

# Investigating in Disability Inclusion in Germanys' hospitality sector

Vera Maria Krebel



<b>Author(s)</b> Vera Maria Krebel	
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<p>In the first chapter: the introduction, the background of this thesis is introduces. This especially deals with the changes in the hospitality sector like newly arising customer wishes. Moreover, globalization makes the market more competitive, which increases the pressure in this fast paced sector. In detail this study aims to investigate in diversity, especially disability inclusion to show Germanys' hospitality sector one possible direction towards improvement of the state of employees' wellbeing as well as the existing lack of qualified personnel. Consequently, the objectives that are carried out to meet these are also described. In addition, the essential definitions and delimitations are given to purposefully and clearly circumscribe the study.</p> <p>The next chapter, the Theoretical Framework, is divided into two subchapters. At first, wellbeing is explored in its different facets and critically discussed using scientific research. Moreover, the chapter deals with Disability Inclusion as a part of diversity to build a base for further research.</p> <p>Further down the line the conducted research is explained. First the chosen methods are theoretically introduced to then built the connection between the theory and the conducted methods. Hereby the findings of the quantitative research in form of online surveys and the results of the interviews as a qualitative research method are explained. In addition own observations are added, which were made in an inclusion hotel to give the reader an insight about the differences between original hospitality and inclusion hotels. Furthermore, this chapter also deals with the research problem, target and process.</p> <p>In the last chapter, the findings of the research conducted are discussed. Moreover, a conclusion based on the results by introducing a possible long-term plan for the implementation of Disability Inclusion for the commissioning party is drawn. In addition, the trustworthiness of the research is discussed and further studies are suggested. Furthermore, an evaluation of the study is made by reflecting the process and the self-learning. The results of this study differentiated a lot from another in the different sections and lead to a profitable study for the German hospitality sector.</p> <p>This study was written between June and October 2016. It started with the phase in which the thesis supervisor was found and the idea of writing about employees' wellbeing till the completing process in the end of September. In the meantime valuable experiences were gained in an inclusion hotels, which lead to the clear circumscription of this study.</p>	
<b>Keywords</b> Wellbeing, Diversity, Disability Inclusion, Lack of Qualified Personnel	



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# 1 Introduction

## 1.1 Background of the thesis

The field of hospitality is constantly changing through globalization. On the one hand the number of competitors worldwide increases continually. And on the other hand travel behavior has changed dramatically for instance towards travelling for leisure, education and business reasons. (Hsiao, Auld & Ma 2015, 110.) Many business travelers mix a journey with business purposes with leisure. This trend is called: “Bleisure” (Sabre 2016). These changes are reflected in the rising number of overnight stays from 338.4 million in 2003 to 436.7 million in 2015 (Statista 2016a) and the simultaneous decline in the number of hotels from 13.384 in 2012 to 13.193 in 2015 in Germany (Statista 2016b).

As an important part of the hospitality sector all employees from operative to manager face new challenges. For instance it becomes more and more important to understand the culture and speak the language of the customer. The field that is known for being stressful becomes more and more unattractive to new employees, which increases the already existing lack of qualified personnel. The E-mail exchange with NGG division chief Mr. Guido Zeitler clearly shows the negative impact on employees’ wellbeing through the unattractiveness of this field. He writes that employees’ wellbeing suffers especially in the way that the lack of qualified personnel leads to a neglect of the individual needs of the employees in hospitality. Due to the fact that he works constantly with workers from the field and gets information from all over the country his statement can be generalized, is trustworthy and therefore highly valuable for this study. (AHGZ 2016; Hsiao & al. 2015, 110; Hospitality Magazine 2013; Zeitler 26. April 2016.)

As hospitality belongs to the service sector and consequently falls under the *uno-actu* principle, smooth processes, which are free of misunderstandings and tensions between the team members, are of immense importance. More than ever before, hotels are depending on excellent and outstanding service to gain a competitive advantage. Consequently, their employees’ should play a fundamental role in the organization (Hsiao & al. 2015, 102; Weiermair & Pikkemaat 2004, 65; Zakaria, Kamaruzaman Abdulatiff, Ali 2014, 359).

Since, Germany possesses over a diverse society it should be taken into consideration to “use” its members to fulfill new wishes as well as to compensate the lack of qualified personnel. Especially one group of this society has not been involved in most working fields: people with handicaps. These handicaps can either be mental, physical or psychological. In order to be successful the so-called inclusion or integration hotels have to adapt their atmosphere. Especially sensitivity, honesty and flexibility are of great importance (Novita 2016). Unfortunately, these words could often be used as antonyms of the word “hospitality” from the side of its employees’. Apart from a calmer atmosphere inclusion would bring new employees to the market, which could balance the lack of qualified personnel out. (Aktion-Mensch 2012; BAG-IF 2016.)

1. Could the Inclusion Hospitality build the competitive advantage by being entirely different from usual hotels?
2. Would the original performance-oriented industry have to change towards support and structured processes?
3. Is Disability Inclusion a solution for the changing hospitality sector?
4. Can it be unconditionally successful or would it lead to problems in the Luxury segment?

These are the core questions; I want to answer with this work. As I am interested in Human Resources Management and especially employees’ wellbeing, the area and subject of this thesis are very exciting to explore. Due to the fact that the commissioning party “Villa Kennedy” is going to be my future work place I knew that I would want to write a thesis that is profitable for the company as well as the entire hospitality sector of Germany. It is one of three hotels in Germany belonging to the unique luxury hotel chain of Sir Rocco Forte. The hotel was built around a previous building “Villa Speyer” and has approximately 170 employees since its opening year in 2006. Due to its proximity to the financial district and the airport, the biggest number of guests is business-travelers. (Rocco Forte Hotels 2016.) Since I worked for an Inclusion Hotel over the summer and observed how much it differentiated humanly from other hotels that I had worked in, my interest for this part of the hospitality sector increased. As wellbeing plays even a greater role in the service sector the topic is evidently connected to my field of studies: Hospitality, Tourism and Experience Management. Since, I want to explain

how and why the phenomenon of disability inclusion works in the hospitality sector a case study research is relevant (Yin 2013, 24).

## **1.2 Aim and Objectives and Delimitations of the thesis**

The aim of this thesis is to investigate in diversity, especially disability inclusion to show Germany's hospitality sector one possible direction towards improvement of the state of employees' wellbeing as well as the existing lack of qualified personnel.

I want to realize this through the following objectives. At first "wellbeing" is going to be identified by reviewing and evaluating different literature sources critically. Afterwards I discover diversity in its different facets by examining literature to then critically investigate in disability inclusion. In the empirical part I am going to critically analyze the current state of wellbeing in Germany's hospitality by carrying out quantitative research through online surveys. Additionally, I will critically research the positive and negative sides of inclusion through qualitative research in form of interviews and add my own observations to this study.

Due to the fact that Germany is my home country and "Hospitality Tourism and Experience Management" my Degree Program, I want to explore hotels in Germany. Moreover the commissioning party as well as the other examples of this study is located in the country. I include employees with all types of employments and positions in this study. Reason for that is that I want the whole field to gain from this study. The delimitations show what I do not want to reach and explore with this study. On the one side, I did not want to include the employees of the commissioning party in the research about employees' wellbeing. I justify this with two different factors. On the one side this could have lead the research data into one direction, which would distort the results for the whole hospitality sector. One way to avoid that would have been to divide the research into an extra part only about the company. Due to the fact, that the employees of the commissioning party know that I am going to work there in the future, as well as what the aim of the thesis is, the results could have been very well considered and would therefore probably not correspond with the actual state of wellbeing. Moreover, I think that the whole hospitality sector gains the most advantages with this variety of answers from people with different job backgrounds and employing companies. I also decided not to make a strong circumscription regarding the group of workers. I justify that



again with the fact that I want the majority of the hospitality sector as well as all the employees of the commissioning party to gain from this study. Since the implementation of disability inclusion is a long process and the different categories of hospitality differ a lot from another I decided not focus on a specific segment of category. Nevertheless, this study will partly focus on the Luxury segment, because of the fact that the commissioning party belongs to this segment. The long-term implementation is made for hotels, which belong to hotel groups or chain to offer the best possible way to distribute the concept. Due to the fact that many employees in the German hospitality sector might have prejudices or might be scared of work with employees, because of missing knowledge and experiences, they were totally excluded from this study.

### **1.3 Definitions**

In the following I am going to make the reader familiar with some terms that might be unknown. This will help to evade misunderstandings and build greater knowledge and understanding for this work.

The term “uno-actu principle” is already used in the introduction of this thesis. It describes how consume and production happens simultaneously (Freyer 2011).

The “Gewerkschaft Nahrung-Genuss-Gaststätten” short NGG-Union is a union that is active on behalf of employees in different fields like the hospitality industry. It works on regional as well as state level and sees its core task in improving working- and salary conditions. It was successful in fighting for a minimum wage in Germany. Moreover, it works for an earlier retirement and against racism and xenophobia at work. (NGG 2016a; NGG 2016b; NGG 2016c).

Emotional Labor deals with emotions that are expected from a service agent from the side of the customer. The emotions can be shown through surface acting or the expression of a real emotion and can either simplify or hinder the effectiveness of an employee. (Ashworth & Humphrey 1993, 88.)

The aim of “inclusion and integration companies” is to give disabled people the opportunity to work. There are two different levels of inclusion. A so-called “Integration company” is an organization that employs at least 25% of severely

disabled people. Whereas, an “Inclusion Company” has to employ at least 40% of people with a severe disability. These companies are recognized as charitable and get subsidies from the Federal Republic of Germany. (BAG-IF 2016; Rundi 2016.)

#### **1.4 Methods and Structure of the thesis**

Due to the fact that this thesis includes an analysis of a larger group of people, namely the employees working in Germanys hospitality, quantitative research will be carried out through online surveys. The types of data that will be collected during this process are numbers as well as statistics. Since, I am not able to analyze all people working in Germanys’ hospitality the collected data will be generalized. This part of research is critical and objective. The group of people that will be studied is large and randomly selected. By conducting quantitative research I am going to focus on specific points. This type of research is controlled in the way that the data collected is based on an exact extent. (Xavier 2016.)

Additionally, qualitative research in form of interviews will be conducted. Reason for that is that subjective data from the side of a professional in this field is needed. Focus of this part is to get a wide-angle perspective from the interviewees. The interviewees are going to be in their natural environment. (Xavier 2016.) In addition, I include my own observations to give the reader an insight from the work in an Inclusion Hotel. I chose the mixed research method because of the fact that a prioritization of only one method would not be satisfying enough to meet the objectives of this thesis. (Driscoll, Appiah-Yoboah, Salib, Rupert 2007, 19.)

## **2 Theoretical Framework**

The next chapter of this thesis is the Theoretical Framework. This part describes and explains different theoretical elements of this thesis and builds a basis for understanding the empirical part. At first I will evaluate and review various literature to identify wellbeing. In the next sub-chapter diversity will be explored in its different dimensions. Further down the line, the focus will be lead towards the investigation of Disability Inclusion. The last sub-chapter of this thesis is going to show the importance of diversity and wellbeing in todays hospitality sector.

### **2.1 Wellbeing**

Wellbeing can be defined in many different ways and is perceived and evaluated on different bases from each individual. One definition in relation to wellbeing at work that can be seen as valuable is the definition of the European Agency for Safety and Health. It describes wellbeing at work as a theory that measures security, health as well as the multiple other parts that contribute to the quality of a working life (European Agency for Safety and Health at Work 2016). Since, wellbeing is an area that is neglected in Human Resources Management (Zeitler 26. April 2016) and employees know about the negative consequences of an unsatisfactory state of wellbeing for mind and body (Burke & Cooper 2006, 139), it is unavoidable to make managers and leaders aware of its importance for a successful hotel and their responsibility towards the workers. (Pescud, Teal, Shilton, Slevin, Ledger, Waterworth, Rosenberg 2015, 2.)

When thinking about wellbeing or looking for synonyms “health” is the most often mentioned term. Nevertheless, the so-called “Physical Wellbeing” is only one part of four different elements that contribute to a balanced and satisfactory state of wellbeing, which are visualized in Figure 1. (Kjelin 29 April 2016.)

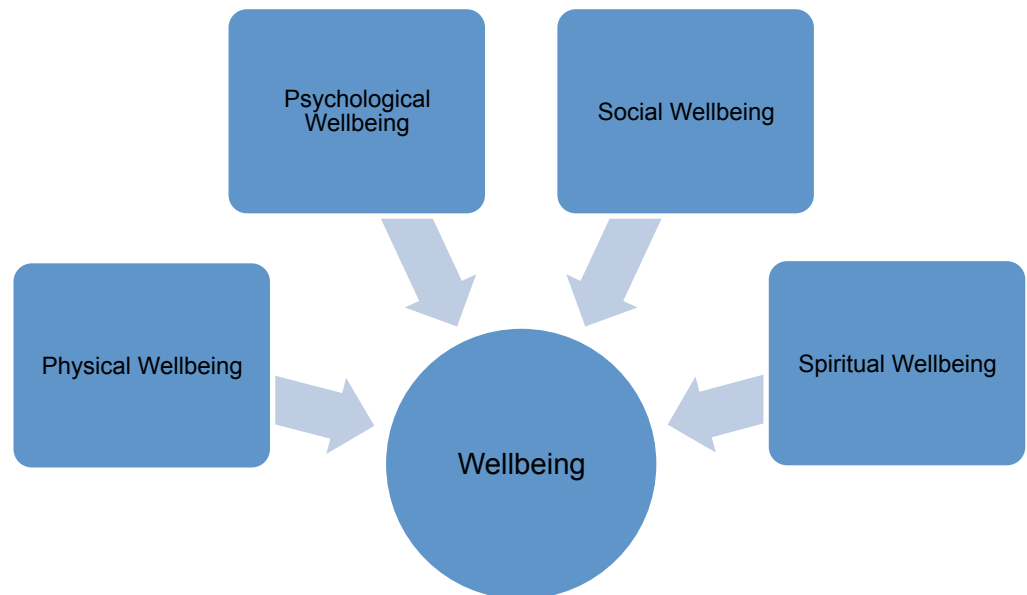


Figure 1: Elements of Wellbeing

In the following the reader is going to be made familiar with all elements in connection to the working life.

### 2.1.1 Physical Wellbeing

The physical wellbeing of a person is his or her physical condition. Different factors like nutrition and exercises can influence it in either a positive or negative way. Hereby it is important to highlight that it is not only about the appearance but also the condition of organs as well as other internal health factors. Influences on physical wellbeing can either be long lasting or momentary. (McGraw-Hill Education 2016, 4.) Due to the fact that employees do not only bring their expertise and knowledge to an organization, but also their individual health it is significant to spread knowledge about a healthy lifestyle and to support it. (Zakaria & al. 2014, 359.) It is important to highlight that an unhealthy lifestyle supports a high number of diseases like high blood pressure, heart problems and overweight. Consequently, it becomes more and more important to prevent these. (Pescud & al. 2015, 1.) This can be done by exercising on a regular basis and eating healthy and also helps to prevent different types of cancers (Western Sydney University 2016).

Due to factors like shiftwork and a high level of stress, many employees make unhealthy choices like a poor diet or the consume alcohol, tobacco or other drugs. (Hospitality Magazine 2013). When specifically talking about the use of tobacco it is vital to highlight its negative consequences for the humans' body. Smoking harms the lungs, respiratory tracts as well as almost every other

organ. Up to 90% of all lung cancer cases are caused by smoking. Moreover, it influences teeth, eyes, sexual organs, bones, and the digestive tract in a negative way. Although, the consequences of smoking are highlighted on cigarette packs in Germany around 30% of the adults still smoke. Included in this number are 31% people who are working in the service sector and therefore also in the hospitality (Deutsches Krebsvorsorgezentrum 2016; Nichtraucherbund 2016; Rauchfrei-Info 2016; Statista 2016c.)

Another negative impact on health and physical wellbeing can be caused by alcohol, which is the most used legal drug in Germanys society. The average German person drinks 9.6 liters of pure alcohol per year. Even though it is easily accessible and legal, alcohol causes liver damage, brain diseases as well as several harms of body parts like mouth, heart, eyes, rectum and stomach. But it is not only easily accessible in the society; especially people working in hotels have even more access to it than other industries and see it as stress relief. Moreover, it reduces productivity and leads to concentration problems. This makes it even more dangerous. Additionally, drinking supports risk-taking behavior, like drink driving after work, which is highly treacherous. (Belhassen & Shani 2012, 1293; Bundeszentrale für gesundheitliche Aufklärung 2016; Hospitality Magazine 2013.)

Even though mature health is not in a close connection to wellbeing at work, it is recommendable for an employer to acknowledge the employees about its significance. This is not only important for the individual but especially the country since it faces changes in demographics. Due to the fact that life expectancy increased by 7 years for women and men within the last 30 years, the population gets older. (Bundesministerium für Gesundheit 2016a.) Figure 2 visualizes this.

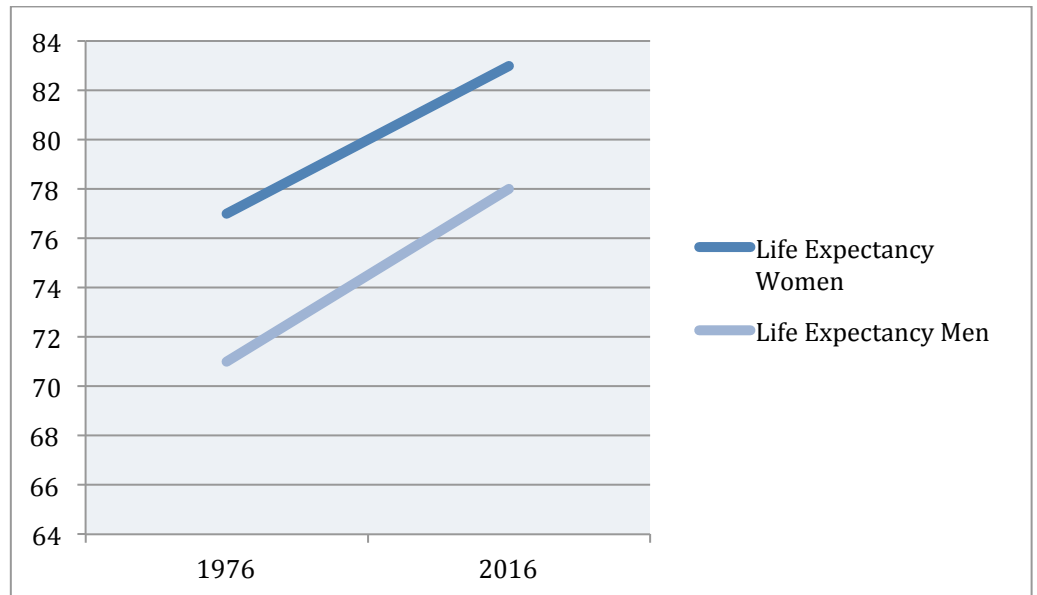


Figure 2: Increasing Life Expectancy in Germany

As visualized in Figure 3, the birthrate in Germany decreased over the last 25 years dramatically (Destatis 2016). Early recognition of different types of cancer, heart problems and diabetes therefore becomes more and more important (Bundesministerium für Gesundheit 2016b).

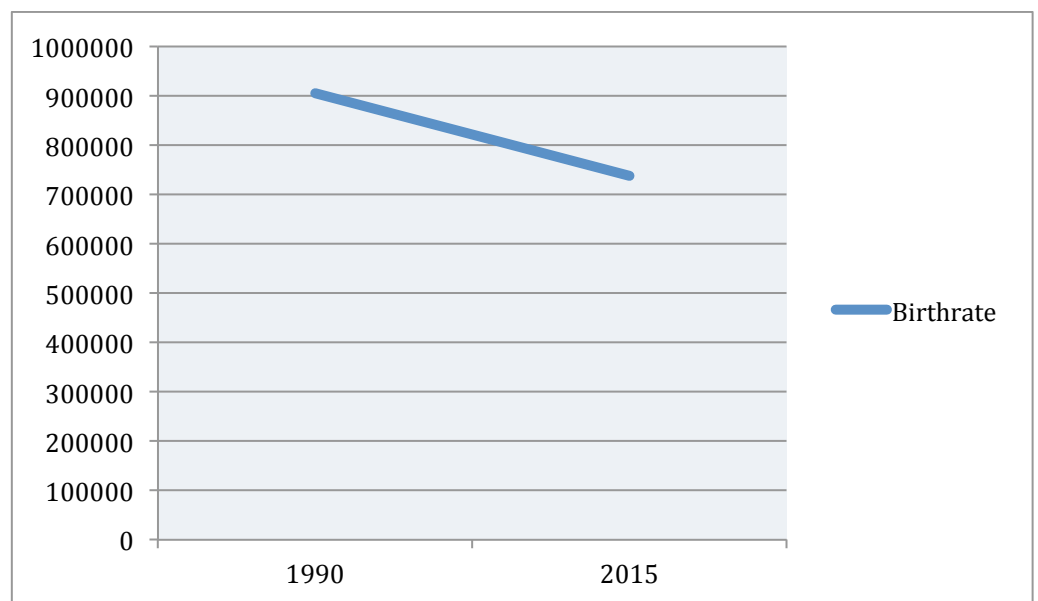


Figure 3: Decreasing Birthrate in Germany

Drawing a conclusion for physical wellbeing it is of great significance to promote and support employees' health. This reduces costs and can help the worker to orientate himself towards a healthy lifestyle. Nevertheless there are some barriers that make the support and implementation difficult for instance time, costs and cultural barriers. (Pescud & al. 2015, 1.)

### 2.1.2 Psychological Wellbeing

Psychological or emotional wellbeing treats a human beings' mental health. But since people are able to conceal how they really feel it is complex to know how a person actually feels (McGraw-Hill Education 2016, 4). One factor that supports psychological wellbeing is "positive psychology". It shows that positive emotions can lead to positive changes of the mindset of a person. For instance three positive experiences can balance out a negative one. This stands also close with the "broaden-and-build theory", which was developed by US psychologist and professor Barbara L. Fredrickson. She also sees a direct connection between positive emotions and the momentary thoughts of an individual. (Spiegel 2015; The Royal Society 2014.) But not only the above-mentioned mental health is essential for a balanced state of emotional wellbeing. The US psychologist Carol Ryff shows six factors that lead to a balanced psychological wellbeing. (Center of Inquiry 2016.) Her findings are the most valuable for this thesis since they can be influenced through Human Resources Management. In Figure 4 created by the author of this thesis visualizes Ryffs study. It can be seen that all factors are of same importance and that they simultaneously have an impact on the persons' psychological wellbeing.

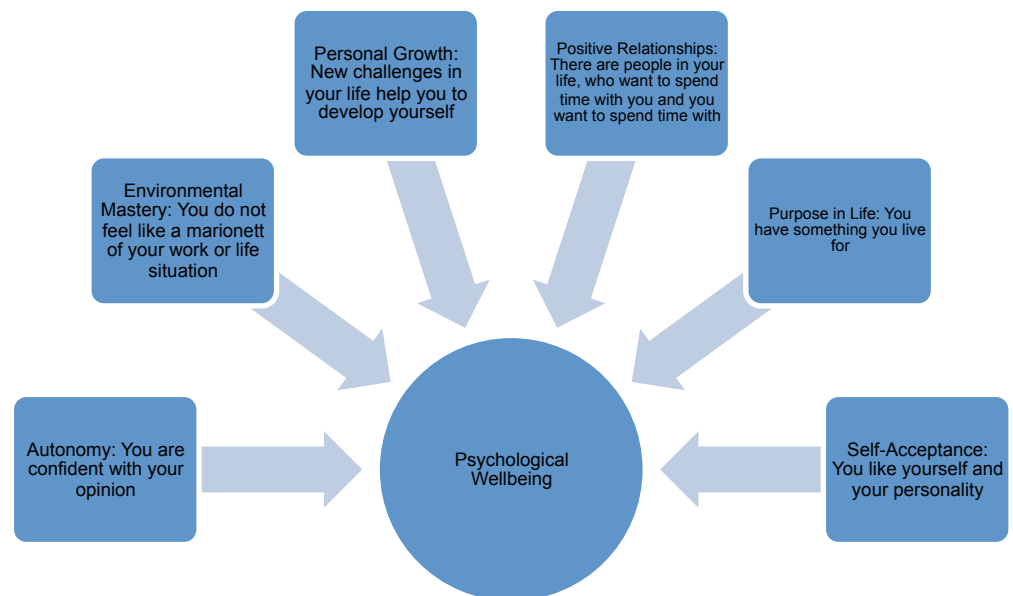


Figure 4: Visualization of Psychological Wellbeing according to Carol Ryff

To support employees' psychological wellbeing it would be supportive if superiors would have trainings about psychological health problems. Additionally, employees should have access to specialists and networks. (Hospitality Magazine 2013).

### 2.1.3 Social Wellbeing

As its' name already reveals social wellbeing deals with socializing and interaction of a person with others (McGraw-Hill 2016, 3). Human beings need valuable and equal relationships in their life, which are indicated through equal satisfaction of human needs. For instance is scientifically proven that for instance eating together supports the productivity of employees (United States Institute of Peace 2016; Vistano 2016). The interaction with communities is of great significance for a balanced social wellbeing (Oxford University Press 2014) and gives the feeling of appreciation and supports self-acceptance, which consequently as above-mentioned also supports psychological wellbeing. Moreover, it becomes simpler to connect to others. Thus, the feeling or experience of being alone or loosing connection to others can lead to sadness (McGraw-Hill 2016, 3). Due to the fact that relationships and physical needs play a significant role in social wellbeing a connection to parts of humanistic psychologist Abraham Maslows' "hierarchy of needs" can be build. The so-called physiological needs like warmth, food, air, shelter, drink, sleep and sex are also seen in his theory. In his model they build they have the biggest part. Moreover, Maslows social needs have to be met for a satisfactory state of social wellbeing. (Scanned Retina 2014). For this reason, friends, family and romantic relationships are of great significance to satisfy our need of affection, belongingness and love. (McGraw-Hill 2016, 3.)

Figure 5, brings both mentioned essentials of social wellbeing together. Both: the satisfaction of physical needs and valuable and equal relationships are of identical importance for a satisfactory state of social wellbeing. Hence, both need to be supported by the employer. The social wellbeing cogwheel would not work if one of the essential elements would be missing. Hence, it is depending on the existence of both. Additionally, it is necessary that both cogwheels need to have the same size to work without difficulties.



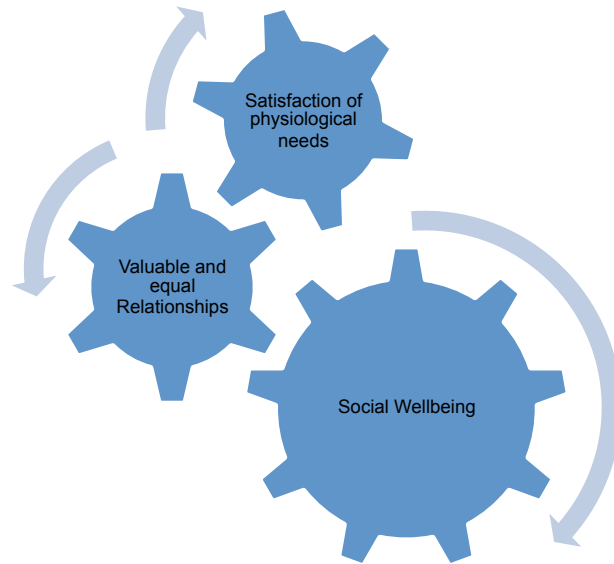


Figure 5: Social Wellbeing

#### 2.1.4 Spiritual Wellbeing

This part of wellbeing is about the individuals' inner relationship to the world (McGraw Hill Education 2016). Even though most people connect spirituality with religion it can also mean other things. Hereby, it is important for the individual to see a purpose in life. Connected to the psychological wellbeing it is also of great significance for this part that the individual feels able to cope with his or her individual work or life situation. Additionally, the acceptance of change and challenges are beneficial for spiritual wellbeing. (Aston University 2016.) Another great factor is that the individual needs to feel as part of something bigger that existed before the own existence and will last longer. Spirituality hereby means something different for each individual. For instance, spiritual wellbeing can be found in nature, religion or meditation (Kjelin 29 April 2016). This level of wellbeing can be maintained through different ways. Some individuals see it as important to have time for them, whereas others need to participate in-group activities or speak to a professional about their individual live circumstances. (Aston University 2016.)

#### 2.1.5 Facilitation of Wellbeing

Since, this thesis copes with the management of wellbeing on an organizational level it is important to highlight some ways that facilitate the support of wellbeing for a company. Hereby, it can take action on an organizational level by offering a safe physical environment, updated systems and the prospects of change of circumstances that complicate the working process. Moreover, reflection of values and philosophy help to balance the

different levels of wellbeing. The organization can conduct different surveys; analyze data that reflects the productivity and presence of employees. Moreover, active communication and consultation have an impact and are therefore of great significance. Additionally, the interaction with the employees, the overthinking and change of practices should be guaranteed from the side of the employer. Furthermore, it is also supportive to communicate with the employee individually to know about personal circumstances, health and the ability of the person. (Cranfield University 2010.)

To draw a conclusion of this part it is important to highlight that wellbeing in general is about the whole human being. Each part is connected to the other in some way and therefore the support of only one is not satisfactory. Hence, an individual can be in good condition in one of the above-mentioned types of wellbeing simultaneously with having another part of wellbeing being unbalanced. For instance a bad physical condition does not instinctively lead or mean a negative spiritual, social or psychological condition of wellbeing. (Aston University 2016.) It is important to highlight that a company can only built a base on the organizational level. Nevertheless, the personal circumstances, interaction and caring of the individual of the own wellbeing are a great factor and influence the perception of things that happen within the company. (Kjelin 29 April 2016.) A balance between valuable relationships to other individuals or groups, the physical health and the psychological environment has an impact on the workers wellbeing at the workplace. (Zakaria & al. 2014, 359.)

## **2.2 Diversity**

“Diversity refers to differences in individuals’ characteristics or attributes that result in the perception that others are different from oneself” (van Knippenberg, De Dreu, Homan 2007, 1008).

Due to the fact that today’s society becomes more and more diverse it is of great importance to build a basis for functional interaction between people with different backgrounds to give them the possibility to live peaceful together. The national background is not the only component. Even though it appears to be the most obvious element that indicates diversity, diversity refers to more dimensions than just the geographical background it incorporates every characteristic that may be used to distinguish differences between people. It

includes “race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical abilities, religious beliefs, political beliefs or other ideologies” (Patrick & Kumar 2012, 1) in today's society and consequently many organizations. (Braithwaite 2016, 5; Patrick & Kumar 2012, 1; UNESCO 2016; Williams & O'Reilly 1998, 81.)

Since, this thesis aims to investigate in disability inclusion “physical abilities” build the connection to the next subchapter, which is Disability Inclusion.

### **2.2.1 Disability Inclusion**

Any type of handicap differentiates persons affected from others and consequently includes handicapped people in diversity. Over 13% of people living in Germany are handicapped and even though this affects every eighth person living in the country the number of employed people with handicap is very low compared to the number of people without handicap. (Destatis 2015.) Disabilities can be very different for instance physical, psychological or mental. Unfortunately, it is hard for the most people affected to live a self-determined life. Even though it appears to be normal to see people in a wheel chair or talking in sign language, these groups are still extremely excluded from society. Consequently, it is of great importance to work towards disability inclusion in Germany's economy as well as hospitality. Inclusion hereby means the integration of people with handicap in a company. Germany has two different classifications for organizations that work with handicapped people: integration and inclusion companies. (BAG-IF 2016.) These companies are depending on Diversity Management, which can support the inclusion of any type of diverse employee in the organization. It does not only focus on the economic advantages for the organization or its employee; which will be discussed in the next chapter of this thesis. Diversity Management is not only about working against discrimination; it concentrates on esteem for all the members of an organization. Hence, its realization requires time and is based on a step-by-step process. Since, Disability Inclusion is dependent on a functioning Diversity Management it is of great significance to spread knowledge about both to guarantee more employment of people with handicap in the hospitality sector as well as the entire economy. (Charta der Vielfalt 2016.)

Even though diversity and therefore the inclusion of people with handicap do not only have positive effects on an organization and its members, it is

important to build a base for their professional career. The highest percentage of the above-mentioned number of people with handicap becomes disabled during their lifetime, only 4% are born with a handicap. Germany's society is aging, working age arises, the population decreases and the country suffers from a lack of qualified personnel. Consequently, Germany would gain from inclusion in many ways. The number of human labor would increase and consequently boost the economy on a long-term base. (BMAS 2016.)

### **2.2.2 Advantages and Disadvantages that come with Disability Inclusion as a part of diversity**

Communication problems are one difficulty that may arise in a diverse workforce. Three main barriers to communication that is free of misunderstandings are: prejudice, ethnocentrism and stereotyping. Prejudices block communication since they are negative thought towards a person because of being different from the majority. Ethnocentrism is the biggest problem occurring in the communication process. People from an ethnocentric culture think that they are better than others because of their own culture. One main problematic element of ethnocentrism is cultural relativism. By living cultural relativism you evaluate another person based on his or her background. The last barrier is stereotyping which is the case people generalize others because of their background. (Pearson, J. C., Nelson P. E. & Titsworth, S. & Harter, L. 2011, 172-173.)

Harassment and discrimination have many different forms. It leaves the harassed person in a pitiful situation. Moreover, it can lead to a lack of wellbeing in all different types. Different perceptions and views can be either disadvantageous or advantageous for the company and the people working in a diverse organization. On the one hand they can lead to misunderstandings and communication problems but on the other hand widen the perspective of the company. Through different views as well as culturally determined perceptions the organization becomes more tolerant towards customers with another background and therefore improves its customer understanding and consequently the customer satisfaction. Moreover, it gets more innovative and possesses over bigger diverse knowledge. (Marques 23 September 2015.) In order to offer a quick overview to the reader, Table 1 was created by the author of this thesis based on Marques' lecture.

<b>Advantages</b>	<b>Disadvantages</b>
Different views and perceptions	Communication problems
Better customer understanding	Harassment / Discrimination
Diverse knowledge	
Innovative	

Table 1: Advantages and Disadvantages of Diversity (Marques 23 September 2015.)

### **2.3 The importance of wellbeing and diversity for hospitality**

After showing the different facets and explaining wellbeing, as well as diversity to the reader, the author of this thesis sees it as essential to build a connection to the hospitality sector to make the importance of a balanced and satisfactory state of wellbeing understandable.

Globalization has changed the tourism industry tremendously over the last few years and consequently also the hospitality sector. For instance it faces more competitors than ever before. Besides, travel-behavior has changed; people travel more and not only for leisure activities but also education as well as business-related. Thus, the wishes as well as the demand in this field have changed. Guests who are coming from all over the world have different and other needs. Especially language and communication are of great significance to satisfy a customer from another country. (Hsiao & al. 2015, 110.) Through, the rising number of competitors in the hospitality sector, effective processes and an excellent service are of great importance to achieve a competitive advantage. (Lu & al. 2014, 357.)

Since, the hospitality sector demands fast actions and requests the employee to work extra and irregular hours (Hospitality Magazine 2013) and the fact that employees know about the impact of stress on their wellbeing (Burke & Cooper 2006, 139.) it is essential to build an environment in which an employee can deliver the best performance and therefore contributes productively to the success of the company. (Zakaria & al. 2014, 359) Additionally, an employee with a satisfactory state of wellbeing brings self-efficiency and passion to the workforce, which helps the organization to build a competitive advantage. (Johri & Misra 2014, 20.)

Apart from the impact on the employee it is significant to highlight that his or her organization also faces consequences, which can either be financial or

non-financial. It is essential to show these impacts to managers and leaders in hospitality to build awareness and understanding for the importance of wellbeing. Non-financial aspects are for instance innovation, job satisfaction and staff turnover while financial aspects mostly mean the repay of expenses. (Zakaria & al. 2014, 360.)

Another reason why it is especially important to support the members of an organization that belongs to the hospitality sector is that it highly differentiates from others in the service sector. Work in the field of hospitality counts among emotional labor and can therefore have a huge impact on the wellbeing of the employee. This comes from the fact that people in this field interact with customers and deal with their emotions on a daily basis. Therefore, it demands apart from expertise and knowledge one more thing from the employee; he or she has to manage his or her emotions. (Zapf 2014, 238-239.) Moreover, they have up to twice as much customer interaction than for instance people working in the manufacturing sector. (Lu & al. 2014, 858.) Due to the fact that human tend to be influenced by positive as well as negative emotions of others (Zapf 2014, 238-239.) and workers in the field of hospitality do not only cope with happy and satisfied customers it is not always easy to act in the required way of the organization. Reflecting that a person should not feel like a marionette of his or her work, which is explained in the above-written part about psychological wellbeing it is significant to find a solution for situations in which a person does not feel capable anymore to hide the inner emotions in front of the customer as well as other members of the organizational culture. (Spiegel 2015.)

The implementation of a wellbeing strategy as part of the Human Resources Management practices could help the employee and consequently contribute to the wanted service-oriented performance. (Lu & al. 2014, 857.) Nevertheless, "culture eats strategy for breakfast" which means that the implementation of a strategy is always an act of strength in the way that a culture and therefore behavioral patterns exist, whereas a strategy has to be delivered and taught to the participants. Therefore, it demands time and stamina from all members of the organization. (Kjelin 29 April 2016.)

Apart from the importance of wellbeing in this area, diversity plays an important role in Germany's hospitality sector. Since, most immigrants and people with migration background work in the service sector and consequently

also in the hospitality sector. (Mediendienst Integration 2016; Bundesamt für Migration und Flüchtlinge 2011.) Multicultural diversity should be used and managed to an advantage for hotels. Even though the national background appears to be the most obvious kind of diversity, it also includes expertise, knowledge and demographics (Lu & al. 2014, 859). Furthermore, both employees and their managers are influenced through the organizational culture as well as their own individual expertise, national background and education. Hence, each and everyone perceive the workforce as well as its general state of wellbeing in a different way. Thus, the satisfaction of the workers can differ a lot from another and therefore lead to differences of willingness to be productive. This can in the end cause dissatisfaction on the side of the customer and therefore have a negative impact on the organization and its success. (Hsiao & al. 2015, 104.) Moreover, the potential of age differences should be used and supported since it brings various kinds of expertise; styles and experiences to the organizational culture and can therefore influence the service culture in a positive way (Lu & al. 2014, 857).

Summarizing the theory part of this study it must be mentioned again that wellbeing is consisting of four different elements, which are highly depending on each other. Nevertheless, one component can be on a high level while another one is on a lower level. This in the end causes a lower level of the general wellbeing of an individual, since all components are of huge importance. Today, wellbeing plays an elementary role for the success of a hotel. Unfortunately, hospitality is a very fast paced and stressful business, which especially suffers from a lack of qualified personnel in Germany. One way to balance this out is the integration of a higher number of employees with a diverse background, in this study people with handicaps. Additionally, this mix of different people would lead to greater knowledge for a company and consequently to a competitive advantage. In the following chapter I am going to analyze the current state of wellbeing to then proof, through observations and interviews with specialists from Inclusion Hospitality, if Disability Inclusion could be one effective way to balance the lack of qualified personnel out and therefore increase the state of wellbeing.

### **3 Description of the research**

The following chapter will make the reader familiar with the conducted research of this study. After identifying research itself the research problem, target and process are going to be described. The aim of this thesis is the investigation in diversity with focus on disability inclusion to increase the state of wellbeing and balance out the lack of qualified personnel on the long term. I first analyze the current state of wellbeing in Germany in its different elements through quantitative research in form of online surveys. Qualitative research in form of interviews with two professionals from inclusion hospitality will be conducted. Further down the line, I include observations that I made in an inclusion hotel called "Hofgut Himmelreich". I created all the figures shown in this chapter to visualize the different results.

At first "research" itself will be identified to then be able to further explore the chosen research method. The theoretical part of this chapter is based on literature. In addition, I will describe the process of research to the reader and justify my choice based on different literature.

#### **3.1 Research**

To be able to further investigate in different research methods a definition of "research" is essential. Oxford dictionaries define research as "the systemic investigation into and study of materials and sources in order to establish facts and reach new conclusion" (Oxford Dictionaries 2016). However, Ariola argues that any type of research would start with a problem for which its researcher would feel the necessity to gather data to then analytically examine the collected to lastly be able to make a decision built on evidences. (2006, 2.)

#### **3.2 Research Problem, Target and Process**

The research problem of this thesis is the existing lack of qualified personnel in Germany. It causes uncomfortable situations for employees in the industry and consequently decreases the state of wellbeing. One possibility to reduce this lack is the inclusion of people that were not originally in the portfolio of the hospitality sector. Therefore, the aim of this thesis is to investigate in diversity, especially disability inclusion to show Germanys' hospitality sector one possible direction towards improvement of the state of employees' wellbeing as well as the existing lack of qualified personnel. Hereby, I want to find out



through different data analyses if and how it is possible to include handicapped employees in the field. Since the commissioning party is a luxury hotel I focus on the implementation in this category. Target of the research are one the one hand employees with all different types of positions and employment and on the other hand professionals from the inclusion hospitality sector.

The research process began with the recognition of the problem, which in this case was the low state of wellbeing in Germany's hospitality sector. (Zeitler 26. April 2016.) Since, I am very interested in Human Resources Management I wanted to dedicate my thesis to this area. Through my work in an inclusion hotel I realized a difference in wellbeing in this part of the sector and built the hypotheses that wellbeing increases through inclusion. Based on that I reviewed literature to then be able to build a theoretical framework. Further down the line, I created a survey for the general hospitality sector to identify the deeper problematic. Additionally, two interviews were conducted to get a subjective insight on wellbeing in inclusion hotels. Moreover, I included my own observations from the inclusion hotel that I worked in. Based on the collected data I confirm the theory, hypotheses and draw a conclusion. The writing of the whole thesis took place between June and October of which qualitative research data was collected on 11<sup>th</sup> and 22<sup>nd</sup> of July and quantitative research data between 29<sup>th</sup> of July and 4<sup>th</sup> of August 2016. In addition observations were made between June and August.

### **3.3 Research methods and approach**

The research method is the way in which the researcher carries out research. This is strongly dependent on the type of problem. (Kumar Singh & Nath 2007, 187.) Nevertheless, King and Horrocks argue that methods are the chosen techniques for collecting data (2010, 6).

In order to be able to meet the aim of this thesis the different methods had to be carried out. On the one hand a large group of people had to be analyzed through surveys as part of quantitative research. (King & Horrocks 2010, 7) On the other hand I saw necessity in receiving a subjective insight from inclusion hotels in form of interviews as part of qualitative research. For this kind of research approach it is especially necessary to exclude the personal view and feelings. The conducted research had to be measurable. Due to the fact that the final goal of this approach is the generalization of the own

analysis, I had to ensure that the collected data is of an accurate size. (Collins 2010, 42.) Since, I worked in an inclusion hotel, which lead to the motivation for the topic of the thesis, observations had be included to give the reader an insight from the working life with handicapped people. Since, the types of research are different though their “philosophical and theoretical traditions” (King & Horrocks 2010, 10) the prioritization of one method would not lead to a substantial result (Driscoll, Appiah-Yoboah, Salib, Rupert 2007, 19) only the combination of both is essential and justified to meet the aim of this work. This blend of methods is called “mixed research method”.

In the following I am going to introduce the practiced research methods in detail. On the one hand a large group has to be analyzed based on numbers and specific measurements. In order to be able to collect accurate and precise data (King & Horrocks 2010, 7) I see it as essential to include surveys, which belong to the quantitative research method. Additionally, I see necessity in receiving a subjective insight from inclusion hotels in form of interviews as part of qualitative research. Since, both types of research are different though their “philosophical and theoretical traditions” (King & Horrocks 2010, 10) and the prioritization of one method would not lead to a substantial result (Driscoll, & al. 2007, 19) the combination of both is essential and justified to meet the aim of this work. This blend of methods is called “mixed research method”.

### **3.3.1 Quantitative research**

Since, quantitative research is well-known for being accurate as well as precise and I was dependent on numbers and specific measurements this method was the most effective for the analysis of a big group. (King, Horrocks 2010, 7.) To be able to reach many people I chose to conduct online surveys. Since, this method is based on statistics and numbers and “tends to be based on numerical measurements” (Murray Thomas 2003, 2) it is accurate for this study. For the analysis of general wellbeing of employees in the German hospitality sector the focus group was limited in the way that responders had to be people who work or worked in the hospitality field within the last five years. I created the survey with “Google Documents”. One main reason for choosing this tool was that it was not limited in the number of questions like other tools and was free of charge. This tool was also accurate through the different kinds of answer types. For instance participants can answer with Multiple Choice or can rate their agreement for a question or statement through choosing a number on a Likert Scale, which were both necessary for

this study. Nevertheless, one factor that was not that positive about this tool was that it is not possible to compare the results of different questions online. In order to be able to compare more specific elements of the survey I printed the data and analyzed manually to get the most precise result. Nevertheless, other tools like “SurveyMonkey” were not an option through their limitation in the number of questions. In order to reach as many people as possible, I mainly distributed the online survey via the social network “Facebook”. Here I distributed exclusively via private messages and posted the link into Hospitality-related groups. Many people who received the link forwarded it to acquaintances working in the field. Additionally, I sent the link to some people of whom I knew they were working in hotels via E-Mail. People were able to answer the survey between 29<sup>th</sup> of July and 4<sup>th</sup> of August 2016.

Due to the fact, that Germany became very diverse over the last few years I decided to offer an additional English version of the survey. This guaranteed that most people would be able to participate. In the end the collected data of both surveys then was generalized (Xavier 2016) to be able to estimate the state of wellbeing on a bigger level. The analysis of the quantitative data was carried out in two different ways. On the one hand I looked at the results of the single answers, which were developed based on the critically evaluated literature. Herby, I analyzed the whole result as well as the small elements that contributed to the answer. On the other hand the questions were compared. Not only on the big level related to the element of wellbeing that they belong to but also the connection between was analyzed. This led to a deep analysis of the survey data and therefore a clear definition of the actual state of wellbeing of employees working in Germanys hospitality sector.

### **3.3.2 Qualitative research**

To be able to get a subjective insight with different perspectives (Rubin & Babbie 2010, 210) from inclusion hotels I chose to conduct interviews. Interviews are conventionally an exchange between two individuals. The interviewer aims to get answers about a specific purpose from the side of the interviewee, which in general is most often beneficial for the interviewer and of professional nature. (Gillham 2000, 1; Kvale 2007, 7.)

Interviews can have different styles. Semi-structured life-world interviews aim to receive subjective perspectives from the side of the interviewee. Hereby, the interviewer aims to get to know more about the everyday-life of the

interviewee (Kvale 2007, 10-11). I chose to conduct two interviews of this style as part of the qualitative research method to get to hear about observations over many years, personal experiences, individual perception and subjective opinions (Murray Thomas 2003, 2) about inclusion hotels and wellbeing of their employees. Both interviewees were chosen based on the fact that they have many years of experience in the field of Inclusion Hotels. In order to be able to build discussion and find similarities between the interview data, I chose to interview two professionals from the field. Both interviewees gave their permission to use their names in this thesis, which is necessary to be able to speak about their hotels, positions, their experiences and knowledge.

On the one hand I wanted to get a broad overview over the general work and wellbeing situation in inclusion hotels. Therefore, I interviewed the president of "Embrace Hotels", Mr. Timo Witt. His combine dedicates its work towards the inclusion of people with handicap and sees its core idea in avoiding the division of the world into winners and losers. The combine was found in 2007 and consists nowadays of 43 hotels, which are located in Germany, Greece, Switzerland, Italy and Greece. The original purpose was it to offer a network for integrative hotels. (Embrace Hotels 2016.) Due to the fact that the distance between Mr. Witt and me was so far, we both decided to conduct the interview via the tool "Skype". The day of the interview was 11. July 2016.

The second interview had the purpose to get an insight from an inclusion hotel that counts among the founding members of "Embrace hotels". I interviewed the General Manager of the hotel "Hofgut Himmelreich", Mr. Jochen Lauber on 22. July 2016. The physical environment can have a huge impact on the process of an interview (King, Horrocks 2010, 42). Consequently, I chose to carry the interview in the interviewees' most familiar location out: his hotel. To offer the best possible psychological comfort to Mr. Lauber we sat around the corner of one of the desks in the hotels restaurant. This made the atmosphere not too formal and guaranteed that I sat close enough to understand the interviewee clearly. (King, Horrocks 2010, 42-43.)

I audio-recorded both interviews and simultaneously wrote down notes to avoid misunderstandings or a loss of the interview data. In the first few minutes before the actual interviews I introduced the project and myself. In addition to information was shared beforehand via e-mail. This was especially

important to make sure that the person interviewed knew before what to expect from the interview. (King, Horrocks 2010, 48.)

After getting the signed summaries of the interviews I read multiple times through the answers of both interviewees and searched for similarities and differences in the collected data. In order to have discussion between the answers I compared, the ones that were directed to both, to then see what their experiences were. Some of the questions were exclusively directed to Mr. Witt. This had the purpose to get general information that Mr. Lauber could not have known because of the insight of only one Inclusion Hotel. Nevertheless, the combination of the answers of both and the exclusive questions to Mr. Witt can be generalized. This comes from the fact that Mr. Lauber has long experience in this seldom field and also belongs to the founding members of the combine. Both together built a solid base for knowledge about the Inclusion Hospitality in Germany and give other hoteliers the opportunity to see how the concept can work.

### **3.3.3 Observations**

The use of observation as a tool of qualitative research has increased over the last few years. This comes from the fact that observations are one way to receive information about a certain group. Eraldson, Harris, Skipper, Allan (1993, in Kawulich 2005, 1) point out that using this method, gives the author has the opportunity to portray a situation using his or her five senses. (Kawulich 2005, 1.) Due to the fact that I worked in the inclusion hotel “Hofgut Himmelreich”, I was able to make some observations. The timeframe was between 15. June and 22. August 2016. During that time I worked between one and three times per week for six to nine hours. Since, I worked in the restaurant of the hotel, I can exclusively give an insight about the employees working in the Food and Beverage related departments. In order to be able to remember the observations made at a later point in time, I wrote down what I observed and filtered out the most important information when I analyzed the data.

### **3.4 Results of the Quantitative Research**

In this chapter I am going to introduce and present the findings of my research. At first I will present the quantitative part of the study. To guarantee good understanding of the survey I decided to offer the questions in German and English. This also enabled more people to participate and therefore

support the validity of this study. The total number of participants of this survey was 97. 98% of the responders wanted to fill out the questionnaire in German and 2% in English. This shows that it would have been sufficient to publish the questionnaire in German since it is mostly required to have a certain level of German in the hospitality sector. Nevertheless, each answer was very helpful for analyzing the state of wellbeing in Germany. In the following the result of both language versions are put together.

After that I wanted to guarantee that the participants had made current experiences as employees in the German hospitality sector. Therefore, the participants had to answer if they were currently working in a hotel in Germany or if they had worked in a hotel in Germany within the last five years. With this period of time I wanted to make sure that the data was topical. 84% participants, joining the survey, answered this question with “Yes” and were therefore allowed to answer the questions that actually said something about the state of wellbeing. 16% answered with “No” and were consequently led to the end of the survey. Consequently, 81 participants were authorized to answer the questions that followed.

To get more information about the participants I asked them to choose their type of employment and the type of position they work or had worked in. Moreover, the question was important to find out if the data corresponded with the type of employment of people working in the hospitality sector. 51% were permanently employed, 35% were students or apprentices, 10% temporary employed, 4% were self-employed and 2% chose “another” type of employment. These 2% then specified this category as being interns. Based on this data I am now able to introduce the actual results about the state of wellbeing in Germany to the reader.

#### **3.4.1 Physical Wellbeing**

I will start to introduce her findings with the section of physical wellbeing. In order to be able to analyze the state of physical wellbeing I asked the participants about their consumer behavior. Due to the fact that alcohol, cigarettes and other drugs are indicators for a rather low state of physical wellbeing like reviewed in the theoretical part of this study, the participants were asked to choose which good they consume. 23% of all participants stated that they do not consume any of the possible goods. Nevertheless, 63% of the people consuming a good consumed only alcohol, 8% just cigarettes, 26% consumed

alcohol and cigarettes and 3% consume alcohol, cigarettes and other drugs. These numbers confirmed the rather high use of luxury goods in the hospitality sector and are visualized in Figure 6.

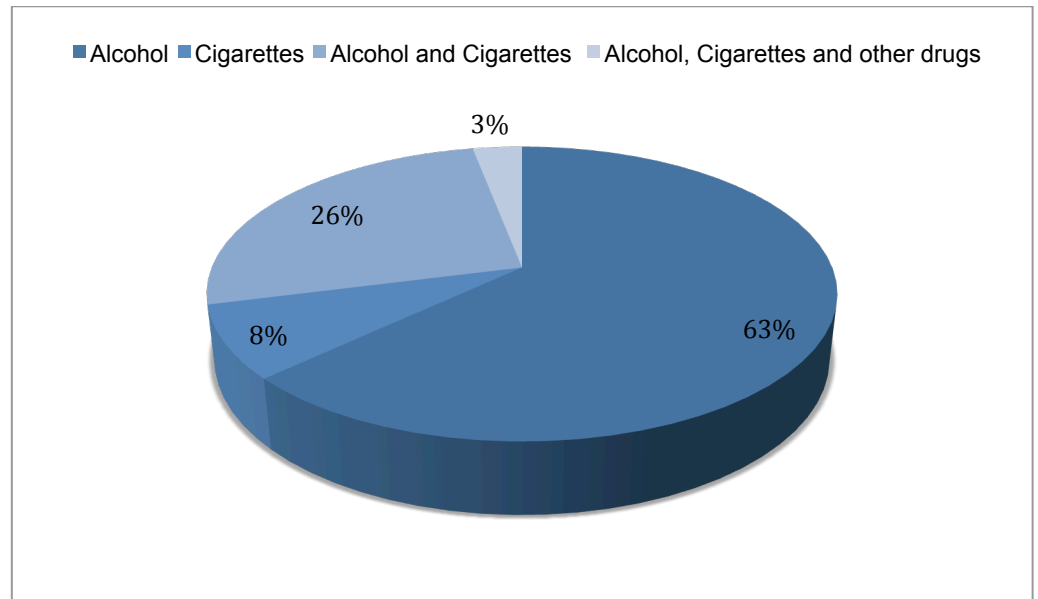


Figure 6: Consumer Behavior of participants

Since, the consume behavior itself does not show any connection to hospitality related work I wanted to know if the consume changed through the work in a hotel in Germany. The majority of the participants said with 58% that their consume did not increase or decrease through their work in the German hospitality sector. Nevertheless, the consume of 31% did increase and only 11% of the responders decreased their consume of the indicating goods. Consequently, the state of physical wellbeing of more than a third of the participants has decreased through their work in a hotel. Even though this number appears to be small in comparison to the majority, the employees who's consume behavior had not changed it is important to lay the focus on both groups to be able to support their physical wellbeing. Consequently, the number of employees with a decreased use of the indicating goods should be increased through support from the side of a company. Figure 7 visualizes the answers to this question.

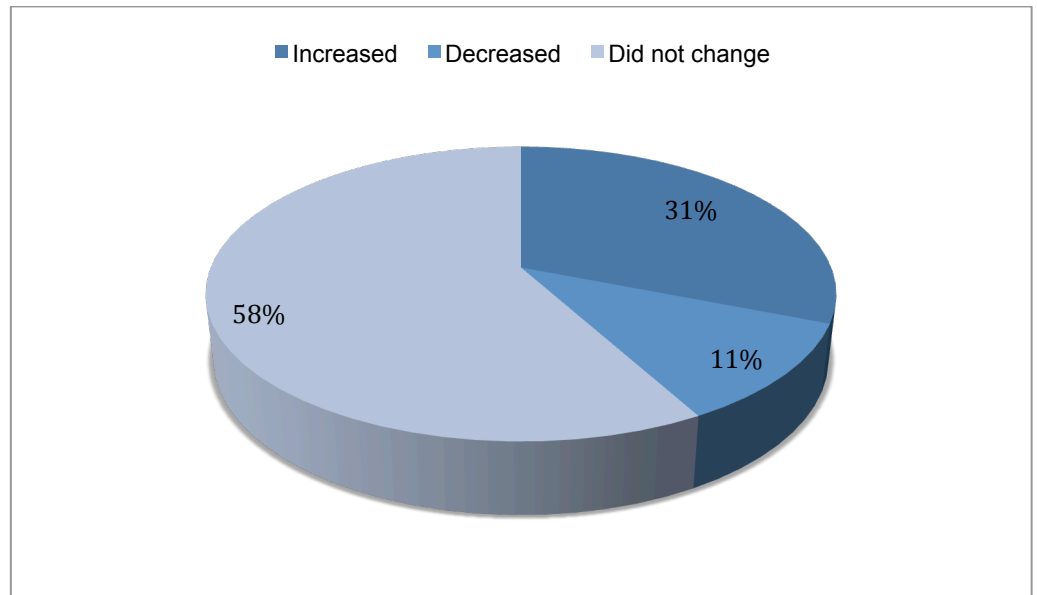


Figure 7: Consumer behavior of participants influenced through their work in a hotel

The following section had the purpose to find out if employees in Germany's hospitality field feel supported in a healthy lifestyle through their companies. I gave the participants the possibility to grade the support from the side of their company based on a Likert Scale, which was conformed with the Finnish grading system, from the lowest "1" to the highest "5". 26% of the responders chose "1", 35% a "2", 26% rated the support with a "3", 12% gave a "4" and a minority of 1% rated the support of the company with a "5". Going deeper into these results it can be said that the big majority of 61% does not feel supported through their employer, less than a third perceives the support from the side of their workplace as "good". Moreover, the average is with 2.8 on an alarmingly low level. This can clearly be seen in Figure 8.



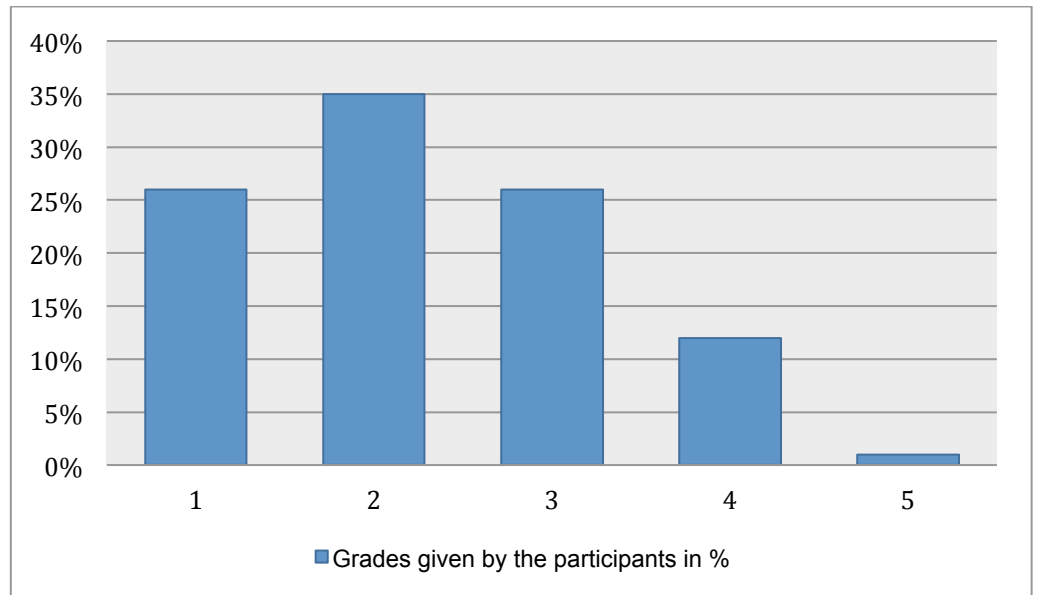


Figure 8: Support in healthy lifestyle - Grades given by the participants in %

These results are also reflected in the next question. The purpose of the question was to find out if the employees are or were able to eat healthy at their workplace. 45% said that both are not possible at their own workplace, 18% of the employees' are/were able to eat regularly. And only 12% could just eat healthy. Nevertheless 25% said that they are/were able to eat healthy and regularly. Adding up the numbers of people who are in general not able to eat healthy we are currently at a number of 63%, which is the majority of all the people working in the German hospitality sector, which Figure 9 visualizes.

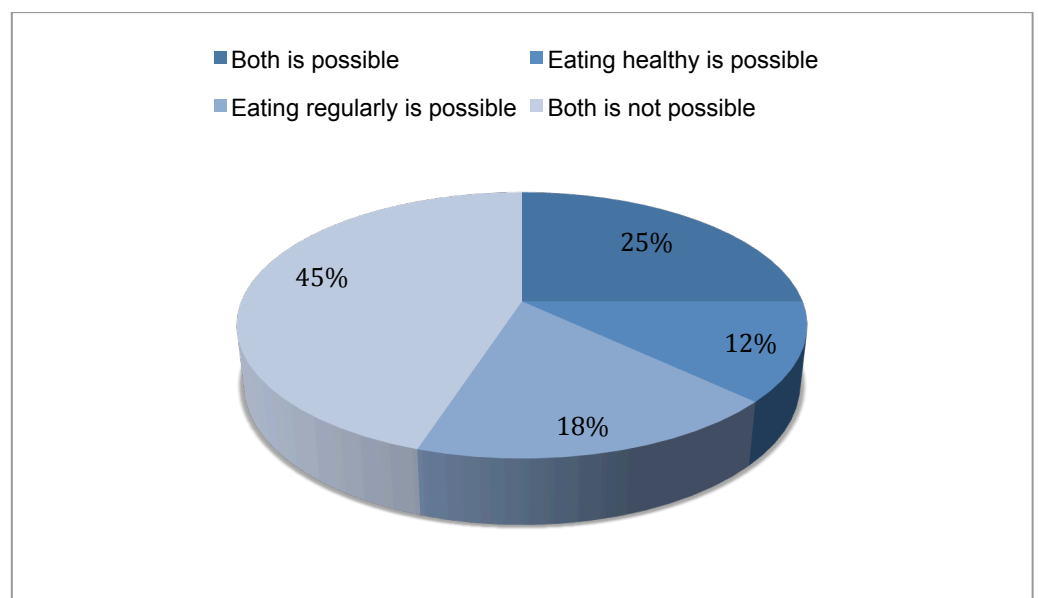


Figure 9: Ability to eat healthy and regularly

The next factor in physical wellbeing is sports. As already literarily reviewed, exercising is another big component of physical wellbeing. 20% of the responders stated that they exercised on both free and workdays and 27% only on free days. The biggest number of responders said with 36% that they did not feel able through their work to exercise. Consequently, hospitality work is one reason for their decreasing state of physical wellbeing. Another 17% was not interested or did not like sports, which was also one selectable category. Again, the following figure, Figure 10, shows these results.

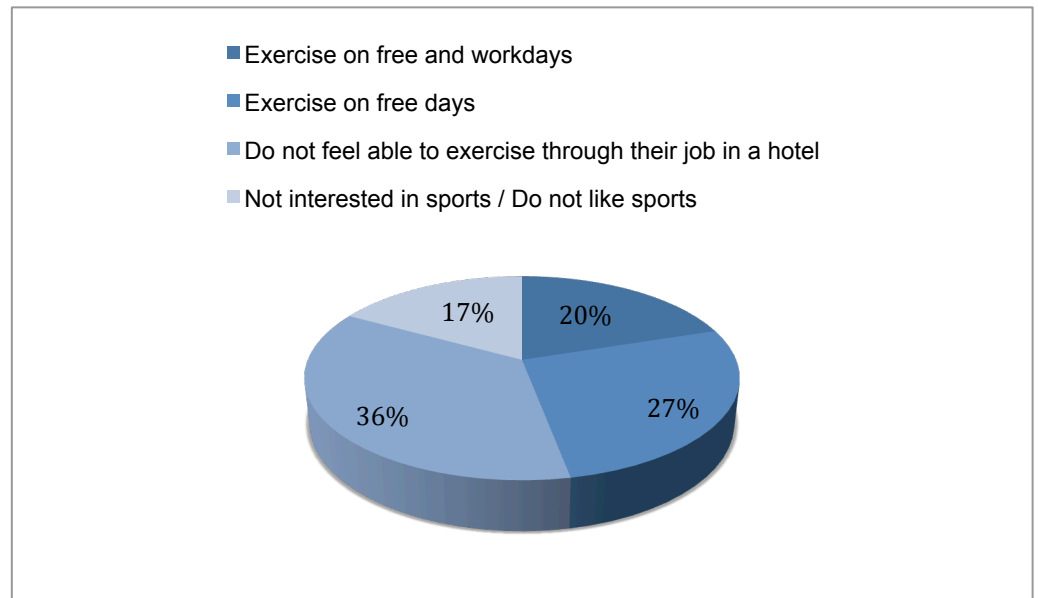


Figure 10: Exercising participants

Summarizing this subchapter of physical wellbeing it can be noted that consume of luxury goods is quite high in Germany's hospitality sector. Additionally, the number of employees with regular access to healthy food has to be increased. Moreover, a high number of participants do not feel able to exercise anymore through a job in a hotel. All these numbers are reflected in the fact that 61% do not feel supported in a healthy lifestyle through their companies even though it is of great significance for a person's physical wellbeing.

### 3.4.2 Psychological wellbeing

Being able to state your own opinion freely in a company supports your psychological wellbeing. Consequently, one question in the survey asked the participants to rate if they feel free to say their opinion. 7% gave a "1", 25% a "2", 17% a "3", 31% a "4" and 20% answered this question with a "5". The reader can see these results in Figure 11.

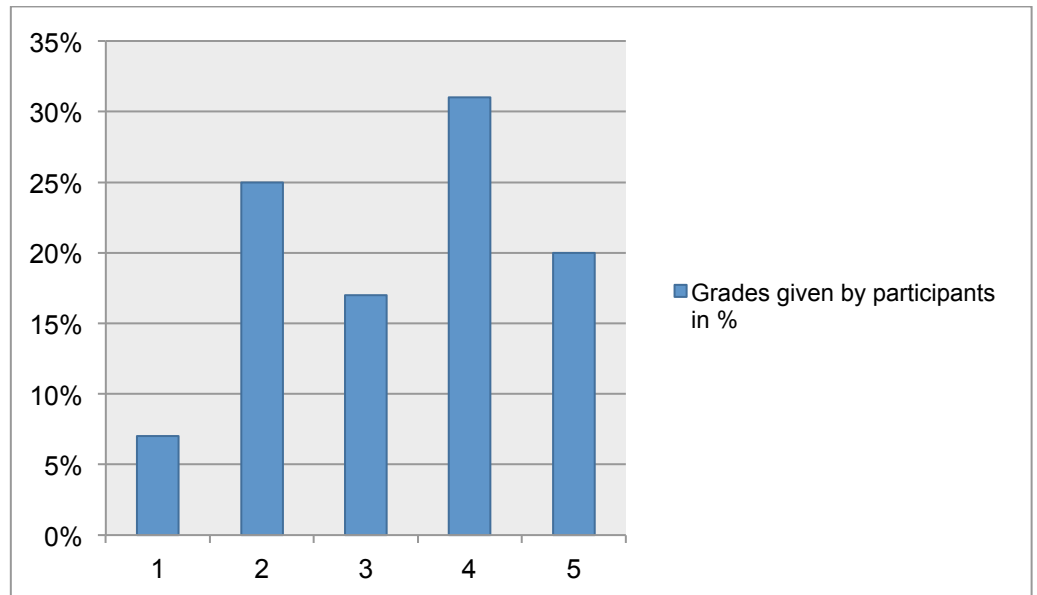


Figure 11: Freedom of opinion - Grades given by participants in %

Reflecting these numbers it can be said that this indicator has a very satisfying state. Adding up the numbers of people rating with “4” and 5” the majority of 51% rate their freedom of saying their opinion on a good level. In addition 17% of the responders say that their ability to say their opinion is comparable with a “3” which means that it is in the middle of the given possibilities and therefore on a satisfying level. Nevertheless, more than a quarter assesses with 32% their state of freedom with the rather poor grades. Consequently, the hospitality sector still needs to change towards freedom of speech as a significant element of psychological wellbeing.

In addition to the rather high number regarding the first question about psychological wellbeing, the findings for the next chapter were also very positive. Since, steady development at work plays a significant role for psychological wellbeing, the participants were asked to rate their agreement about the question if they develop themselves steady through their work. Like in the questions above I gave the possibility to rate with the same rating system and visualized the results in Figure 12. 10% gave a “1” or “2”. 27% ranked their development with a “3”, 30% a “4” and 23% rated their agreement with the best possible grade a “5”.

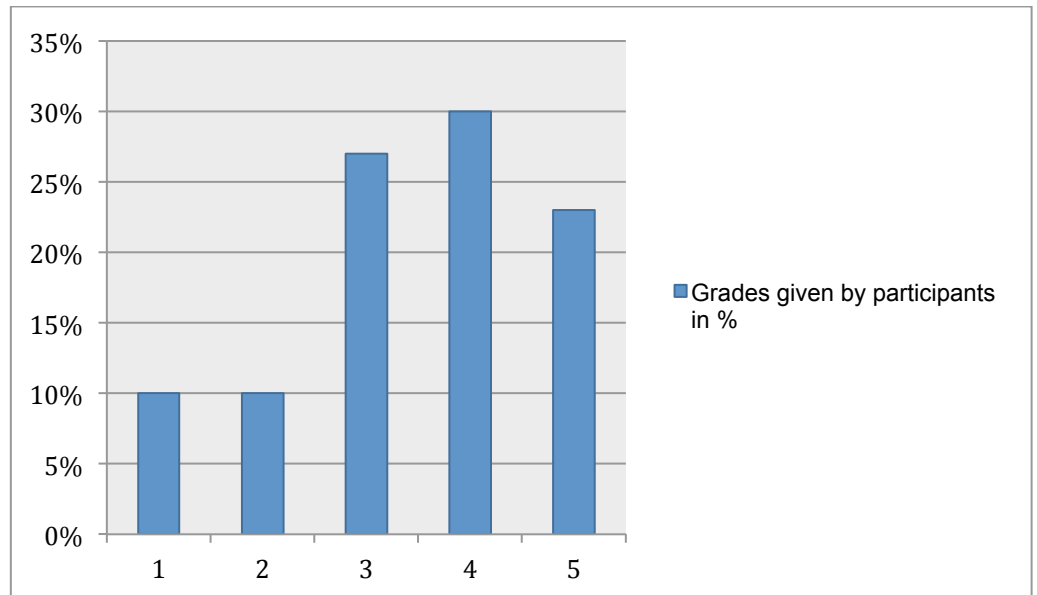


Figure 12: Steady development at work - Grades gibem by participants in %

The graph shows clearly how positive the participants rate the development and consequently experience positive growth on a daily level. Even though 20% giving a rather low grade are the minority of people working in Germanys hospitality sector it is important to still realize that this is a fifth of the total number. Consequently, change is still inquired. Nevertheless, this indicator has a very satisfying result for the industry that is known for such a variety of tasks.

Another question that deals with psychological wellbeing is if the participants feel able to perform their work. Again, the majority of results were clearly in the positive range. 18% ranked their ability to perform their work with “5”, 38% gave a “4”, 27% rated a “3”, 12% with “2” and only 5% with “1”. Thus, most of the participants possess over environmental mastery. Again, these results are very satisfying and indicate a good and stable state of psychological wellbeing as visible in Figure 13.

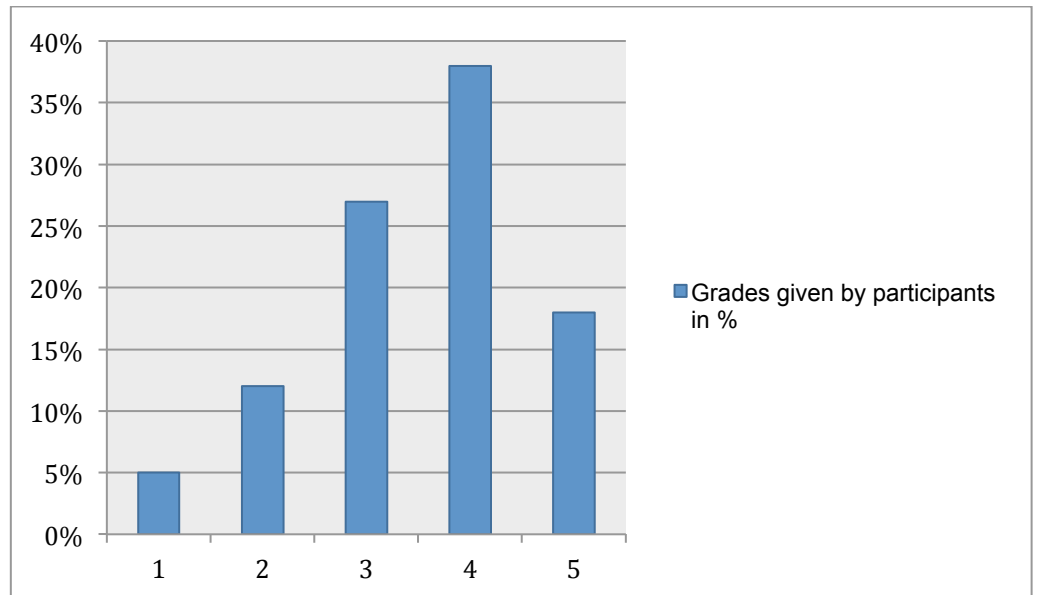


Figure 13: Feeling able to perform work - Grades given by participants in %

Summarizing this subchapter shortly, it can be noted that most participants feel free to state their opinion in direction, grow personally and feel capable of their job. Consequently, a high level of psychological wellbeing can be assumed.

### 3.4.3 Social wellbeing

Since, valuable relationships with people who you like to spend time with are important for a satisfying level of social wellbeing, I wanted to find out if people working in sector like to spend time with their colleagues. As it can be seen in Figure 14, 15% liked to spend time with all their colleagues without exception at work as well as outside of their workplace. Additional 16% liked to spend time will all their colleagues but only at work. 42% answered that they liked to spend time with most their colleagues at and outside of work. Moreover, 6% answered the same with the exception that they only liked to spend time with most of their colleagues at work. 10% spend time with the least of their colleagues but at work and in their free time. Additional 6% liked to spend time with the least of their colleagues but only at work and only 5% of all 81 participants did not like to spend time with their colleagues at all.

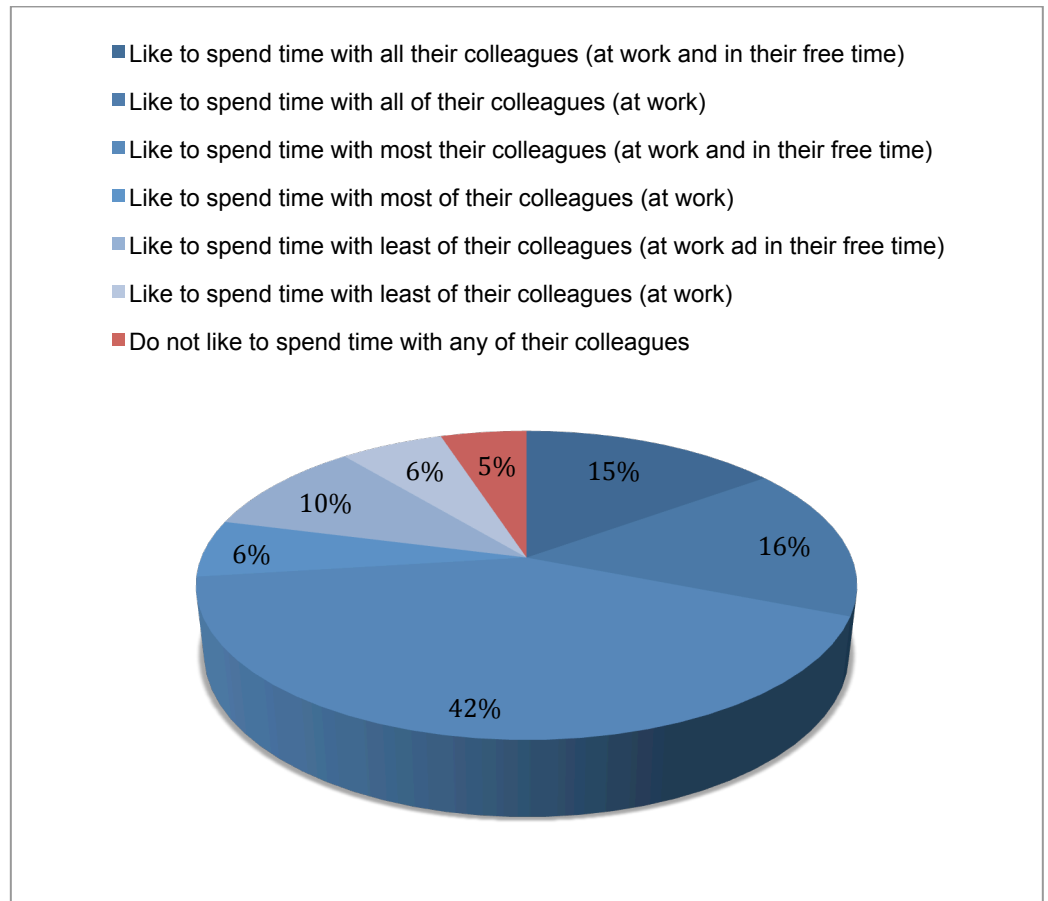


Figure 14: Valuable relationships at work

The graph shows clearly that the large majority of 95%, dyed in blue tones, has valuable relationships at work. Moreover, 67% of all participants stated that they also liked to spend time with their colleagues outside of work, which signifies that these valuable relationships also count in their free time. Like reviewed in the theory this connection to others increases self-acceptance and therefore is also significant for psychological wellbeing. Only 5% of all responders did not have any valuable relationships at work and therefore by trend have a low state of social wellbeing, Consequently, these participants might experience sadness through the feeling of being alone (McGraw-Hill 2016, 3).

However, the results of social wellbeing are extremely positive. Apart from the small number of people without valuable relationship there is no reason for improvement for social wellbeing as a component of entire wellbeing. Nevertheless, a connection to the question about healthy and regular nutrition has to be made. One factor that could influence the negative results of this subchapter could be an unequal satisfaction of human needs, which in this context would mean an imbalanced access to healthy food.

#### **3.4.4 Spiritual wellbeing**

Identifying the state of spiritual wellbeing is a rather complicated matter since most people understand different things under the term of spirituality. Nevertheless, different indicators, which are important for the other components of wellbeing, are also of high significance for spiritual wellbeing. On the one side it is essential to feel as part of something. Since, 79% of all the participants like to interact with most their colleagues at work, they belong to groups and therefore feel as part of something. Additionally, the majority grows personally through their job and feels capable of their work. Nevertheless, analyzing the state of spiritual wellbeing clearly is almost impossible through the individual perception of Spiritual Wellbeing. As reviewed through literature it means the inner relationship to the world (McGraw Hill Education 2016). Through the predominantly positive results it can be assumed that most responders have a good state of spiritual wellbeing.

#### **3.4.5 Uncomfortable situations through a lack of qualified personnel**

As already mentioned in the introduction of this thesis Germany's hospitality sector suffers like other fields from a lack of qualified personnel (BMAS 2016). Nevertheless, there were no clear numbers gatherable through literature. Consequently, I wanted to find out how much this lack is perceivable in the daily work in Germany's hotels. Therefore, the participants were asked to rate if they experience uncomfortable situations through a lack of qualified personnel in their companies. "1" signified hereby "Yes, I have these situations everyday" and "5" meant "No, I never experience such situations at my workplace". The results for this question were extremely on one side - the negative one. 38% reported that they experience such situations on a daily basis and another 36% agreed with a "2" that this happens quite often in their company. Only 10% rated with the midpoint "3", 7% with "4" and just 9% said that they never experience such a situation at work by rating with a "5". The colors in Figure 15 demonstrate the positive and negative tendency of the results. Blue demonstrates the number of people who do not experience the lack of qualified personnel of seldom, green the results of people who experience these situations sometimes and red the number of people who experience the lack of qualified personnel daily.

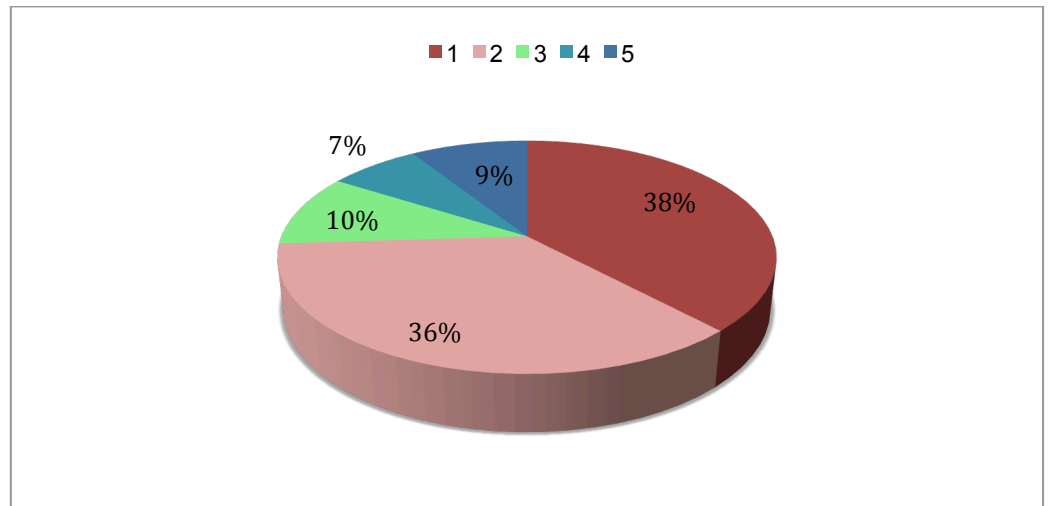


Figure 15: Lack of qualified personnel

### 3.5 Results of the Qualitative Research

As already mentioned above I used interviews as a qualitative research method to be able to get subjective insight from Inclusion Hospitality. In order to be able to compare the results of the qualitative research some similar or even the same questions were asked. The whole interviews can both be found in the appendices. Both interviewees gave their permission to use their name in this thesis.

The first question was about the general difference between an inclusion hotel and a regular hotel. This question had the purpose to find out if both, Mr. Witt as the president of “Embrace Hotels” and Mr. Lauber as the General Manager of “Hofgut Himmelreich” see strong differences between both parts of hospitality or if they are similar to another. One similarity between both interviewees was that they have long-term experiences in the general hospitality industry. Both Lauber and Witt do not see a difference in the way that both types aim to have a satisfied guest. Nevertheless, they say that the interaction with each other is more philanthropic and respectful. Moreover both say that you as a leader of a hotel should be aware of the fact that you cannot afford to exclude your employees and that they are the real capital of your organization, not the guests. However they say that the interaction with handicapped employees needs more time and repetitions of explanations for tasks than with non-handicapped employees. In addition they agree in the fact that the service interaction is very different through the fact that sever handicapped people are not able to manage their emotions, which guests do appreciate, according to both, since they feel treated very honest.



A question that is closely connected to this one and already briefly mentioned in the first section is about the role of employees' wellbeing for the hospitality sector. Both see it as an essential element in the sector. This comes from the fact that only employees who feel respected and in good hands identify themselves with the organization. Moreover, their dissatisfaction is reflected in the customer interaction and can therefore lead to dissatisfied guests in the long-term and consequently no new revenue. Thus, both see it as essential to take good care of their employees.

Due to the fact that Mr. Witt is the president of a big combine and has therefore a brought inside the next question was only directed to him. I asked if the state of wellbeing would always be better for the non-handicapped employee in an Inclusion Hotel than in a regular hotel. The purpose is to get an insight if work in an inclusion hotel always leads to higher wellbeing for all employees. Witt disagrees. Work with handicapped colleagues is very demanding. Consequently, wellbeing of non-handicapped employees is not always higher. Nevertheless, it becomes higher when they start to realize the added value of his or her work with the handicapped colleagues and what they have achieved together after a stressful day of work.

Since, I want the commissioning party to gain from this study, the next question is related to their segment. I ask if Mr. Witt and Mr. Lauber think that inclusion in luxury hotels could lead to difficulties. In general both do not see any difficulties with handicapped employees in Luxury hotels. Nevertheless, they think that society and the "upper ten thousand", who resident in five star hotels, are not at that point yet. Moreover, the pressure to perform in this field is very high and that that could cause problems especially for people with mental handicaps. However, there are no problems as long as you find a fitting task for employees with handicap.

In connection to this question I ask if inclusion could be a solution for the existing lack of qualified personnel. Both Witt and Lauber have very different opinions about that. Witt totally agrees that it is the perfect compensation for the lack of qualified personnel. Whereas, Lauber thinks that you can only balance out parts of it. Nevertheless, both agree with each other in the way that they think that handicapped people could especially carry out low-threshold tasks, which non-handicapped people would not want to do because

of steady striving for development. Moreover, they both see handicapped employees as very loyal workers.

Another question was if guests who do not know about the concept of the hotels are positively or negatively surprised. Both have experienced only a very small number of negative reactions to their concept and mostly get positive feedback. Which is also the case for the next question, which dealt with reactions of guests and other colleagues with another cultural background. Predominantly all the feedback and experiences are positive. Nevertheless, language difficulties arise through the fact that most handicapped employees do not speak a second or third language. Nevertheless, it is essential to explain the concept to new applicants from other countries clearly, since handicapped people do not have the same status as in Germany. In the contrary to Lauber, Witt has not made any negative experiences and many guests from other cultures are very impressed by the concept strive to emulate it.

The next question had the purpose to find out about financial advantages and disadvantages. Unfortunately, it was impossible to find information about that for me, so that it was necessary to get this information from Witt and Lauber. Through the interview with both I find out that the financial support and situation of inclusion hotels varies between the federal states. Witts hotel located in North Rhine Westphalia inclusion hotels receive block grants of 30% for the wage of included employees, whereas Lauber receives a countervailing charge of around 150 Euro for each included handicapped employee in the federal state of Baden-Württemberg. One negative cost factor is that handicapped people have one more week of statutory holiday entitlement which many employers see as a financial obstacle.

This question is strongly connected to another question that was only directed to Mr. Witt for the above-mentioned reasons. It asks about the general obstacles that may arise for an hotelier. Again most hoteliers are scared of the extra costs for the additional week of statutory holiday entitlement. Moreover, they misinterpret the special dismissal protection for handicapped employees. Furthermore, hoteliers think that handicapped employees are more often sick, which is according to Witt not the case.

Reviewing the interviews shortly it can be said that Witt is very positive about the whole concept in connection to the thesis topic, whereas Lauber is more critical. This was very positive for the qualitative research to find out about positive and negative facets of Disability Inclusion. Summarizing it can be said that both do not see differences between inclusion hotels and regular hotels in the way that both strive to have a satisfied guest. Nevertheless, the interaction in an inclusion hotel is more respectful. Both see wellbeing of employees as an essential factor in hospitality and see them as the capital of the organization. Nevertheless, wellbeing of non-handicapped employees is not always higher through disability inclusion through the fact that some disabled workers need more time for their tasks. However, Disability Inclusion in luxury hotels should not be problematic through the fact that it is only necessary to find a fitting task for the handicapped employee. Through the fact that society is not exclusively open for people with handicaps one solution could be to let them work in back offices. Moreover, they could compensate parts of the existing lack of qualified personnel since they do not strive for as much development as non-handicapped workers. Nonetheless, the reactions of people who do not know about the concept are mainly positive. The financial situation in all federal states is different from another and many employers are scared of the special dismissal protection for the handicapped and the additional week of statutory holiday entitlement.

### **3.6 Results of Observations**

The main reason for this thesis was my perception of the differences in interaction between colleagues with and without handicap was. Many times before I had experienced a rather harsh way of speaking at different hotels that I worked for. Consequently, the first thing that was conspicuous was that all employees were welcoming each other warmly each time they were working together. Due to the fact that the team had to be patient with their handicapped colleagues and had to focus on a nice tone, the whole atmosphere in the company was very calm and friendly. Even in cases when the restaurant was fully booked and employees faced a lot of stress the way of speaking was at all times exemplary. Furthermore, the team members helped each other out when help was needed.

Additionally, the hierarchy was quite flat. This was reflected in the fact that the staff in the whole Food and Beverage used the informal version of the word "you" in German, which is rather uncustomary with people with another

authority level than yours in Germany. Moreover, the General Manager and his Personal Assistant praised the team on regular basis. Hereby, it is important to highlight that the whole team was praised at the same time. Individual performances were only praised in extraordinary occasions. Moreover, the supervisors showed their appreciation on regular basis. Consequently, the whole team was working very well together and not competing against each other, which was often the case in other hotels I had worked at. This was also reflected and supported in the fact that all the employees shared their tip in the end of the month based on a fair distribution key. Thus, everyone received an envelope with the money in the beginning of the next month. This was especially reasonable through the fact that the physical and mental abilities differed a lot from another within the company.

Another thing, which is also reviewed in the theoretical part of this study, which supported the wellbeing and productivity of the whole team, was that they eat together before their shift starts. The kitchen team as well as the service personal sit down together for around half an hour, talk about the reservations of the evening, about topical changes as well as about private things. Some of the colleagues also sit down after work and reflect the shifts. Moreover, many of the team members spend a lot of time outside of work together. This is for example supported from the company for instance through a yearly visit of the amusement park "Europa Park". Another factor that is especially essential for the handicapped team members' physical wellbeing are breaks on regular basis. This again is also advantageous for the rest of the team, which also gets to make breaks regularly. In relation to physical wellbeing it can be said that the big majority of employees of the restaurant, which works with the biggest amount of handicapped people did not smoke. Additionally, only one of the employees with handicap smoked. Moreover, the use of alcohol was very limited after work. Some employees drank one glass of beer or wine together, but not more.

Even though most of the observations were clearly positive the author made an observation that was not as good as the others. Unfortunately, this rather negative observation was that the daily routine was sometimes a bit unstructured, which lead to a higher stress level, especially for the people without handicap. Additionally, this lead in some cases to unjustified negative critique for some of the employees. Moreover, the communication between the different departments sometimes lacked. Nevertheless, the majority of the

observations made were very positive and the working environment was generally pleasant.

Summarizing this chapter it can be stated that most elements of wellbeing in Germanys hospitality are between a satisfying and high level. Nevertheless, physical wellbeing suffers tremendously and therefore needs a huge change as one components of wellbeing. Additionally the majority of people in the sector experience uncomfortable situations through the lack of qualified personnel on a daily basis. Although the professionals from the Inclusion Hospitality sector mostly notice good feedback for their concept they think that it would be the best for handicapped employees to work in back offices in the luxury segment. Moreover, they do not see a relation between a non-handicapped employees wellbeing and disability inclusion. Nevertheless, the added value through this special work increases their state of wellbeing. In the following chapter I am going to draw a conclusion for my thesis and discuss the different results of the data collected.

## 4 Discussion and Conclusion

The aim of this thesis was to investigate in disability inclusion as part of diversity to lead Germanys hospitality sector towards a possible way of improving the state of wellbeing as well as the lack of qualified personnel. I formulated several objectives to meet the aim. The first was the identification and critical evaluation based on literature, which I met. The next objective met was to explore diversity with focusing on disability inclusion. Afterwards the analysis of the actual state of wellbeing was carried out. The last objective was met through the interviews with Mr. Lauber and Mr. Witt and my own observations, which show the positive and negative facets of Inclusion Hospitality.

The quantitative research in form of online surveys lead to very different results in each question. On the one hand physical wellbeing is unsatisfactory. Most survey participants consume luxury good, which are harmful for their bodies according to the “Deutsches Krebsvorsorgezentrum”, the “Bundeszentrale für gesundheitliche Aufklärung”, Belhassen and Shani. Additionally, they do not feel supported in a healthy lifestyle, are not able to eat healthy and do not feel able to exercise anymore through their job in a hotel, which the Western Sydney University states as very important for a balanced state of physical wellbeing. Consequently, physical wellbeing is on a very low level. On the other hand employees in the field of hospitality feel able to state their opinion and develop continually at work, which indicates a high level of psychological wellbeing according to McGraw-Hill. Since almost all the responders have valuable relationships at work through people they like to spend time with, social wellbeing has the most satisfying results of all four components. Based on the different results of the three above-mentioned components the researcher tried to analyze the rather complicated area of spiritual wellbeing. Indicators like being part of a community and personal growth were positive. Nevertheless, Guido Zeitler, the division chief of NGG-Union, who is constantly in contact with the problems in Germanys hospitality, says that the individuals’ wellbeing is often neglected. Consequently, this area needs some development. However, the results of this study were clearly positive apart from the physical wellbeing, which should to be focused on in the future. According to the results of the research, employees clearly noticed the lack of qualified personnel and experienced uncomfortable situations on a daily basis.

In connection to that Witt and Lauber stated in the qualitative research in form of interviews that both think that inclusion could compensate parts of the lack of qualified personnel in Germany, which exists according to AHGZ. Moreover they said that Inclusion Hotels possess over a much more respectful atmosphere. In addition, both, as Inclusion Hotel leaders, have a very clear understanding of the importance of employees' wellbeing and see their employees as a the biggest part of their capital, which was also discussed and in the theoretical part of this study. Moreover, the negative experiences with this concept were very limited in the whole combine of 43 Inclusion Hotels. Besides, the cultural differences had seldom caused communication problems in the inclusion hotel of Mr. Lauber, which Marques claims as one disadvantage of diversity. In addition, some guests strived to emulate the concept in their countries.

As a positive result for the commissioning party neither Witt nor Lauber think that there would arise big problems in the luxury hospitality. They think that especially the area of low-threshold tasks will have to be carried out by employees who were not in the original portfolio of hotels. This offers a huge chance to the sector for compensating the lack of qualified personnel. In order to be successful with inclusion the leaders of the commissioning party would have to include a Diversity Management Department as part of Human Resources according to Charta der Vielfalt. As this unit would also deal with other facets of diversity like the national background of employees it would be important to emphasize that handicapped people have the same value as others within the company. It would be profitable to focus on a wellbeing strategy, which focuses especially on physical wellbeing since this suffers in todays hospitality sector. Lu, Chen, Huang and Chien see this as a chance for employees to offer the best possible service performance. (Lu & al. 2014, 357.) Since, there do already exist Inclusion hotels in many different categories and with at least some employees with handicap it is recommendable to communicate on regular basis with them to get familiar with inclusion. Nevertheless, it is important to highlight that a concept that is successful in one company does not necessarily have to work in another one. Especially with this type of concept the leaders and colleagues play a huge role. Therefore, it would be good to make a trial run in one department over a limited period of time to find out if it works to then expand to other departments. After being successful in one hotel the concept could then be

implemented in other hotels of the chain. Hereby, it is important to highlight that like mentioned before handicapped people do not have the same value in each country. Therefore, it should be proven in which countries it is defensible. This long-term plan is also visualized in Figure 16 to give interested hoteliers a tool to look at.

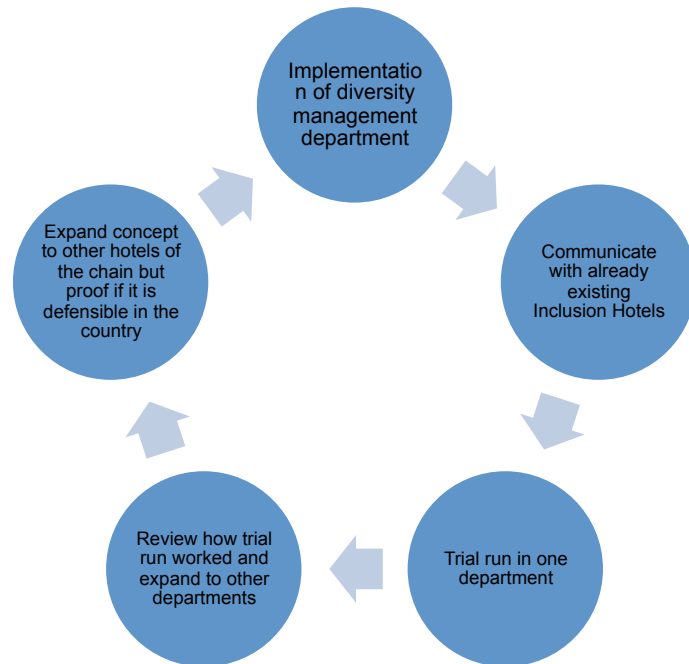


Figure 16: Long-term implementation plan for Disability Inclusion

Regarding financial support, Germany's areas differ a lot from another so that the author cannot make a conclusion for the whole country. However, both Witt and Lauber stated that they receive subsidies from the state for their concepts. Nevertheless, the factors that are seen as obstacles by many hoteliers the additional statutory holiday entitlement as well as the dismissal protection, which is mostly misinterpreted. Moreover, the researcher included observations, which also show respectful interaction, good break regulations and a high state of wellbeing.

Consequently, Disability Inclusion would be one solution for the lack of qualified personnel in Germany. Additionally, the special needs of these employees might take away the stressful atmosphere from the field that is well known for being fast paced. This could increase sections of wellbeing since the lack of qualified personnel causes uncomfortable situations. Handicapped employees could especially do tasks that others do not want to carry out because of limited development. Moreover, the apprenticeship "Helfer im Gastgewerbe" could be one way to introduce the world of working and hospitality to handicapped people. Besides, in these three years the



apprentice can learn a lot. In the end the hotel has a fully developed employee with minor restrictions and strong loyalty. Nevertheless, it must be stressed that Disability Inclusion does not always lead to a higher state of wellbeing for the non-handicapped colleagues. Still, employees' wellbeing will increase when noticing the added value of the work with their included colleagues. Moreover, extra services can be offered through the fact that handicapped employees like to do tasks that others would not want to carry out. Due to the fact that handicapped people are not able to manage their emotions their "real service" would be especially profitable for hotels like the commissioning party with guests who stay constantly in hotels because of their work and therefore strive for a whole new hotel experience. Moreover, this realness could also facilitate the area of emotional labor for other employees. Nevertheless, through the fact that most mentally or psychologically handicapped people are not able to learn an additional language or work under time pressure it is recommendable to include them in the back offices. This would also prevent difficulties from the side of the customer. As a recap of the conclusion and the entire thesis we again have a look at the core questions from the introduction. Finally, we proof if Marques' advantages and disadvantages are also confirmed through this case study to see if the positive or negative points predominate.

1. Could the Inclusion Hospitality build the competitive advantage by being entirely different from usual hotels?

Inclusion hospitality could build a competitive advantage in comparison to regular hotels through the unique service culture of handicapped employees. Since, they are not able to put on a mask or fake smile they offer a service, which is especially interesting for people who stay on a very regular basis at a hotel. Thus, this would be very positive for the commissioning party since the target group is business-travelers who spend most often five days per week in the hotel.

2. Would the original performance-oriented industry have to change towards support and structured processes?

Through the needs of handicapped employees hotels that implement the study would have to change towards structured processes to be successful. Performance-oriented thinking would have to be banned since most people

with disabilities cannot work under pressure and need constant repetitions to understand how a task has to be carried out.

### 3. Is Disability Inclusion a solution for the changing hospitality sector?

Disability Inclusion can be one solution. Nevertheless, some parts like language skills, which are required because of the rising number of guests that come from other parts of the world through globalization, could not be satisfied through handicapped employees since they most likely speak only one language. In addition some people with other national backgrounds do not value a handicapped person as much as someone without a disability. But as describes above the lack of qualified personnel could be partly balanced out and therefore improve one big section of the hospitality sector.

### 4. Can it be unconditionally successful or would it lead to problems in the Luxury segment?

According to Witt and Lauber the group of people who stay in five star hotels might not be at the point yet where it accepts handicapped people as employees or service personnel. But these employees could be included in the back offices and perform low-threshold tasks, which most non-handicapped people do not want to carry out through their natural striving for development.

Additionally, all the theoretical advantages and disadvantages of Marques' lecture are proven. Inclusion Hotels possess over different views and perception through the work with people who think in a very different way than we do. Better customer understanding is given when the customers also belong to the group of handicapped people. Nevertheless, the fact that most handicapped employees do not speak another language than their mother tongue can lead to communication problems. Discrimination would have to be avoided through the clear communication about the concept to new employees and guests. However, the concept is very innovative in the way that it can balance out parts of the lack of qualified personnel and contributes to diverse knowledge about handicapped people. Thus, Disability Inclusion has more positive than negative points and is therefore worth to be implemented in Germanys' hospitality sector.

#### **4.1 Trustworthiness of the Research**

Validity and reliability are two essential factors for the trustworthiness of research. Reliability shows the precision of the measurement that a researcher uses for conducting research. This measurement has to be adapted to the type of study in order to be reliable. Nevertheless, the most accurate measurement chosen by a researcher does not guarantee validity (Rubin & Babbie 2010, 82-83). Reason for that is that validity refers to the accuracy of the instrument that was chosen as a measurement for the study (Kumar Singh & Nath 2007, 178).

As part of social science qualitative research can be made through the interaction with people who belong to a special focus group in their own language. Over the years this method has caused different kinds of misunderstandings and therefore is socially concerned. (Kirk & Miller, 8-9.) Since, quantitative data is highly depending on indicators it is essential to prove the validity and reliability of the chosen indicators (Rubin, Babbie 2010, 82-83), which is discussed in the next chapter. Therefore it was of great importance to choose the right measurement and to see how accurate the chosen measurement is for the study. To guarantee reliability for this thesis I based the questions of the surveys as well as the interviews on academic literature in form of books and articles as well as trustworthy Internet sources of universities as well as federal offices. Due to the fact that I interviewed Mr. Witt and Mr. Lauber on my own the interviews could have led to misunderstandings or misinterpretations from my side. To make sure that the data is valid I audio-recorded the qualitative data to evade misinterpretations. Additionally, I sent a written summary of the interviews to the interviewees to make sure that the data was collected without misunderstanding. Both interview partners signed the summary and thereby confirmed the validity. Due to the fact that both interviewees have long experience in the field and Mr. Witt as the president of "Embrace Hotels" gets the insight of a whole combine of 43 hotels, the data can be generalized and is consequently trustworthy for this study. The quantitative data is valid through its satisfactory number of 81 participants who have worked in the German hospitality sector within the last five years and consequently can be generalized.

## **4.2 Further studies**

This subchapter includes various suggestions for further studies, which are related to this work. Since, the hospitality sector generally includes many different types of accommodations, categories and target groups further studies would be very advantageous for the sector.

On the one hand it would be very fruitful to investigate into studies about other types of diversity than Disability Inclusion. For instance the effect of another sexual orientation than hetero would be interesting to investigate in. This would lead to more insight and consequently more knowledge and openness in the field. Moreover, an author who is interested in this facet of diversity could investigate into the different types of handicaps. For instance learning disabilities as they were mentioned before in this work. Moreover, one study could specialize on people with Down syndrome in the hospitality field. Additionally, a general study about the Embrace Hotels combine could be made for instance about the marketing strategy of their concept. The study could investigate in how to successfully distribute knowledge about their philosophy and in which way it would be the most revenue-beneficial for the hotels that belong to the combine.

Another interesting study would be a more detailed analysis of the individual parts of wellbeing. Hereby researchers could investigate in the different elements more in detail to get more insight. Employees and Managers would gain from the knowledge and wellbeing could be efficiently improved. Furthermore, another study could exceptionally deal with the lack of qualified personnel in the hospitality sector. On the one hand this could be conducted in form of a national or on the other hand an international level. In order to get the most valid and reliable research data Human Resources Agencies could be commissioning such a study. Moreover, studies could explore the motivation factors of hospitality students to then find out which fields could gain from the future professionals as well as how to motivate others to work in this area.

## **4.3 Research Ethics, Evaluation of the study and self learning**

In order to conduct ethical research of this thesis I respected the Ethical Principles of Haaga-Helia University of Applied Sciences. I conducted research without plagiarism by stating all the references and sources I used.

Moreover, none of the describes observations was invented. Furthermore, I did not distort the data of the research in any way that would have caused false results nor misappropriate the idea, work or plan from another person. (Mynet Haaga-Helia 2016.)

Since the beginnings of my “Top-Up Year” at Haaga-Helia University of Applied Sciences I knew the subject of her thesis. This came from the fact that I was very fascinated by Human Resources Management and its effects on a company as well as its employees. Finding the right topic for this study was a challenge till I started to work at the inclusion hotel. Through the work there I wanted to find out more about it and give an insight to others from the field. Due to the fact that Inclusion Hospitality is a rather small area of the sector it was challenging to find the right and valuable material for the Theoretical Framework. This part needed the most time and was the biggest challenge for me. Even though I had written many academic papers before, having a whole new topic to explore without specifications from a lecturer or teacher challenged me. Nevertheless, reading this amount of literature and other trustworthy sources was very interesting and gave me a good insight into different areas of Human Resources Management.

The analysis of the survey data was probably the most interesting part of the research for me. Finding out how the actual state of wellbeing was and to see how much the areas differentiate from another was something that I wanted to know about for a long time. Moreover, the interviews and observations made me familiar with this special sector and enabled me to include long and short-term experiences in this work.

Personally it was very profitable to write this thesis. Seeing continually changes and improvements in writing this academic paper motivated me. Furthermore, being able to manage time between this study, my work and moving to another city was challenging but successful so that I finished the paper within the time that I wanted. Nevertheless, narrowing down the study was quite challenging since I am very interested in many facets of the area. Besides, it was very good to see that I managed to research such a rare topic and how profitable it turned out for the field.

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## Appendices

### Appendix A: Survey Frame

Wohlbefinden der Arbeitnehmer in der deutschen Hotellerie / Employees' wellbeing in Germanys' hospitality

(You can find this text in English below.)

DEUTSCH:

Sehr geehrte Teilnehmer/innen,

Mein Name ist Vera Maria Krebel. Ich bin Studentin an der Haaga-Helia University in Helsinki im Studiengang "Hospitality, Tourism and Experience Management". Dieser Fragebogen ist Teil meiner Bachelorarbeit und wird dazu genutzt werden, um den aktuellen Stand des Wohlbefindens der Arbeitnehmer in der deutschen Hotellerie zu analysieren. Das generelle Ziel meiner Bachelorarbeit ist es dennoch herauszufinden, ob der Stand des Wohlbefindens in der deutschen Hotellerie durch die Inklusion von Menschen mit Handicap steigen würde. Die Beantwortung der folgenden Fragen wird ungefähr fünf Minuten gehen, ist anonym und wird vertraulich behandelt.

Ich würde mich sehr freuen, wenn Sie sich die Zeit nehmen würden, um Teil dieser für mich sehr wichtigen Umfrage zu sein. Falls Sie Fragen haben sollten, können Sie mich gerne jederzeit per E-Mail kontaktieren: vera.krebel@myy.haaga-helia.fi

Vielen lieben Dank für Ihre Teilnahme.

Mit freundlichen Grüßen,  
Vera Maria Krebel

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ENGLISH:

Dear participants,

I am Vera Maria Krebel and I am student at Haaga-Helia University of Applied Sciences in Helsinki. My Bachelor Degree Program is called "Hospitality, Tourism and Experience Management". This online survey is one part of my bachelor thesis and will be used to analyze the actual state of wellbeing in Germanys Hospitality sector. The general aim of my thesis is to find out if wellbeing increases through disability inclusion. The survey will take you approximately five minutes, is anonymous and all answers will be used confidentially.

If you have any questions, please don't hesitate to contact me via vera.krebel@myy.haaga-helia.fi  
Thank you very much for participating. I appreciate that a lot.

Best regards,

Vera Maria Krebel

Auf welcher Sprache möchten Sie diesen Fragebogen gerne ausfüllen? /  
Which language do you prefer to answer this survey?

- Deutsch
- English

### **German Survey**

1. Arbeiten Sie in einem Hotel in Deutschland? / Haben Sie innerhalb der letzten fünf Jahren in einem Hotel in Deutschland gearbeitet?

- Ja
- Nein

2. Bitte geben Sie die Art Ihrer Anstellung an.

- Festangestellt
- Selbstständig
- Aushilfe
- Student/Auszubildender
- Sonstige

3. In welcher Position arbeiten Sie? / In was für einer Position haben Sie gearbeitet?

- Operativer Bereich
- Supervisor Position
- Management Position

4. Konsumieren Sie folgende Genussmittel?

- Alkohol
- Zigaretten
- Andere Drogen
- Nein, ich konsumiere keins der oben genannten Genussmittel

5. Ist der Konsum des Genussmittels / der Genussmittel durch Ihre Arbeit in einem Hotel in Deutschland gestiegen oder gefallen?

- Gestiegen
- Weder gestiegen noch gefallen
- Gefallen

6. Ist / War es Ihnen möglich gesund und regelmäßig während der Arbeit zu essen?

- Ja, beides
- Ja, gesund essen ist / war mir möglich
- Ja, regelmäßig essen ist / war mir möglich
- Beides ist / war mir nicht möglich

7. Machen Sie Sport?

- Ja, regelmäßig. An Arbeits- und an freien Tagen.
- Ja, wenn ich frei habe.
- Weder an freien noch an Arbeitstagen. Ich fühle mich durch meine Arbeit körperlich nicht mehr in der Lage dazu.
- Nein, ich kann aus gesundheitlichen Gründen keinen Sport machen
- Nein, ich interessiere mich nicht für Sport. / Nein, mir macht Sport keinen Spaß.

8. Fühlen Sie sich durch Ihr Unternehmen in einem gesunden Lebensstil unterstützt?

	1	2	3	4	5	
Dem stimme ich absolut NICHT zu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Dem stimme ich vollkommen zu

9. Fühlen / Fühlten Sie sich frei Ihre Meinung bei der Arbeit zu äußern?

	1	2	3	4	5	
Dem stimme ich absolut NICHT zu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Dem stimme ich vollkommen zu

10. Entwickeln / Entwickelten Sie sich stetig durch Ihre Arbeit weiter?

	1	2	3	4	5	
Dem stimme ich absolut NICHT zu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Dem stimme ich vollkommen zu

11. Fühlen / Fühlten Sie sich immer fähig Ihre Arbeit auszuführen?

	1	2	3	4	5	
Nein, ich fühle / fühlte mich oft wie eine Marionette meiner Arbeit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Ja, ich fühle / fühlte mich immer fähig meine Arbeit auszuführen.

12. Gibt / Gab es unangenehme Situationen durch Fachkräftemangel an Ihrem Arbeitsplatz?

	1	2	3	4	5	
Ja, solche Situationen gibt es täglich.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Nein, solche Situationen gibt es an meinem Arbeitsplatz nie

13. Ich verbringe / verbrachte sehr gerne Zeit mit meinen Arbeitskollegen.

- Ja, mit allen. Sowohl bei der Arbeit als auch außerhalb.
- Ja, mit allen. Aber nur bei der Arbeit.
- Ja, mit den meisten. Sowohl bei der Arbeit als auch außerhalb.
- Ja, mit den meisten. Aber nur bei der Arbeit.
- Ich verbringe nur mit den wenigsten meiner Arbeitskollegen gerne Zeit sowohl während der Arbeit als auch außerhalb.
- Ich verbringe nur mit den wenigsten meiner Arbeitskollegen gerne Zeit bei der Arbeit.
- Nein, ich verbringe / verbrachte nicht gerne Zeit mit meinen Arbeitskollegen.

### English Survey

1. Are you working in a hotel in Germany? / Did you work in a hotel in Germany within the last five years?

- Yes
- No

2. What is / was your type of employment?

- Permanently -Employed
- Self-Employed
- Temporary Employee
- Trainee/Apprentice
- Other (please explain)

3. In which position are you working? / In which position did you work?

- Operational Level
- Supervisor Position
- Managerial Position

4. Do you consume one of the following goods?

- Alcohol
- Cigarettes
- Other drugs
- No, I don't consume any of the above-mentioned goods

5. Does / Did your consume increase through your work in a hotel?

- Increase
- It did not increase or decrease
- Decrease



6. Is / was it possible for you to eat healthy and regularly at work?

- Yes, both.
- Yes, healthy is/was possible.
- Yes, regularly was possible.
- No, it was neither possible to eat healthy.

7. Do you exercise?

- Yes regularly, either on a workday or a free day.
- Yes, on free days.
- Neither on work- or free days. I don't feel / did not feel capable through my work in a hotel in Germany.
- No, I can't do sports for health reasons.
- No, I am not interested in sports. / No, I don't like to exercise.

8. Do / Did you feel supported in a healthy lifestyle through your company?

	1	2	3	4	5	
NO, I totally disagree.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	YES, I total agree.

9. Do / Did you feel free to say your opinion at work?

	1	2	3	4	5	
NO, I totally disagree.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	YES, I total agree.

10. Do / did you always feel capable of your work?

	1	2	3	4	5	
NO, I often feel / felt like a marionette of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	YES, I always fe / felt capable of my work.

11. Have you ever experienced an uncomfortable situation at work through a lack of qualified personnel?

	1	2	3	4	5	
Yes, I have these situations everyday.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	No, I never have such situations at my work place.

12. Are / Were there people at work that you like / liked to spend time with?
- Yes, with all of them. At work and in my free time.
  - Yes, with all of them but only at work.
  - Yes, with most of them. At work and in my free time.
  - Yes, with most of them but only at work.
  - I like / liked to spend time with only a few people from work. At work and in my free time.
  - I like / liked to spend time with only a few people from work but only during work.
  - I don't / didn't like to spend time with my colleagues.

## **Appendix B: Interview with Mr. Timo Witt**

1. What differentiates an Inclusion Company in general from a regular hotel company?

Mr Witt says that he himself ran through an apprenticeship in a regular hotel company in Bielefeld in Germany. Reason for that was that he always liked the interaction with people of which the hospitality business outwardly communicates its importance. But in the core hospitality doesn't work very philanthropic as a consequence he told himself after finishing his apprenticeship that he doesn't really have to work in the hospitality business, because they would not work differently with people than in other parts of economy. He realized through his temporary work at an inclusion hotel where he worked to finance his studies that there are still concepts in which not only the guests are the focus of attention, but the people who work at the hotel. He liked that very much and sees this as the fundamental difference. He says that we can not afford it to exclude the employee from our conduct and that we always have to take care of the person who is working for us to make sure that our guests feel comfortable. This is the big difference to regular hospitality where no people with handicap are employed.

2. Is the interaction with guests as well as other employees different from a regular hotel?

He answers that guests of his hotel and the hotel-leader-colleagues often say that the interaction is perceived as very honest and uncomplicated. Furthermore, he says that people with severe disability and especially mental disabilities cannot fake a smile; they do not always bring the professionalism

that we were taught in connection with emotions: to always laugh and not to show that you are stressed because they are not able to perform. But he stresses that guests appreciate that a lot, they feel treated very honest by the employees. Moreover, he highlights that this does not mean that people with handicap cannot learn professionalism and that they master the processes and tasks very professional. But it is very difficult for them to put on a mask to always be nothing but polite, where serenity and friendliness would not be appropriate, which we the people without handicap learn.

3. Can employees without handicap consequently also act more like themselves?

He says that he is not sure if that's the case during the work, but that employees realize when reflecting their work that they became much more down-to-earth through it and recognize that other things in life are not as important than others. For instance, being respectful with each other is of great importance. Additionally, he says that the usual idea of career cannot exist in such a company because of the fact that its system would not work anymore. Respect and compassion are the characteristics that are essential for this field of hospitality. If a person doesn't have these, he or she is not well served in this industry. Further down the line he says that the employees without handicap are often more fraught because they have to take care and support the person with handicap additionally. Moreover, he stresses that after work the employees in this field would realize and communicate the positive impact of their disabled colleagues on their working life since they gain so much from the interaction with their co-workers.

4. Does the state of wellbeing increase for the employee without handicap?

He says that as soon as they recognize the added value their wellbeing increases absolutely. Moreover, Mr Witt describes a situation at his own hotel, which possesses over a big beer garden, where also handicapped people work. He says that in the moment where a not-handicapped person works in this beer garden together with the handicapped, the worker wants to have a colleague without handicap, who can help faster during the work. Nevertheless, he says that both workers would recognize after work what they have managed and the person without handicap realizes that this job is worth working in. He describes that with reference to what the non-handicapped

person achieved together with the colleague with handicap. He highlights that wellbeing is not always higher through the interaction with disabled people.

5. How does a hotel become an Inclusion hotel – Are financial or legal steps?

Mr Witt says that you need to hire at least 25% of people with severe disability. Moreover, he says that many companies that work with that many handicapped are striving for public benefit. To be accepted from the Internal Revenue Service they need to have at least 40%. As well as to get subsidized from the integration office to get a personnel grant allowance or innovation grants. Additionally, he says that subsidy payment depends on the federal state that your hotel is located in.

6. Inclusion in luxury hotels – Could that lead to difficulties?

He says no. Witt again gives an example from his hotel and says that there would not be a finger in a coke in his 3 star hotel, only because the waiter is handicapped. He stresses that this would not be ok and would indicate missing professionalism. Additionally, he says that you just have to look how a task has to be put into action. He describes that you have to look for the requirements that are needed to carry out the task. Mr Witt says that of course you cannot have a deaf-and-dumb waiter because that would not be professional or work. Besides, people with handicap might not be as fast as non-handicapped, when serving a guest and says that this would not lead to a lack of the whole package. It could work very good to lead luxury hotels with such a concept and adds that unfortunately our achievement-oriented society is not that far yet. Additionally, he says that his hotel has 15 employees of which nine are severely handicapped. He says that no hotelier would believe that since they believe in performance and says that this idea of hospitality would have to be changed because then inclusion would not bring any problems to five star hotels.

7. Do you see difficulties with other cultures in which handicapped people are not as integrated in society as in Germany?

“That’s a difficult question” and says that the cultures come to Germany to be our guests and that he therefore expects them to accept this. He stresses that many guests for instance groups from Africa look at these concepts and copy them because it is needed. Many things are not imaginable for others because

they think that inclusion in the way that it is done in Germany is not possible. Most people think that these hotels get millions of subsidies and stresses that that is not the case. He says first Germany has to get that far with inclusion to think of other cultures, which could maybe not be capable to deal with these concepts.

8. Are there any financial disadvantages for an inclusion hotel compared to a regular hotel?

He answers that this is very different in the regions of Germany. In the region in which his hotel is located they get a block grant of 30% for personnel wages. He describes that if you as an hotelier would say "I take someone who works at least 70%, so that it is economically". But in the time that the person is employed the performance can decrease. This can be caused through the fact that the person is getting older or the handicap getting worse. Than the performance could decrease to 50% and therefore it would not be as economical as before. Hence, you would theoretically have to fire the employee because of the economical disadvantage. He gives another example from his hotel and says that he has the same housekeepers since 12 years. He says that of course the work gets harder for them but they are always very loyal towards their employer. Nevertheless, their performance curve decreased. In that case the hotel has to have higher occupancies to balance the costs. Witt says that inclusion hotels are not always financially stronger than regular hotels and sometimes a bit more financially burdened.

9. What would a higher number of inclusion companies mean for Germany?

More tolerance, more respect and another idea of performance. Moreover, better service of which he says he is very convinced about. Additionally, this service would be more enjoyable. Additionally, this would bring much more social participation from people with and without handicap.

10. Could inclusion compensate the lack of qualified personnel that exists in Germany?

He answers with "Yes of course". And says that we should look at the young people. They don't want to work in a hotel and work on a weekend nor get paid only 9€ per hour. They don't want to work shift-work or 12 hours in a row. Moreover, he says that it is no surprise that the hotels of Germany do not get

any applications anymore. He adds that hospitality is so full of tasks and also low-threshold tasks that we do not have any other chance in the future than to work with people who we wouldn't have had in our original portfolio. He says that the big advantage that comes with employees for instance with learning difficulties is that you can form them the way you want them. And that the inclusion hotels have the big benefit that they do believe in the ongoing development of people. Mr. Witt says that he thinks that inclusion hotels are nowadays the pioneers because they approach to the people who are weaker. Moreover, he says that he himself is the only hotelier in his region, that offers the apprenticeship "Helfer im Gastgewerbe" (directly translated: Helper in Hospitality), which for people with handicap. He tells about the girl who is currently doing this apprenticeship and says that she is not fully developed yet in this field, but that she is hardworking and very loyal. He says that she will be an excellent employee in three years.

11. Which obstacles could arise for an hotelier? Does Inclusion bring disadvantages?

He says many are scared of the dismissal protection. Mr. Witt explains that you are not allowed to fire someone because of his/her disability when you knew about it before. He stresses that the dismissal protection is often misunderstood in the way that employers think that they will never be able to fire a handicapped employee, which is not true. "When this employee steals a bottle of wine for the third time you can fire him like anybody else." The only thing is that you have to be aware of the disability of your employee and that's you are not allowed to fire him because of that, because you knew about it. He says again that most employees think that they never can fire their handicapped employees no matter of what they are doing. One other thing that seems to be an obstacle for employers is that people with handicap have one more week of statutory holiday entitlement. Moreover, employers think that handicapped people are more often on sick leave than the non-handicapped, which they perceive as unpredictable. Witt says that that is not the case. Many employers would also be scared because of their own lack of experiences with handicapped people.

12. Do you see differences in the dealing with each other between Inclusion Hotels and regular hotels?

He says that he clearly sees differences and that everything would be more respectful in inclusion hotels and that employers as well as people in

supervisor positions would stop trying to control every single process. He tells an example from his own hotel where a man with Down syndrome works in the restaurant. This employee asked one of the guests if he slept well and asked after the guest replied that he slept well, if he wouldn't want to know how he (the waiter) slept. Even though these situations are new for the guests, they like them, they remember them and often they are the reason why guests come back. "Neither three stars or five stars are going to be remembered, emotions are the thing that guests will always remember." He adds "and that's what the employees with handicap achieve." And "

13. Are people who didn't know about the concept positively or negatively surprised?

He gives an example of his own hotel and says that most of his guests book through online reservation services like "HRS" or "Booking" and that they often don't know before their stay about the employees with handicap. Since most of them are business travellers they want free Wi-Fi, a good location and free parking. Mr. Witt says that he has never made any bad experiences with guests who didn't know about the concept before. He says his experience is the contrary. Guests really like it. His occupancy is 82% on average per year. His experience is that guests really like to return because of the concept. He adds "as long as your hotel provides what it has promised: free parking, a clean room with a good view, a delicious breakfast and then has the finishing touch of inclusion, that's what guests want to support and that's the reason why they come back". When you don't have a good hotel with clean rooms and good service, but employ people with handicap you won't get anything from it."

14. Which role does wellbeing of employees play in hospitality?

He says that employees who feel respected and in good hands identify themselves with the hotel. They are the intermediation of the company and the employer. Wellbeing is reflected in work performed and the interaction with guests.

15. Where there ever difficulties because of the interaction between handicapped employees and guests of other employees from other cultures?

Witt says that he has never experienced that. Moreover, he says that this type of inclusion impresses others and makes them curious or lets them even emulate the concept.

*Timo Witt*

Detmold, 26.07.2016

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Location/Date, Timo Witt, Embrace Hotels



## Appendix C: Interview with Mr. Jochen Lauber

Interview with Mr. Lauber

1. What is the difference between a regular hotel and an inclusion hotel?

Mr. Lauber says that generally there is no difference between both types of hotels as they have the same goal: a satisfied guest. But he says that the interaction with each other is very different and that people are allowed and able to learn from each other without differentiating between a person with and without handicap. He says that people without handicap can also learn from a handicapped colleague. Moreover, he says that hospitality is famous for its gruff way of speaking and that people in inclusion hotels interact with high regard with each other. He highlights that an inclusion hotel can show that it is possible to interact respectfully with each other even though there exist the same stressful situations like in other hotels. Additionally, he says that he has never experienced that someone screamed in an integration or inclusion company. But he says that that is unfortunately daily happening in regular hotels and that he always says that there is no reason to scream to communicate something to another person. He adds that sensible interaction is important for that and that this should also be the case in regular hotels, not only inclusion hotels. Additionally, he stresses that the field of Human Resources Management could generally learn a lot from inclusion hotels. One example that he tells is from his beginning in this field and says that many of his friends with a hospitality background said that it would not be possible to successfully lead a hotel without building permanent pressure for the employees. He invited them and showed them the opposite.

Nevertheless, he says that employees with handicap sometimes cause some difficult situations since, they need more explanations and many things have to repeat several times for them.

2. Which role does employees' wellbeing play for the hospitality sector?

Jochen Lauber says that he thinks that the staff is the capital of a hotel, not the guests and says that it is therefore essential to take care of the employees. He says that unfortunately hospitality belongs to the low-wage segment and that makes it even more important that everything around is good. The employees have to be recognized no matter in which hierarchical position they work. He says that it is especially important in the service sector to support the employees' wellbeing to be able to offer good service for the guests. Additionally, he says that it is also very important that the interaction between employees is respectful since you have no chance to withdraw within eight hours that you are working with your colleagues and guests. He adds that when communication from high to lower positions or the other way around doesn't work it ends like a virus that is distributing itself within a company and in the end the people don't want to work there anymore. In the end this dissatisfaction can lead to guests that are not returning and in the long term consequence no new revenue.

3. Are people who didn't know about the concept positively or negatively surprised?

He says that he only had two to three guests within the last 8 years who did not feel comfortable with this concept. Mr. Lauber relates that in the early beginning of the concept most people came to the hotel to see how it works. Nevertheless, he and his colleagues realized that one day these guests would not come back anymore. He says that the hospitality and gastronomy performance was not as good as today. For instance most guests did not get what they had ordered in the beginning with this integrative concept. Moreover, he says that the quality of the food was average to dissatisfying in the first few years. This also had to do with the organizations, arrangements and alterations that had to be realized in the beginning. All the handicapped employees just left school by that time and had no idea what working really means. In the meantime the

quality of the gastronomy and hospitality in the hotel has changed to good to excellent and guests come back because of that. He says that the guests who did not know about the concept often don't realize the concept till there comes a waiter with Down syndrome to the table and that they would then look into the menu and start to read about the philosophy of the hotel. Most guests would then react very positive and often come back because of the integrative concept.

4. Where there ever difficulties because of the interaction between handicapped employees and guests or other employees from other cultures?

He says that he has never experienced difficulties in relation to that question. He adds that they communicate the concept very clearly to applicants. Mr. Lauber says that especially now when refugees apply to jobs at Hofgut Himmelreich that there arise some language difficulties. This comes from the fact that the employees with handicap don't speak a second or third language. Moreover, he says that in some cultures people with handicap don't have the same value as people without handicap but adds that this is not a big problem in his hotel. The only negative thing that he mentions in this context is that there were a few refugees for trial shifts and that some of them had problems with accepting that the person who showed them something was a person with handicap. But he says that the employees with handicap are able to show new colleagues how to do certain tasks and that that shows them appreciation.

5. Inclusion in luxury hotels – Could that lead to difficulties?

At first he asks if I hereby mean the five-star segment, which I answer in the affirmative to. And then he says "Yes" and "No". He says "a fish start to stink by the head" by which he means that it start from the top. He gives one example of the hotel "Anne-Sophie" in Künzelsau, which is a four-star hotel with a Michelin star where people with handicap work. Nevertheless, he says that he thinks that society is not that far yet, especially the "upper 10 thousand" who resident there. But he says that people with handicap could work in the back offices in these houses. Unfortunately, he says that the pressure to perform in this segment is quite high and that could lead to problems especially for people with mental handicaps. He adds that he got some requests from Luxury hotels in the academy of Hofgut Himmelreich, which trains people with handicap to work in the hospitality or gastronomy sector. He rejected these request because he did not want to put these people with mental handicaps in such situations where they are not able to meet the requirements. And he says that many guests would not accept that.

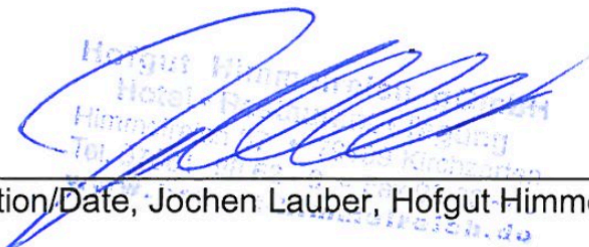
6. Are there any financial advantages or disadvantages for an inclusion hotel compared to a regular hotel?

He says both. He explains that there is a countervailing charge for companies in Germany who do not hire people with a handicap and that of course inclusion hotels do not have to pay that. And tells that there are different grants and subsidies for inclusion hotels. Additionally, a inclusion hotel gets a subsidy for each employee with handicap which is around 150€ since they need more staff, which is one financial disadvantage. Moreover, he mentions that people with handicap have one more week of statutory holiday entitlement.

7. Could inclusion compensate the lack of qualified personnel that exists in Germany?

He says that he doesn't see it as a solution for the whole lack of qualified personnel but that it would lessen the extent of it. For instance handicapped people have a very different motivation to work and are therefore also satisfied when they do the same thing for many years for example clean dishes as well as preparing food, which many people

would not want to do since they are always aiming for development. He stresses again that inclusion could compensate a part of the lack of qualified personnel. Many tasks in hospitality can be realized through handicapped people. Many partners of the academy, which is briefly explained in question 5 gave very good feedback and told Mr. Lauber that thanks to the people with handicap they were able offer in their companies, which they were not able to have before.



Location/Date, Jochen Lauber, Hofgut Himmelreich

**Appendix D: E-Mail of NGG division chief Mr. Guido Zeitler**

Sehr geehrte Frau Krebel,

vielen Dank für Ihre E-Mail vom 19.4.2016.

Die Hotellerie hat in erster Linie die große Aufgabe zu erledigen, die Rahmenbedingungen zu verbessern, um attraktive Arbeitsplätze zu stellen. Hierzu gehören insbesondere eine bessere Bezahlung und verlässlichere Arbeitszeiten, die sich auch an den Interessen der Beschäftigten orientieren.

Darüber hinaus muss es auch Aufgabe der Betriebe sein, sich zusätzlich noch auf die individuellen Bedürfnisse / Anforderungen der Beschäftigten einzustellen und diese zu fördern.

Insofern kann Ihre Arbeit interessante Impulse liefern.

Mit freundlichen Grüßen

Guido Zeitler  
Referatsleiter Gastgewerbe