairness perspective.

The Access-and-Legitimacy perspective was evident through some of the managers' justification for having foreign employees as a means to approach a more diverse customer market. Having acknowledged the customers' internationalization, these managers believed that an ethnically diverse workforce is the best reflection of the changing customers' demand and the organization's response to this new environment. They reasoned that foreign employees could build better relationships with customers based on mutual ethnic backgrounds. According to Ely and Thomas (1996), mirroring this perspective is the attempt to allocate employees with their demographic difference to correspond with the demographic segmentations. Paradoxically, the allocation of foreign employees in the case organization was mostly in the back-of-the-house positions in which the direct and frequent interaction with customers are rare. From this, we saw that the organization did not truly create opportunities for foreign employees to develop connections to diverse customer markets. At this point, the organization's reality showed contradictions with the managers' statements.

Also, it has been noticed in the empirical data that the foreign employees are expected to be a source for the organization's learning and adaptive change. Thereby, this organization's perspective can be defined as the Learning-and-Effectiveness perspective where diversity is valued as a pool of various resources (Thomas & Ely, 1996). However, the alignment between the manager's expectations and the organizational practices was again absent. Indeed, the low representation of foreign employees in core works somewhat restricted them from imposing any of their differences on the organization. We later explored that the long-standing organizational reputation has set its inherent standard in cement, which made it relatively disinclined to adopt new ideas. Here, we argued that the organization had not achieved the Learning-and-Effectiveness perspective due to corresponding insufficient practices to facilitate the organizational learning process as well as enable foreign employees to have significant influences.

Apart from the above perspectives, we noticed from the interviews another perspective that foreign employees are used as an alternative source to cover the shortage of local employees. We argued that this perspective is more down-to-earth and consistent with the organization's reality. The typical labor demand of the hospitality industry additionally reinforced our argument. As such, the common reason for having foreign employees in the hospitality industry is to cope with seasonality and fluctuating demands (Baumn, 2012) and the low willingness of local employees in particular employment (Hughes, 1992). Also, this perspective can explain the skewed distribution of foreign employees across levels and departments. The back-of-the-house departments were examples of the departmental concentration of foreign employees. Accordingly, the diversity climate constructed with openness, support, and respect, is not more than a moral justification. At this point, we saw that the organization followed those rules to prevent discrimination, mainly because it is perceived as wrong, both legally and morally (Thomas & Ely, 1996). Besides, as noted previously, there is no instrumental link between the diverse workforce and the organization's work that was spotted in the organization. Hence, based on the three perspectives of Ely and Thomas (1996), we argued that the organization is closest to the Discrimination-and-Fairness Perspective.

Lastly, the clash of diversity perspective was again recognized between the views of managers and employees and among employees themselves. There were ambiguous and inconsistent responses recorded from employees in terms of the rationale for diversifying. The empirical data gave the impression that the employees were uncertain and confused about the organization's purpose behind its diverse workforce. Perhaps, they simply perceived that diversity is meant to happen rather than genuinely comprehend its meaning. On the one side, one might say that the lack of organizational communication is the reason for this confusion and ambiguity. In this light, since the organization failed to communicate and highlight its purposes for diversification to employees consistently, the role of foreign employees has remained equivocal. This inadequacy of communication, in turn, might cast doubt on the affirmative and authentic effort of the organization for diversity integration. On the other hand, this situation might reflect the organizational reality that there is no beneficial connection between diversity and the organization's work. This view then is consistent with the idea of the Discrimination-and-Fairness perspective in the organization. Therefore, the employees cannot see the potential values of diversity to spur a leap on the organization's effectiveness, but instead a moral justification.

5.1.2. The Investigation of Organizational Diversity Climate

Following the discussion on the diversity perspective, this section will further the investigation of diversity and inclusion through the aspect of organization diversity climate. The examination of the diversity climate evinced that the organizational integration of foreign employees generally has achieved a considerable level in many aspects. The organizational philosophy of diversity:

openness, support, and respect have so far catalyzed the foreign employee's commitment to the organization. The openness of the organizational workforce with people from diverse backgrounds made foreign employees feel more welcomed in the organization. Also, being treated with support and respect, they further developed their attachment to the organization, which was apparent in their statement: 'feeling like home'. Thus, most of the foreign employees showed their satisfaction with the organizational diversity climate. This data can be referred to as the dimension of organizational identification in Cox's framework (1991), which examines the degree of organizational integration in diversity through the feeling of belonging, and commitment of members who are diverse compositions. At this point, we argued that the organization reached a substantial level in this dimension.

Besides, the organization further attempted to include more foreign employees in the organizational structure with the increased number of foreign employees within different departments. However, the managers' perspectives about the allocation of foreign employees reinforced the fact that the representation of foreign employees is low in front-line positions and at the management level. This data substantiated the existence of skewness between the local and foreign employees across functions and levels in the organization. Hence, as Cox (1991) suggested focusing on the representation of foreign employees across levels of management and departments rather than the general proportion, we identified that the organization featured partial structural integration. Here, the partial integration in organizational structure reflected the restrictions on the foreign employees' involvement in core decision-making processes and their contribution to redefining standards and other procedures in the organization.

Further on, the problem of imbalance integration in key core positions hinted at the assimilation approach in terms of organizational acculturation. As suggested by Cox (1991), the assimilation approach describes the unilateral process of cultural adaptation when the minority culture has no influence but to adapt to the dominant culture. Evident in the empirical data was the idea that the allocation of foreign employees should maintain control to preserve the host culture identification. The managers thus paid much attention to the appropriate number of foreign employees in the organization, especially in managerial roles. They perceived that these positions would have important influences on all processes and standards in the organization, and more importantly, the organizational identity. At this point, their perceptions implied the expectation that the host culture will take the helm of the organizational culture.

Also, the organization endeavored to achieve some integration of foreign employees in the formal network by organizing social activities and facilitating intergroup interaction during break times. Nevertheless, the empirical data showed that the organizational efforts turned out backfired. Notably, foreign employees created the ironic term 'Swedish party' to insinuate the social gatherings which were held in the local language despite numerous non-Swedish speaking employees. These social activities then sharpened the segregation rather than uniting groups of local and foreign employees. Another failed effort in the organization's informal inclusion was the initiative of gathering all employees in the same break room to break the barrier between groups but ended up separating them as they tended to gather with their cultural groups. Here, we perceived these situations as results of superficial organizational efforts and lack of sensitivity to workforce diversity. The organization failed to assure that foreign employees have access he informal networks and feel welcomed during and outside working hours. We then argued that the organization only reached a low degree in the informal integration dimension of the organization, which refers to the level of inclusion outside of work activities according to Cox's measurement (1991),

Furthermore, while the organization is seemingly close to the free-bias environment with its constructed philosophy of diversity, the data displayed the existence of unconscious stereotypes. At this point, we acknowledged that due to the sensitivity of the topic, the respondents might avoid expressing, if any, discriminative emotions or feelings. Also, it will be challenging to investigate the existence of either prejudice or stereotype as they are cognitive phenomena (Cox, 1991). Taking these assumptions as of the starting point, we perceived the need for scrutiny of all ethnic-related situations. In our case, we noticed that the over-generalized perceptions regarding foreign employees still occurred, which possibly signals of unconscious bias. This situation was evident when some of the local employees and managers attributed foreign employees' behaviors to their ethnic backgrounds and interpreted the problems with foreign employees stemming from the cultural differences. Thus, we argued that either making assumptions for foreign employee's actions based on their ethnicity or blaming cultural differences for misbehavior could be seen as implicit prejudice.

Moreover, we argued that language-based exclusions equally signalized institutionalized discrimination in the organization. The data showcased that the over-predominance of local language occurred not only in informal but also formal events in the organization. Thereby, this situation implied that foreign employees could be fully included only when they acquire the local language. Further, the linguistic ability of foreign employees was somewhat associated with their competence. This ability was also perceived as a barrier for foreign employees to get promotions in the organization. As a result, these language-based incidents left the foreign employees feeling being put at a disadvantage. From this, we saw that the bias and discrimination continue unconsciously and institutionally in the organization. One might say that interpreting these incidents as any form of cultural discrimination is overcomplicated and over-sensitive. We, however, believed that failing to notice them would over-simplify the complexity of the cognitive phenomena. Hence, we considered these events to argue that the language-based exclusion, along with the unconscious bias, reflected that organization had not reached a completely unbiased environment. Based on Cox (1991), this equally means that the organization has not achieved the full level of discrimination and bias elimination when the personal or institutional-related detrimental behaviors towards the members of minority groups still exist.

In sum, deriving from the evaluation of organization diversity climate based on Cox's model (1991), the concept of diversity can best describe the organization's approach to managing its diverse workforce. As suggested by Cox (1991), this concept was manifested in our case by the organization's efforts to recruit a substantial number of people from different cultural backgrounds and consider including these people in the organization. Accordingly, the organization took further steps to integrate foreign employees into the organizational structure and informal networks as well as substantially reduce the discrimination and prejudices. Subsequently, the marked achievements in establishing a diversity climate in the organization created considerable identification with the organization among minority-group employees. Notwithstanding, the lack of foreign employees in managerial and front-line positions then reflected the problem of skewed integration across functions and levels in the organization. Moreover, the organizational efforts in informal integration and free-bias environment still were limited due to the organization's oversimplification of diversity matters. Hence, we argued that the organization had not achieved the concepts of inclusion to establish a pro-diversity climate where integration exists at full levels and in all aspects of the organization.

5.2. The Interrelation of the Diversity Perspective and Diversity Climate

Drawing upon the examination of the organizational diversity perspective (Thomas & Ely, 1996) and organizational diversity climate (Cox, 1991), we discovered the interrelation between these discourses. We argued that the diversity perspective influences how the organization establishes its diverse climate with congruent processes and practices. In other words, the organizational diversity climate is the mirror of the organizational diversity perspective. This relationship is encapsulated in the concepts of diversity or inclusion, whereby elucidate the results of workforce diversity.

In the case organization, having seen the diverse workforce through the lenses of the Discrimination-and-Fairness perspective, the organization viewed foreign employees as neither the learning sources for adaptive changes nor a means to gain access for specific markets. Accordingly, the organizational diversity climate established did not aim to facilitate the integration of the various resources from foreign employees into processes and business practices. For instance, the organizational structure, as our research has shown, put the foreign employees on the margin in the structure that circumscribed their impact on the organizational core works. Additionally, the reflection of the diversity perspective in the diversity climate is noticed through the assimilation approach in organization acculturation. Foreign employees expected to conform to the dominant culture rather than bring their cultural differences for the bilateral adaptation. On the bright side, under the Discrimination-and-Fairness perspective, the organization correspondingly carved out the diversity climate based on the rule of openness, support, and respect to achieve fairness and justice, which is the underlying of this perspective (Thomas & Ely, 1996). Similarly, the low degree of conscious prejudices and discrimination in the organization, as we have demonstrated, was the sequential reflection of this perspective. Overall, we could amalgamate the diversity perspective of Thomas and Ely (1996) with the six-factor conceptual model of Cox (1991) as the all-encompassing framework to evaluate the concepts of diversity and inclusion. In the case organization, the organizational diversity approach was encapsulated in the concept of diversity. This concept was manifested in the causality from the organizational perspective of Discrimination-and-Fairness to organizational climate with a limited degree of integration in different aspects. This causal process subsequently shaped how the workforce diversity can impact on the organization, whether it will be perceived as positive or negative.

5.3. The Effects of Foreign Employees on the Organization

From the empirical data, we saw that the foreign employees were mostly viewed as deficiencies in need of remediation rather than an organizational asset for learning and exploring. Concerning how workforce diversity can have positive influences on the organization, the Information-Decision-Making perspective suggested that the variance in the organization's workforce enriches the organization's resources with the various perspectives, skills, insights, knowledge, and information (Williams & O'Reilly, 1998). However, in the research case, the organization's Discrimination-and-Fairness perspective corresponded with its diversity climate, hinderer the pool of resources from the foreign employees being integrated into the organization. Hence, the language differences from the foreign employees could not be explored as an organizational advantage either to connect with more diverse customers or to provide better service at positions where the foreign languages can be beneficial. For instance, the Italian or French employees could have maximized the potential of their language when working at the bars where most of the products are originally from France or Italy. Also, this difference can turn out the potential for an organization's competitive advantage when foreign employees can reach a more multinational customer market, which is advocated by Thomas and Ely (1996). Apart from the language difference, their perspective differences in working styles also were devalued and marginalized. As a consequence, having lacked confidence and being ambiguous about the cultural values, the foreign employees appeared to feel discouraged and powerless to express and contribute their differences to bear on their works. This situation thus can refer to the decrease in the meaning and significance of cultural identity at work, as suggested by Ely and Thomas (2001).

Further on, we spotted that while the potential benefits of diversity were overlooked, the interviewees mostly concentrated on its negative sides. The diversity here heightened the internal tensions in the organization. Specifically, deriving from the Social Categorization/Identification perspective (Williams & O'Reilly, 1998), workforce diversity can be detrimental to the organization due to the social categorization process. In this sense, the heterogeneity serves as the basis for people to classify themselves and other people. Consistently, in our case, the employees in the organization classified themselves and others into the groups based on ethnicity, in particular of the language spoken. This situation was specifically manifested when the local employees doubted the existence of language-based groups within the organization, which sharpened the groups' divisions (Ashforth & Mael, 1989; Maass, 1999 and Miller 2000) and triggered skepticism amongst one another (Jehn, Northcraft, & Neale, 1999; O'Reilly, Snyder, & Boothe, 1993; Riordan & Shore, 1997). At this point, we saw that the differences from foreign employees possibly hampered the quality of intergroup relations. Besides, Maznevski (1994) proposed that the dissimilarities might appear to be challenging to understand and accept by the people from the different groups. Accordingly, the language differences from the foreign employees turned out to be a barrier to internal communication and collaboration (Loden & Rosener, 1991; Raaijmakers, 2008), which led to less frequent communication and decreased cooperation. This proposition was visible when the local interviewees implied that they sometimes struggled and had to put the extra efforts to cope with the language barrier. Consequently, they gradually lose the desire to collaborate with foreign employees but work individually instead.

CHAPTER 6: CONCLUSION

Our research aimed to develop a comprehensive understanding of the distinction between diversity and inclusion, thereby exploring their relationship with the effects of diversity in organizations. In this light, we set out to investigate the organizational diversity perspective and organizational diversity climate in connection with diversity effects. In light of qualitative research, we collected empirical data with the main focus on semi-structured interviews. The interpretative tradition then inspired us to make sense of the empirical world. In order to present how and to what extent we fulfilled our research aims and answered our research questions, this chapter will first return to our questions by recapitulating our main findings drawn from our discussion. Thereby, we will further present our theoretical and practical implications. Finally, this chapter will end with research limitations and suggestions for future research.

6.1. Main findings

We first evaluated the organizational diversity climate based on Thomas and Ely (1996). The overall theme of organization diversity picture fell into the Discrimination-and-Fairness perspective, which mirrored the concept of diversity. This perspective reflected on the construction of an organizational diversity climate that merely achieved fair and equal treatment for foreign employees rather than fully integrating their differences into the organization. Adding a more nuanced to the proposed rationales of diversification from Thomas and Ely (1996), the representation of foreign employees in the research organization notably served as the solution for a shortage of local employees. This perspective was consistent with the traditional reason for workforce diversity in the hospitality industry (Baum, 2012; Hughes, 1992). The absence of instrumental links between the organization's mainstream works and the distinct dissimilarities from foreign employees impeded the development of diversity to the inclusion stage.

Second, the contradictions of diversity perspective were identified not only within the groups of managers and employees but also between these groups. Though some of the managers appeared to use the Learning-and-Effectiveness perspective and Access-and-Legitimate perspective to justify diversification, the construction of organizational climate was incongruent with these perspectives. Instead, only the Discrimination-and-Fairness perspective could explain how the organizational climate was constructed in practice. Having examined the diversity perspective from perceptions of employees, we additionally found the ambiguous and uncertain messages from employees' responses. Here, the uncertainty and confusion revolved around the diversity perspective underlined the need for consistency between diversity perspective and diversity climate within the organization. By doing so, the organization can create a shared perception about diversity and its role in the organization so that the cultural diversity can reach its positive outcomes (Chatman, Polzer, Barsade & Neale, 1998; Jehn, Northcraft & Neale, 1999).

Third, we combined the conceptual model of Cox (1991) to examine the organizational diversity climate further. This model then allowed us to explore hidden aspects of the diversity picture in the organization, making the distinction between diversity and inclusion in terms of organizational climate. The organizational diversity climate was initially portrayed with bright colors of openness, support, and respect. These fundamental philosophies of diversity subsequently assured foreign employees of an inclusive workplace where they are welcomed as well as treated equally and respectfully. This result gave the first impression of the organization's significant achievements in managing its diverse workforce. Interestingly, the deeper layers of the picture revealed that the organization's attempts did not go far enough to construct a truly inclusive culture. Despite employing people from different backgrounds, the organization appeared to focus solely on the increased number rather than the significance of its diverse workforce. This situation was manifested by the skewed of foreign employees across levels and functions, the lack of authentic efforts in the informal integration, signs of implicit discrimination, the imaginary boundaries among local and foreign employees, and the predominant influence of the local culture. Thereby, this situation reflected the blurred line between diversity and inclusion. That diversity is about 'the number of people', while inclusion requires further and authentic steps to make 'this number of people' become an indispensable part and a real asset of the organizations.

Fourth, the investigation of the organizational diversity climate further unfolded the possibility of potential exclusion when the organization was not aware of the distinction between diversity and inclusion (Prasad, 2001). The organization thus oversimplified the complexity of diversity when merely focusing on 'put everyone in the same bowl' and assumed the inclusion would happen by default. This flawed assumption led to the ignorance of the potential exclusion-related situations, subsequent with superficial efforts, and the lack of diversity sensitivity in managing diversity. Consequently, the organization's initiatives were backfired when even sharpening the divisions within the organization. This situation rang a warning bell for the organization '[has] a diverse workforce but the corporate culture that stifles inclusion' (Peters, 2019, p.9).

Lastly, the findings of the organizational diversity climate and diversity perspective similarly encapsulated the organizational diversity approach in the concept of diversity rather than inclusion. Further, we discovered the interrelationship between these discourses. We thus proposed to amalgamate the framework of Cox (1991) and Thomas and Ely (1996) to illustrate the causal relationship between the organizational diversity perspective and organization diversity climate. Thereby we explained how people perceived the differences from the diverse workforce, in particular, foreign employees, only in a negative manner. Under the paradigm of Discrimination-and-Fairness, the constructed diversity climate circumscribed foreign employees from bringing their actual values to the organization. Therefore, this undermined the potential positive effects of the foreign employees in enriching the organizational resources with the varied perspectives, insights, knowledge, and information (Ely & Thomas, 2001; Williams & O'Reilly, 1998). Indeed, the dissimilarities of foreign employees were perceived as a barrier for communication and collaboration (Loden & Rosener, 1991; Raaijmakers, 2008), an imaginary boundary segregating local and foreign employees (Ashforth & Mael, 1989; Maass, 1999 and Miller 2000). The divisions within the organization further hindered trust amongst groups of employees (Jehn, Northcraft, & Neale, 1999; O'Reilly, Snyder, & Boothe, 1993; Riordan & Shore, 1997). Thereby, the heterogeneity in the workforce came at the expense of the intergroup relation's quality. Here, the role of diversity yet remained as the deficiencies for remediation but not the organization's asset to celebrate instead. Consequently, the organization could not unleash the real power of its diverse workforce.

All in all, the findings provided us a holistic view to comprehend the distinction between the concepts of diversity and inclusion, which is reflected in the organization's diversity perspective and diversity climate. The interrelation between diversity perspective and diversity climate further articulated how the diversity impacts on the organization, thereby connecting the concept of diversity and inclusion to the effects of workforce diversity. Based on our findings, we can conclude that we achieved our research aims and answered our research questions.

6.2. Theoretical Contribution

As presented in the Introduction, the concept of inclusion has surfaced as the new trend in the field of diversity, adding more complexity to the topic area (Beardwell & Thompson, 2017). While the idea of inclusion has been ignored due to the overlapping with the concepts of diversity (Beardwell & Thompson, 2017), some scholars set out drawing the line between these terms (Peters, 2019). Nevertheless, the scarcity of research concerning this movement has begged for the question of whether it is merely a change of word (Linnehan & Konrad, 1999). Our research contributed to the void of this topic by providing in-depth insights into the distinction between these concepts in organizations' reality. In our research, we adopted a multifaceted approach through the integration of pre-existing theoretical frameworks (Thomas & Ely, 1996; Cox, 1991) to comprehend inclusion as the transcendence of diversity management with regards to organizational diversity climate and diversity perspective. Through the combined framework, we expanded the conceptualization of diversity and inclusion. As such, the inclusive organization will value diversity as an advantage to spur leap on the organizational effectiveness, which will be reflected in the correspondence from its diversity perspective to its construction of the diversity climate.

Moreover, by using the concept of diversity and inclusion to elucidate how diversity influenced the organization, we added to the understanding of the mix-results concerning diversity and the organization's effectiveness. Indeed, there has been limited research to seek organizational conditions that will shape the consequences of diversity in the organization, especially in the case of racial diversity (Ely & Thomas, 2001). Our research thus proposed that organizational diversity perspective was causally related to diversity climate, and thereby subsequently affected whether and how diversity contributes to the organization. We highlighted that the benefit of diversity will hinge on diverse compositions' ability to engage their dissimilarities into the organization and whether the organization will perceive these differences as an asset to embrace (Ely & Thomas, 2001).

Lastly, we further contributed to validate their proposed theory by applying the study of Thomas and Ely (1996, 2001) in a different context from their original sample. They generated the concept of the diversity perspective in the context of non-profit organizations which were explicitly related to people of color in one way or another. This elucidated the organizations' effort to include communities of color in the first place. In contrast, our organization is more purely profit-driven, which was outside of their sample, but our findings streamlined their framework, thereby expanding the boundaries of their theory. Most interestingly, while we argued that our case provided the best illustration of the Discrimination-and-Fairness perspective, the organization's characteristics added a more nuanced layer to the diversity perspective. Here, the role of foreign employees in the workforce further could serve as an abundant source of labor, either catering for particular demand or coping with the decreased willingness of local employees.

6.3. Practical Implication

First, having suggested the link between the organizational approach to diversity and the effects of diversity, we illuminated the key to managing today's diverse workforce. That the heterogeneity itself cannot trigger problems for the organizations, but the problems stem from "the unfortunate inability of managers to fully comprehend [diversity's] dynamics" (Mor Barak, 2011, p.2). Moreover, the potential power of diversity is not merely from the increased workforce variation, but also how the organizations perceive this variation and develop the capacity to celebrate it as an organizational resource (Thomas & Ely, 1996). At this point, we contributed to underscore the significance of having a holistic perspective when managing diversity to leverage diversity's benefits.

Second, this research provided valuable insight into the concept of diversity and inclusion in organizations. Thereby managers are better positioned to comprehend the blurred line between having a diverse workforce and truly reap its benefit. The managers then can challenge their conventionally flawed assumptions that the diversity climate is all about fairness and equality. More specifically, the findings can provide managers with a multifaceted lens to identify their current approach to diversity management. By doing so, they know what could be done better or differently to build up an effectively inclusive diversity climate for their organization.

Third, "[an] organization can have a diverse workforce but a corporate culture that stifles Inclusion" (Perters, 2019, p.9). The findings also revealed the potential exclusion and inadvertent bias that managers behoove to keep in mind when implementing inclusion within the organizations. That superficial efforts to integrate diversity into the workplace and lack of sensitivity for diversity-related situations are likely to oversimplify the complexity of diversity, leading to stifling inclusion.

6.4. Research Limitation

Having acknowledged the importance of self-reflexivity when doing the study, we will present the limitations of our research. First, the interpretative nature of qualitative research might make it prone to the ambiguities of human language (Atieno, 2009). Thus, though we attempted to apply techniques to ensure the validity of our research insofar, our findings might not be out of skepticism as to the product of our subjective interpretation.

"Every kind of empirical work is a form of intervention into empirical worlds and thus, of necessity implies a form of a selection of certain elements" (Styhre, 2017, p. 63). This means that the constraint of time given to collect the data led to the need for selectivity of interviewees. Despite our efforts to have diverse interviewees from different departments and levels of management, it is hard to claim that these interviewees can be representative of the entire employees' perception, which might limit us from genuinely having an overall picture of the organization.

Furthermore, the limitation of time given to conduct the research made it a challenge for researching organizational culture (Alvesson & Sveningsson, 2008). We acknowledged that the short time frame relatively restricted us from truly immersing in the organizational culture to thoroughly comprehend the sensemaking of employee. Meanwhile, organizational culture has a profound impact on how people socially constructed realities (Prasad, 2017).

Moreover, the unique context of the organization might diminish the transferability of this research. In the study, we noticed that the critical problems arose around diversity, mainly about language differences, such as the over-predominance of the local language as the organization's failure to integrate diversity fully. Nevertheless, this finding might not be exempt from reflecting the typical characteristics of Swedish organizations. The power of the Swedish language has been criticized as a barrier for foreign workers despite the international working environment established (Edwards, 2019).

Finally, the deadly global COVID-19 pandemic obstructed the process of data collection and the cooperation between two authors, which was inevitably detrimental to this research's quality. Further, this current turbulent time hindered us from having adequate observation in the organization. Meanwhile, Ely and Thomas (2001) emphasized the importance of this method in applying diversity perspective theory. Specifically, they recommended that the observation of behavioral interactions among employees will allow researchers to understand empirical data from interviews better, thereby strengthening their empirical data analysis.

6.5. Further research

We suggest further theoretical and empirical development to understand this topic better due to the complexity of diversity and our reflections on research limitations. Specifically, to learn more about organizational conditions that might shape the effects of diversity, it is imperative to have research in different organizational settings. Further, while our research can be an excellent example of the concept of diversity with the Discrimination-and-Fairness perspective, which is relatively prevalent (Ely & Thomas, 2001), the research for the inclusion is indispensable elucidate the proposed relationship. With such research, the promised advantages of adopting inclusion will be more vividly evident. We suggest future research to consider our combined approach when investigating the organizational diversity approach in terms of diversity and inclusion.

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Appendix: Anonymised list of interviewees

The interviews conducted with the 18 participants listed below constitute the key empirical material for the study. From 18 participants, we designed 16 individual-interviews and 1 group-interview, a total of 17 interviews. The list includes their ethnic information and their job title in the organization. For the sake of confidentiality, their names were changed.

No.	Employee Name	Local / Foreign	Position	Department
1	Mara	Local	Manager	Human Resources
2	Magda	Foreign	Manager	Housekeeping
3	Inger	Local	Supervisor	Food and Beverage Service
4	Olof	Local	Supervisor	Events and Banqueting
5	Andres	Local	Supervisor	Kitchen
6	Peg	Local	Supervisor	Food and Beverage Service
7	George	Local	Head Bartender	Bar
8	Evelin	Foreign	Line employee	Housekeeping
9	Anna	Foreign	Line employee	Housekeeping
10	Berna	Foreign	Line employee	Housekeeping
11	Line	Local	Line employee	Food and Beverage Service
12	Elena	Foreign	Line employee (Former employee)	Housekeeping
13	Massi	Foreign	Line employee	Restaurant - Food runner
14	Costa	Foreign	Line employee	Restaurant - Food runner
15	Soula	Local	Line employee	Housekeeping
16	Rita	Local	Line employee	Events

17	Cristina	Local	Line employee	Room Service
18	Nina	Local	Line employee	Reception