



Employer's methods to prevent and intervene in sexual harassment

Anni Keskinen

Haaga-Helia University of Applied Sciences

Bachelor's Thesis

2021

Bachelor of Hospitality, Tourism and Experience Management

Abstract

Author(s) Anni Keskinen
Degree Bachelor of Hospitality, Tourism and Experience Management
Report/thesis title Employer's methods to prevent and intervene in sexual harassment
Number of pages and appendix pages 58 + 4
<p>Sexual harassment has extensive negative impacts on the life of a victim, but it also carries consequences to the employer if the harassment takes place within the work environment. Sexual harassment as a term is very comprehensive as it includes several different kinds of behaviour. Sexual harassment is against Finnish law, and mentions of sexual harassment can be found in several acts of law. Furthermore, the law obligates the employer to prevent, and intervene in sexual harassment.</p> <p>The objective of this thesis is to provide information on methods which enable the employer to prevent, and intervene in sexual harassment in the work environment, and research how hotels are currently implementing these responsibilities. The empirical part of the research focuses on what kind of procedures different hotel chains in Finland utilize to prevent and intervene in sexual harassment in the work environment.</p> <p>The theoretical framework consists of subjects such as the definition of sexual harassment, the occurrence of sexual harassment in hospitality industry, risk factors behind sexual harassment, its consequences to the company, and theory of methods to prevent and intervene in sexual harassment. The research was conducted as qualitative research, and the applied method was semi-structured interviewing.</p> <p>The empirical study focused on scoping the existing prevention and intervention methods used in chain-owned hotels. The performed research only partially met the set objectives. 24 potential interviewees were contacted at the end of April 2021, and the interviews were scheduled to be conducted in early May 2021. It is possible that due to the short time frame, 14 of the people contacted declined the interview, eight did not answer the invitation, and two accepted the invitation, but unfortunately one of them had to cancel the interview. Therefore, the research was conducted with only one participant. This cut out the comparison aspect of the research, along with negatively affecting the validity of the empirical part of the study.</p> <p>Nonetheless, the results gained from the conducted interview corresponded with the theoretical framework. The interview was divided into two themes: prevention and intervention. The aspect of intervention was addressed via open questions, and the aspect of prevention was addressed mainly through example cases. In the first part, as a result, methods like orientation and training, early intervention, and clear instructions were mentioned. Likewise, in the second part of the research the interviewee responded in an adequate way to the given cases, and elucidated the examples by sharing how the cases would be addressed effectively in practice.</p> <p>To summarize, the prevention and intervention are both continuous processes, and so should also be the monitoring of the work environment. In order to help the employer to ensure the health and security, of the work community. Moreover, it is essential to be able to identify sexual harassment and the possible risks, implement the prevention methods, and have adequate procedures in case of occurring sexual harassment.</p>
Keywords Sexual harassment, prevention, intervention, hotel industry

Table of contents

1	Introduction	1
2	Sexual harassment at work environment.....	4
2.1	Forms of harassment	5
2.2	Sexual harassment in law and directives	7
2.2.1	Act of Equality Between Women and Men	8
2.2.2	Occupational Safety and Health Act	9
2.2.3	The Criminal Code of Finland	11
2.3	Sexual harassment in hospitality industry	11
3	Risk factors and consequences	13
4	Prevention	17
4.1	Questionnaires.....	17
4.2	Instructions and training.....	17
4.3	Risk assessment.....	19
4.4	Plans and policies.....	21
4.5	Positions of responsibility.....	23
5	Intervention.....	24
5.1	Starting phase	26
5.2	Investigation phase	29
5.3	Conclusion phase.....	31
5.4	Monitoring phase	33
6	Research methods.....	35
6.1	Interviewing as a data collection method	36
6.2	The ethicality of the research	37
6.3	Planning the interviews	38
6.4	Analysis methods	44
7	Results.....	47
7.1	Prevention	48
7.2	Intervention	49
8	Discussion	51
8.1	Main findings	51
8.2	Reliability and validity.....	54
8.3	Suggestions for improvement and future research.....	55
8.4	Personal learning outcomes and self-evaluation.....	56
	References.....	59

Appendix 1. Interview plan adapted from Kananen (2015, 154)	64
Appendix 2. Interview invitation	67

1 Introduction

According to Finnish legislation, the main responsibility of preventing and intervening in sexual harassment in the work environment is on the employer's shoulders. Sexual harassment in the work environment is a serious issue, especially in the hospitality industry. The employer needs to have a comprehensive knowledge of what is sexual harassment, what are the risk factors of sexual harassment in the work environment and how the harassment can be prevented. Additionally, the employer needs to be aware of how they can prevent sexual harassment in the work environment and what are the consequences to them and their company, if they do not perform their duties.

The purpose of a research can be defined based on four different features. It can be exploratory, describing, explaining or predictive. This Bachelor's thesis is implemented using the exploratory purpose for the research, this refers to searching new aspects and phenomena. The aim is to research a poorly known phenomenon. (Hirsjärvi, Remes & Sajaavaara 2008, 134-135.) The primary purpose of this thesis is to research how companies in the hotel industry can efficiently prevent and intervene in sexual harassment in the work environment.

The empirical part of this thesis is focused on hotel chains in Finland. The aim is to understand the operating models the chains have and how they are being implemented to prevent sexual harassment and intervene in the occurring cases. In this case, the operating models refer to procedures such as instructions, training, policies, assessments, and measurements. To conclude, the purpose of this research is to determine what procedures are being used, how they are implemented in the company's operations.

The research objective can be defined based on how it is meaningful to the researcher and the industry, along with what kind of information and understanding can be achieved with it (Hirsjärvi & al. 2008, 134-135). This Bachelor's thesis' main objective is to provide information on how a hotel company can efficiently prevent and intervene in sexual harassment in a work environment and what is currently being done in the hotel industry to achieve this aim. The process to achieve the main objective includes researching and defining the procedures that help employers to create a safe working environment where risks of sexual harassment are minimized and to actions are taken efficiently when an employee experiences sexual harassment. A sub-objective of the study is to help the employer identify sexual harassment by explaining the forms it can appear in and where goes the border of behaviour becoming identified as sexual harassment. This aim is reached by defining the term through scientific theories, law regulations and examples. In addition, by

defining the employer's responsibilities and the possible consequences of sexual harassment to a company, the employer is notified of the things they need to consider and forewarned of the possible effects of neglecting their responsibilities.

The result will benefit employers in the hotel industry and the researcher. The research outcome serves as a guide for the employers to understand the topic in-depth and develop their operations to create and maintain a more secure work environment, where the risk of sexual harassment is minimized and where the occurring cases would be effectively dealt with. The additional advantage for employers is to allow them to compare their procedures to others in the industry, which can create new ideas and points of view for their operations. On the other hand, the topic and information provided in this thesis can be generally compelling to people interested in themes such as human resources, employee well-being, or management.

According to Kananen (2014, 32) scientific research cannot be done without a research problem since it defines the direction of the research and guides to specify the purpose and objectives of a thesis. The research problem is how employers can prevent and intervene in sexual harassment and what is currently being done in hotel industry. The focus of the study is on the hotel industry, fixating to research the differences between hotel chains operating in Finland. Hotel chains were chosen as the object of this study because there is a larger number of hotels in Finland, but hotel chains operate several of them. The chains are presumed to have primarily shared protocols, so it would not be cogent for the objective of this study to compare two hotels owned by the same chain. The chains as an object could potentially offer a more precise and encompassing information of the used procedures since the influence and magnitude of chain hotels is prominent. Additionally, the procedures are usually upgraded based on experiences and knowledge, so the information from different hotels can travel through the chain, and if needed, the upgrades can also be executed elsewhere.

The research problem is often converted to serve as a research question, which is also done in this research (Kananen 2014, 36). The main research question is how employers can prevent and intervene in sexual harassment in the work environment and what is currently being done in the hotel industry in Finland? The sub-questions of this research include the following:

1. How to define sexual harassment?
2. What are the risk factors for sexual harassment in the work environment?
3. What theories and models there are to prevent and intervene in sexual harassment in the work environment?

4. What processes are used to prevent and intervene in sexual harassment in the work environment?

This thesis is implemented as qualitative research, and the research method used is interviewing. Qualitative research was chosen because rather than generalizing the gotten results, it enables the understanding and describing of a phenomenon, which is employer's responsibility to intervene and prevent sexual harassment in the work environment. Interviewing was chosen. Semi-structured interviewing was chosen as a method to provide comprehensive information and to make extensive communication between the interviewer and interviewee possible. More about the used research methods can be found in Chapter 6 and about the results of the research in Chapter 7.

2 Sexual harassment at work environment

This research will use the definition of sexual harassment by the Ombudsman for Equality. Their definition is extensive and comprehensive. Ombudsman for Equality has defined sexual harassment in the following way:

Sexual harassment is defined as verbal, non-verbal or physical conduct of a sexual nature that is unwanted and by which a person's psychological or physical integrity is violated intentionally or factually, in particular by creating an intimidating, hostile, degrading, humiliating or offensive atmosphere.

(Ombudsman for Equality s.a. a)

Another reason to use this specific definition is its similarities to other important authorities' definitions, such as the definition by the European Parliament and the Council. This definition is included in the EU directive where it is explained followingly:

sexual harassment: where any form of unwanted verbal, non-verbal or physical conduct of a sexual nature occurs, with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment.

(Equal treatment in access to employment 2002/73/EC.)

However, several things related to sexual harassment are unclear. The reason for this is that the situations, taken actions, harassers and targets of actions vary considerably. The common factor is that the actions are sexually oriented. Additionally, sexual harassment is considered by the aid of sexuality to indicate gender-based domination of the other person. Sexuality and sex act more as means of harassment than as objectives. (Vilkkä 2011, 35-36.) Therefore, sexual harassment can be considered as exercise of power.

As mentioned, sexual harassment varies by its occurrence but the Ombudsman for Equality sections it into three categories: verbal, non-verbal and physical conduct. The verbal manner occurs as ambiguous jokes or comments directed to other people's looks or private life, suggestions or demands for sexual activities, and sexually-oriented text messages, emails, letters, or phone calls. The non-verbal manner covers sexually oriented gestures, expressions and sharing pornographic material. The last category is physical conduct which includes some of the most severe forms of sexual harassment: physical contact, rape, and attempted rape. (Ombudsman for Equality s.a. a)

It could be assumed that everybody should know what is considered appropriate and inappropriate behaviour in the work environment, so why do sexual harassment cases occur? Our understanding of different societal phenomena changes with the values. For instance, this evolution can be seen as changes in the legislation. Another reason for the

difficulty of understanding sexual harassment is the subject's sensitivity and the individual experience of harassment. (Pyykönen & Pyykönen 2019, 6.) Something that one person considers as a joke can be a highly distressing experience for someone else. Due to that fact, the purpose of laws is to bring unity to comprehending sexual harassment, but even the legislations leave room for interpretation.

Sexual harassment in the work environment can be categorized based on the position of the harasser. The harasser can be a person from within the company, such as co-worker and supervisor or outside the company like customer. International Labour Organization (ILO) has divided workplace violence into internal and external violence (ILO 2003, 3). Similarly, sexual harassment could be categorized as internal and external harassment. Internal harassment occurs between employees, including supervisors/managers, and external harassment occurs between employees and another party present at the workplace, such as a customer, supplier, or employee of the cooperation partner. (ILO 2003, 3.)

Furthermore, the Employers' Federation of Ceylon (EFC) and ILO (EFC & ILO 2013, 4) points out that the physical location of a workplace does not determine the boundaries of a work environment. If the employee is involved in an activity related to their work and during that time, they experience sexual harassment, it can still be considered as workplace sexual harassment (EFC & ILO 2013, 4).

2.1 Forms of harassment

Sexual harassment can be comprehended in numerous ways since the term covers such a variety of behaviours. In psychological research, sexual harassment is commonly divided into two classification systems, of which the first system indicates the difference between quid-pro-quo and hostile environment. (Maass, Cadinu & Galdi 2013, 3.) Quid-pro-quo means in Latin 'something for something', and its meaning when referring to sexual harassment is indeed direct. (The Advocates for Human Rights 2019) Quid-pro-quo occurs when a person in a power position uses terms and conditions of employment or workplace prospects/rewards as threats or bargaining in exchange for sexual favours. Terms and conditions of the workplace refer to factors like promotions, transfers and hiring. Workplace prospects and rewards indicate matters such as bonuses, pay raises or appraisals. (EFC & ILO 2013, 3-4.) The rejection of these requests could lead to disadvantages such as depriving a promotion or tangible employment detriment. (The Advocates for Human Rights 2019) Hostile environment harassment encompasses behaviours like ambiguous jokes, sexist remarks and sexual gestures, creating an intimidating, offensive or hostile environment. Contrary to Quid-pro-quo, hostile environment harassment

does not require authority or power differentials since the perpetrators can also be other employees in equal or subordinate positions. (Maas & al. 2013, 3-4.)

The second classification system has been created by Fitzgerald, Gelfand and Drasgow (1995). The system distinguishes sexual harassment into three levels by severity: gender harassment (less severe), unwanted sexual attention (moderately severe), and sexual coercion (most severe). Gender harassment contains a broad range of non-verbal and verbal behaviours which express hostile, degrading or otherwise insulting attitudes based on gender. These kinds of behaviour types can be seen, for instance, as sexist comments/jokes, gestures or displaying pornographic materials. Unwanted sexual attention might be relatively self-explanatory, but as summarized, it includes a broad set of non-verbal and verbal behaviours that are seen as offensive, unwanted, or unreciprocated. Sexual coercion can include behaviours like blackmail and threats with the indication to receive sexual cooperation in return for work-related considerations. Fitzgerald & al. (1995, 430-431.) created a model which shows the relation between the three behavioural categories of sexual harassment and the parallel legal concepts, quid-pro-quo, and hostile environment and is here presented as Figure 1.

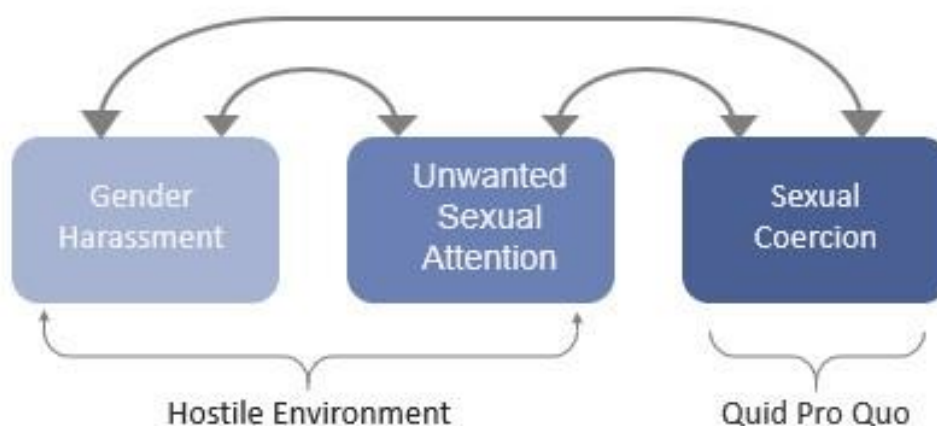


Figure 1. Relation between behavioural categories of sexual harassment (Fitzgerald & al. 1995)

In Figure 1, gender harassment and unwanted sexual attention constitute two parts of a hostile work environment, and sexual coercion is counted as quid-pro-quo. Fitzgerald & al. (1995, 430-431) emphasize that the model is highly simplified, and sometimes it is not possible to put behaviour into one frame that would altogether define it.

Another relatively new environment for harassment is social media, which divides into several platforms like Instagram, Facebook, Twitter, and Snapchat. The platforms work as everyday communication tools between people, and they are also becoming more and

more critical for companies as a part of their marketing and other operations. The unique features for social media platforms are that the communication does not occur in a physical environment and that the platform victims are not directly exposed to physical force.

If correctly used, social media can effectively improve employees peer-to-peer relationships and company's interaction with its customers. It can also work as a forum for employees to network and develop their professional skills. (The Centre for Occupational Safety 2014.) However, social media includes threats such as sexual harassment. Therefore, it would be recommendable to cover this risk in workplace training, especially if an employee uses social media for work purposes. Some forms of sexual harassment that occur on social media are comments, messages, and pictures that include sexual characteristics. According to Joan Farrell, some of the challenges that employers are facing include the following:

- Virtual harassment—harassment through a social media site, for example, "friending" a co-worker on Facebook and then sending offensive messages (or repeated requests for a date)
- Textual harassment—harassing, intimidating, or inappropriate text messages
- Sexting—sexually explicit or offensive photos or videos sent via electronic media
- Cyberstalking—harassing an employee by following him or her on blogs, posts, and social websites
(Farrell 2012)

These are excellent examples for an employer of different forms of harassment that can occur outside the traditional physical work environment. Farrell mentions that employees might think that conduct outside working hours is not related to the employer's responsibility to keep the workplace free of harassment and discrimination (Farrell 2012).

2.2 Sexual harassment in law and directives

This thesis process will use the Finnish law system since the research is based on the hotel industry in Finland. When considering the law to address sexual harassment, it is good to start with the fact that there is not only one existing Finnish law to define sexual harassment. Currently, sexual harassment mentioned in the Act of Equality between Women and Men 1986/609, Occupational Safety and Health Act 738/2002, and in the Criminal code of Finland 39/1889. In these Acts, sexual harassment has been defined, and the employer's responsibility has been determined.

The definition is divided into several different areas of law that contain more information on the specific characteristic features that need to be considered. However, each section of the law leaves room for understanding what is and is not considered sexual harassment. A feeling of being sexually harassed can be strong for the victim, but the circum-

stances of the act do not meet the law's characteristics of sexual harassment. Furthermore, the circumstances might meet the characteristics of one of the Acts, but not necessarily the others. In other words, by interpreting the Act of Equality Between Women and Men, a person might have committed a crime but not according to Occupational Safety and Health Act. Above all, whatever an employee's experience is, according to the Act of Equality between Women and Men and Occupational Safety and Health Act, the employer has a responsibility to intervene in harassment that occurs at the workplace.

2.2.1 Act of Equality Between Women and Men

The Act of Equality Between Women and Men is applied mainly in all societal areas apart from relations between family members and activities that can be associated with religious practices. Ombudsman for Equality oversees the compliance of the Equality Act together with the National Non-Discrimination and Equality Tribunal. (Ombudsman for Equality s.a. b.) According to Section 7 of the Act of Equality between Women and Men 1329/2014, sexual harassment is constituted as discrimination according to the Section 7 Prohibition of discrimination; sexual harassment is mentioned followingly:

Sexual harassment, gender-based harassment and any order or instruction to engage in discrimination based on gender shall be deemed to constitute discrimination under this Act.

In this Act, sexual harassment means verbal, non-verbal or physical unwanted conduct of a sexual nature by which a person's psychological or physical integrity is violated intentionally or factually, in particular by creating an intimidating, hostile, degrading, humiliating or offensive atmosphere.

Another statement made in the Act of Equality between Women and Men describes the employer's responsibility for intervening in sexual harassment cases. According to Section 8d of the Act of Equality between Women and Men, harassment in the workplace is explained in the following way:

The action of an employer shall be deemed to constitute discrimination prohibited under this Act if, upon receiving information that an employee has been a victim of sexual or other gender-based harassment in the workplace, the employer neglects to take the steps available to eliminate the harassment.

Both mentioned sections in law leave room for interpretation. Section 7 will be purely based on individuals subjective experience of the harassment, and Section 8d gives the employer a legal obligation to act in means to eliminate the harassment at the workplace, but only after receiving the information of harassment. This procedure can raise a few questions since Section 8d does not define the "available steps that need to be taken" and

how the employer needs to receive the information of an employee being a victim of sexual harassment. However, the positive factor in Section 8d is that it requires the actions taken to be such that the harassment is eliminated. The definition of a workplace might cause some challenge since it can be understood in several ways: a physical workplace, telecommuting, company parties, customer meetings, and other environments where an employee needs to be on duty.

The equality plan helps the company to assess gender equality in the workplace. According to Section 6a of the Act of Equality between Women and Men:

If an employer regularly has a personnel of at least 30 employees working in employment relationships, the employer shall at least every two years prepare a gender equality plan dealing particularly with pay and other terms of employment, according to which the gender equality measures are implemented.

The gender equality plan may be incorporated into a personnel and training plan or an occupational safety and health action plan. The gender equality plan must be prepared in cooperation with the shop steward, the elected representative, the occupational safety and health representative or other representatives appointed by the employees. The representatives of the personnel must have sufficient opportunity to participate and influence the preparation of the plan.

The gender equality plan aims to achieve equality at the workplace by implementing routine assessments of the current situation and planning the needed measures to achieve equality. The equality plan must be carried out once every two years, and the employees need to be informed about the plan and the updates made. (Ombudsman for Equality s.a. e)

2.2.2 Occupational Safety and Health Act

In Chapter 5, Section 28 of the Act of Occupational Safety and Health the employer needs to take action to solve the harassment or other unfair treatment at work after being informed of the situation. It states in the following manner:

If harassment or other inappropriate treatment of an employee occurs at work and causes hazards or risks to the employee's health, the employer, after becoming aware of the matter, shall by available means take measures for remedying this situation.

Chapter 5, Section 28 is similar to the Act of Equality between Women and Men Section 8d. Both include the fact that the employer needs to take action to terminate occurred sexual harassment after receiving information of the occurrence. Additionally, both law sec-

tions include how the employee experiencing harassment needs to disclose the experience and the alleged harasser to the employer. Otherwise, the employer cannot intervene in the situation and is not deemed to commit an occupational safety and health crime.

The Occupational Safety and Health Act includes several other Sections that regulate the employer's responsibility to prevent and intervene in any harassment at the workplace, even though the harassment as a term would not be directly mentioned.

Section 8 of the Occupational Safety and Health Act states that the employer needs to take care of employees' safety and health when they are at work. The responsibility extends to the working environment, where the things to be considered include working conditions, circumstances related to the work and other related aspects. In addition, Section 8 includes several factors that need to be paid attention to, but, in this case, harassment falls under the work conditions since it is related to the work environment's social connections. Again, like other Sections mentioned before, Section 8 states that the employer needs take the necessary actions to maintain suitable conditions and continuously monitor the course of events.

In Section 9 of the Occupational Safety and Health Policy, it is noted that a company must have occupational safety and health policy that states the workplace's improvement targets and the impact of environmental factors in the work environment. The content of policies might vary since the law does not define what the policy needs to include, but to conclude, the prevention of workplace sexual harassment could be included in this policy.

Section 10 of the Occupational Safety and Health Act addresses the analysis and assessment of risks at work. The Section intends that every workplace should identify the hazards and risk factors caused by working conditions, the work itself, work environment, or other aspects of the work environment. Since it is rather unlikely that every single risk factor and hazard is removed, at least not at once, the employer needs to take measures to eliminate or minimize the remaining risks.

Section 14 of the Occupational Safety and Health Act implements that the employer is responsible for providing employees with adequate guidance and training about work safety, regardless of how much work experience or other knowledge the employees already have. According to the law, the guidance and training include suitable orientation and complementary training when necessary. Furthermore, Section 14 addresses all the possible risks and hazards that an employee might face at the workplace, including physical and psychological risks.

Similarly, Section 16 of the Occupational Safety and Health Act determines similar rights for the employer's substitutes, such as managers and supervisors. In section 16, the employer is obliged to ensure that the chosen substitute receives adequate orientation to the duties that they will perform and overall has suitable capabilities to perform the duties. Overall, these sections are created to ensure that employees and managers are provided with grounding knowledge of the environment they work in. In addition, to receiving the knowledge of their duties and a general complement guiding.

2.2.3 The Criminal Code of Finland

The regulation of sexual harassment was added to The Criminal Code of Finland in 2014 (Kainulainen & Niemi 2018, 5). According to Chapter 20, Section 5a of the Criminal code of Finland 509/2014 states followingly:

A person who, by touching, commits a sexual act towards another person that is conducive to violating the right of this person to sexual self-determination, shall be sentenced, unless punishment is provided elsewhere in this Chapter for the act, for sexual harassment to a fine or to imprisonment for at most six months.

In other words, the regulation of sexual harassment in criminal law does not include verbal harassment and is applied to harassment that includes physical contact. However, in some cases, verbal harassment can meet the characteristics of defamation or menace. (Kainulainen & Niemi 2018, 5.)

2.3 Sexual harassment in hospitality industry

In Finland, sexual harassment in the hospitality industry is not researched as its own area. Instead, it seems to be studied mainly as a part of the tourism industry, or it is included in the general research of service work. For this reason, the sexual harassment in the Finnish hospitality industry in this research is addressed by also using the general data of service workers and the tourism industry. The found research has been done mainly by the Finnish trade union for service workers (PAM). The most recent research considering sexual harassment were done in 2015 and 2020, and the data is alarming.

In the study made by PAM in 2015, 45% of the women and 16% of the men working in the service industry had experienced sexual harassment (PAM 2015). According to the same study, every other or more of the chambermaids, bartenders, waiters, and the receptionist had experienced sexual harassment. The most common forms of sexual harassment were verbal comment (88%), expressions and gestures (70%) and touching (39%). The most unsettling factor is that in 2015, 65% of the respondents said they had not been informed of how they should intervene in sexual harassment at their workplace. (PAM 2015.)

The research made in 2020 did not indicate much improvement within the five-year period. 40% of the women and 16% of the men in the service industry had experienced sexual harassment within the last year. Primarily the younger workers were targeted by, and 70% of respondents under 25 years-old had experienced sexual harassment. The verbal harassment is still intense, and within the last year, half of the respondents had experienced threats or name-calling by the customers. (PAM 2020.) It might have been thought that the Me Too movement that spread the awareness of sexual harassment and abuse in 2017 would have impacted the public's views of sexual harassment. Unfortunately, 92% of the respondents to PAM's survey in 2020 said that the Me Too movement did not impact the customers' behaviour. A worrisome feature was that 60% of the respondents who had experienced sexual harassment did not report it. The reason for this was because the respondents thought that reporting the case would not lead anywhere or make any difference. (PAM 2020.) This emphasizes the importance of the employer and workplace's authorities' need to prevent methods such as monitoring the workplace and informing the employees of reporting sexual harassment.

Nordic Union Hotels, Restaurants, Catering and Tourism (NU HRCT) represent Nordic labour unions for hotel, restaurant, catering, and tourism workers. They published research in 2016 that overviews sexual harassment in the Nordic hotel, restaurant and tourism industry, and the research includes also results from PAM's 2015 study. In the made research, they created typical victim and harasser personas for hospitality and tourism industries. The outcome based on the research was that women experience sexual harassment more likely than men, which is due to women's position in the labour market. (NU HRCT 2016.)

The characteristics that typically make the victim vulnerable include precarious employment relationship, which, as an example, can refer to part-time workers since they might not report the harassment for fear of losing their job. The typical victim also works in a frontline position, facing a threat of harassment typically by a customer. Other common factors for a victim are low education, single/divorced relationship status and immigrant background. (NU HRCT 2016). According to NU HRCT (NU HRCT 2016), the common forms of harassment in hospitality and tourism industries are suggestive comments, requests for sexual favours, and inappropriate invitations by a customer, supplier, co-worker, or supervisor/manager. The typical harassers are customers, suppliers, co-workers, and supervisors/managers. Additionally, the research emphasizes that the harasser can be of the same gender as the victim. (NU HRCT 2016). This indicates that sexual harassment is not restricted to a stereotypical understanding of heterosexuality and a male harassing female.

3 Risk factors and consequences

Pyykönen and Pyykönen (2019, 47-53) have determined seven main risk factors that expose employees to sexual harassment in the work environment or are strongly associated with work life. These seven factors include:

- the leading and culture of the workplace
- risks related to professions
- the type on employment relationship
- work hours
- parties and stakeholder events
- risks related to working space or the location of the workplace
- the lack of instructions, training, and risk assessment

The leading and culture of a workplace define how severe the risk of sexual harassment is within the work community. This can be seen in how people are treating each other, is sexualization normal and how the reported or perceived cases are dealt with. The culture of silence refers to a taboo subject like sexual harassment, which is not addressed in the work environment. At its worst, silence creates a permissible atmosphere where people are aware of the occurring harassment, but no one addresses the subject. This can be due to a hostile environment or simply a lack of abatement to speak. Other issues and burdens in the work environment can also have more significant negative results, raising the risk of sexual harassment. (Pyykönen & Pyykönen 2019, 47-48.) Especially in the hospitality industry, where the customer contacts are largely present, the risk of harassment can be increased by a customer-related culture. The unfortunately widespread mentality in customer service is "Customer is always right", which can be highly problematic (NU HRCT 2018, 7). This mentality can lead to the employer overlooking the customer's inappropriate behaviour or expecting themselves to be entitled to their behaviour.

The risks related to profession indicates that specific industries and professions poses a greater risk of sexual harassment. In a survey done in 2015 by PAM, it was revealed that around 50% of all employees in the tourism industry had experienced sexual harassment from the customer (PAM 2018). In some professions within the hospitality industry, employees encounter intoxicated customers. This is a potential risk for inappropriate behaviour that can include sexual harassment. The impact of financial power increases the risk of sexual harassment. In this concept, the customer believes that they are entitled to treat the employees as they want because they pay for the service. (NU HRCT 2018, 7.)

According to Pyykönen & Pyykönen (2019, 49-50), precarious employment relationships increase the risk of sexual harassment. These employment relationships include uncertainty of the continuance of the temporary employments. In some cases, the employee might be afraid to lose their job if they complain about the harassment to their employer.

Additionally, the working time creates a risk of sexual harassment. The employees within the hospitality industry can work during any hours of the day, which means that they may encounter intoxicated customer during evening and night shifts. (Pyykönen & Pyykönen 2019, 49-50.) Furthermore, according to the NU HRCT study, risk factors within the tourism industry are long and irregular working hours since the work is distributed to evenings, nights, and holiday seasons (NU HRCT 2018, 7).

Different kinds of work-related events like business trips, official and unofficial work-related event are a risk of sexual harassment, according to Kauppinen & Purola (2011, 18). These events include training events, customer and stakeholder events and other parties like pre-Christmas parties. The event being coupled with extensive alcohol usage increases the risks even further. (Pyykönen & Pyykönen 2019, 51.)

The physical work environment can affect the working conditions in several ways. The risk of sexual harassment may increase if the employees work in cramped spaces or are the working premises unmonitored (Pyykönen & Pyykönen 2019, 51). The location of the workplace can also create risks that do not exist everywhere.

The Finnish legislation does not require the employer to create instructions to prevent or intervene in sexual harassment. However, it requires the employer to assess the workplace's risks and hazards, including sexual harassment. One of the most significant risks that expose employees to sexual harassment is that the risks of the workplace are not assessed. There is no existing instructions or training for the employees, or the employees are not familiarized to them. (Pyykönen & Pyykönen 2019, 53.)

In addition to risk factors within the work environment, personality and behaviour can expose some individuals to experience sexual harassment or act as a harasser, more likely than others. (Pyykönen & Pyykönen 2019, 54). According to Kauppinen and Purola (2011, 21), some of the motives of a harasser are that they believe their higher position in power entitles the harassment, or they do not necessarily see their own actions as harassment. It can be possible also that the harassers do not care about the impacts of their actions on others (Kauppinen & Purola 2011, 21). In a study made by the European parliament, risk factors to be exposed to sexual harassment include low self-esteem and overachieving (Pyykönen & Pyykönen 2019, 55). The age is becoming a more prominent risk to experience sexual harassment. According to PAM, 70% of under 25-year-olds working in the service industry have experienced sexual harassment. Furthermore, women are more often the ones experiencing sexual harassment. (PAM 2020.)

The relationships within the work environment bring a whole new dimension of possible risk factors, including relationship networks, the differences in dynamics between the genders and workplace romances. The workplace is like any other place where both formal and informal contacts and interactions are being formed. This makes it very possible that the personal and professional roles overlap and get mixed, which lead to the creation of friendships, infatuations and even romances. The behaviour can be viewed as disturbing or non-disturbing based on if the behaviour is wanted and pleasant for the parties involved. Therefore, it is vital for the parties involved to have a mutual understanding of what kind of behaviour is hoped for and when the behaviour becomes harassment. In addition, the failure of relationships can negatively affect the parties involved and work community. However, this depends on how the parties involved deal with the break-up and how the matter is addressed afterwards. (Pyykönen & Pyykönen 2019, 55-58.)

A sign of a thriving professional work community is not that there are no problems but that the faults, mistakes, and conflicts are being addressed and dealt with. Most organizations' work community problems are due to structural issues and are relatively easy to solve. In contrast, issues that stem from personal conflicts can be more time-consuming and challenging to resolve. If the problems end up accumulating, this can launch a spiral of problems. The start point for the spiral of problems are things that cannot be addressed openly in the work atmosphere. (Järvinen 2008, 115-117.)

Sexual harassment is often a relatively personal subject and something difficult to share with others. However, in the work environment, the taboo nature of the subject may lead to the problem swelling and causing upset primarily to the victim of the harassment. In addition, it can reflect in the entire work community around them. In other words, because the problem is not addressed, it can worsen and spread wider, which causes severe consequences to the company.

Cortina and Berdahl (2008, 477-481) have collected research material on the outcomes of sexual harassment. Based on the data, they have concluded that sexual harassment is associated with job dissatisfaction, organizational withdrawal and thoughts, intentions, or actual turnover of employees. Sexual harassment at the workplace also affects the organizational commitment, productivity, and overall performance of employees. Other related factors include problems in the work atmosphere, which may appear as an increase in conflicts, lowered perceptions of justice, difficulties with conscious intellectual activities such as perceiving and paying attention, and as a need to over-perform. (Cortina & Berdahl 2008, 477-481.) All these things result from the employees suffering from sexual harassment in the environment. So, what are the direct consequences to the employer and the organization?

According to Hersch (2015, 6), the costs of sexual harassment to organizations are severe, and the impacts can be extensive. Sexual harassment in the work environment can be seen in the increase of the employee's turnover and absenteeism and lower the productivity of individuals and groups. Intervening in and resolving severe sexual harassment cases can cause direct expenses to the organization, such as legal fees, including paying litigations and damages to the victims. (Hersch 2015, 6.) Additionally, the expenses can come from medical and counselling services for the victim of sexual harassment (Cortina & Berdahl 2008, 481). Besides the expenses, the consequences of sexual harassment involve loss of time and resources (Hersch 2015, 6). This can appear as a manager using their time and additional resources to investigate and solve sexual harassment cases that could have been prevented from occurring with appropriate proactive procedures. In addition to the previously mentioned NU HRCT (2018, 7) states the sexual harassment has a negative impact on the goodwill and reputation of the organization. This might lead to even more significant financial consequences.

Pyykönen and Pyykönen (2019, 146) have summarized that sexual harassment is harmful to the victim of the harassment in a way that can affect them for the rest of their lives. Even just one person experiencing sexual harassment can affect the whole work community negatively. Due to these factors, sexual harassment will cost the victim, the employer, and society. (Pyykönen & Pyykönen 2019, 146.)

4 Prevention

The ultimate goal for every single workplace would be to be free of harassment and achieving this goal demands organised and persistent work (Pyykönen & Pyykönen 2019, 133). Prevention of inappropriate behaviour requires that the working environment cannot contribute to the harassment, and it needs to be well-ordered (The Centre for Occupational Health 2010, 3). In this chapter, the methods to prevent workplace sexual harassment are addressed using five main categories: questionnaires, instructions and training, risk assessment, plans and policies and positions of responsibility.

4.1 Questionnaires

The general atmosphere within the work community can be monitored by using questionnaires. A questionnaire that is designed to gather data of the work atmosphere can also provide information on the work community's issues, give positive feedback, and perform a risk assessment. In addition, executing surveys, releasing the results, and acting on the found problems creates trust towards the employer. It shows that the employer is interested in the wellbeing and safety of the work community. (Skurnik-Järvinen 2013, 67.) Another important reason for the employer to release the questionnaire results is for the work community to be able to prevent sexual harassment from breaking out and intervening in the already existing issues in the work environment (Kess & Ahlroth 2012, 135).

The made questionnaires can be anonymously executed, meaning that individual answers should not give away the respondent's identity. Especially since sexual harassment might be a difficult or too sensitive topic for many to talk about, providing anonymity can aid an individual to be more forthcoming. The questionnaires should be confidential, comparable, and executed regularly. (Kess & Ahlroth 2012, 134-135.) Since the questionnaires are made to meet the need of that time, they require regular evaluations and improvements (Kess & Kähönen 2010, 125).

4.2 Instructions and training

The current legislation does not require the employer to provide instructions. With the instructions, the employer can endeavour to ensure the physical and psychical safety of the work environment. It is recommendable for every workplace to have clear instructions on how to act when encountering sexual harassment. There should be resources for both what to do when experiencing sexual harassment and how can one act if they encounter or hear of sexual harassment in the work environment. However, too much responsibility should not be built up upon a victim of the harassment. The most crucial action for the victim is to report the harassment. After making the report, the responsibility to act is on the

employer. (Pyykönen & Pyykönen 2019, 135.) The instructions can also include a brief description of how the employer will continue the solving of a sexual harassment allegation after the matter has been reported.

The instructions require visibility and implementation. The visibility aims to having the instructions visible in the work environment and providing the work community access to see them. If the instructions are hidden, they cannot benefit anyone. The visualisation of the instructions can help raise interest and open discussion on the prevention and intervention of sexual harassment in the work environment. (Pyykönen & Pyykönen 2019, 138.)

The visibility of the instructions is not enough. They must be effectively implemented, which can take place through training of the personnel. The most known training methods might be training events, programmes, and webinars. However, other method in addition to previously mentioned is storification which is applied through drama and playback theatre. Storification means transforming the processed matter into a story format. (Pyykönen & Pyykönen 2019, 138.) For example, when an employer wants the employees to understand how sexual harassment can appear in a work environment, they can use a storification to play through an example situation. Playing out a possible situation helps the employees to understand what kind of roles contribute to the process and how one can act can when encountering sexual harassment.

In addition to general training, according to Chapter 2 Section 14 of the Occupational Safety and Health Act, the employer is responsible for providing an adequate orientation to the work, especially if the individual is new to the job or task. The orientation refers to all the means the employer need to take to familiarise the employee with the work environment and its habits, the employee's job description and all the expectations that come with it (The Centre for Occupational Safety 2011, 9). This initial orientation should also introduce the regulations considering preventing and intervening in sexual harassment in the work environment. This will help to secure the wellbeing and safety of the new employee, but when the practice is applied to the entire work community, it benefits everyone.

The instructions and training should correspond to the organisation's current need and foretell the future's prospective needs. They should also be continuously monitored and frequently assessed to ensure adequacy. The instructions and the possible changes to them, need to be reviewed with the occupational safety and health committee and then approved in co-operation procedures. (Ahlroth 2015, 88.)

Furthermore, the significance of providing adequate training for the supervisors and managers cannot be emphasised enough. The reason for this is that supervisors and managers are the ones to intervene and prevent sexual harassment, but they also provide information to other employees. Additionally, they can be the contact persons to offer the employees support and information.

4.3 Risk assessment

Identifying the possible risks within the work environment makes it easier to create instructions against sexual harassment. The employer's responsibility to identify, assess and aim to eliminate the risks is determined in Chapter 2 Section 10 of the Occupational Safety and Health Act. When planning a risk assessment, the general information of the harms' effects on an individual's health is paired with the information of the workplace's current circumstances. It is not possible to remove every single risk, but the remaining consequences to the health and safety of employees should be assessed in these cases. As an outcome of assessing all the possible risks also expands the employer's awareness of the risks. Still, the primary objective is to ensure that the health and safety of an employee are endangered as little as possible. More of the possible risks within the work environment is explained in Chapter 3 Risks factors and consequences. However, risks within a poorly operating work community can lead to sexual harassment. The occurrence of risks can operate as a reason for employees getting sick at work. (Skurnik-Järvinen 2013, 36.) The Centre for Occupational safety (s.a. c) has made a model of the risk assessment process. An adapted version of the model is presented as a Figure 2.

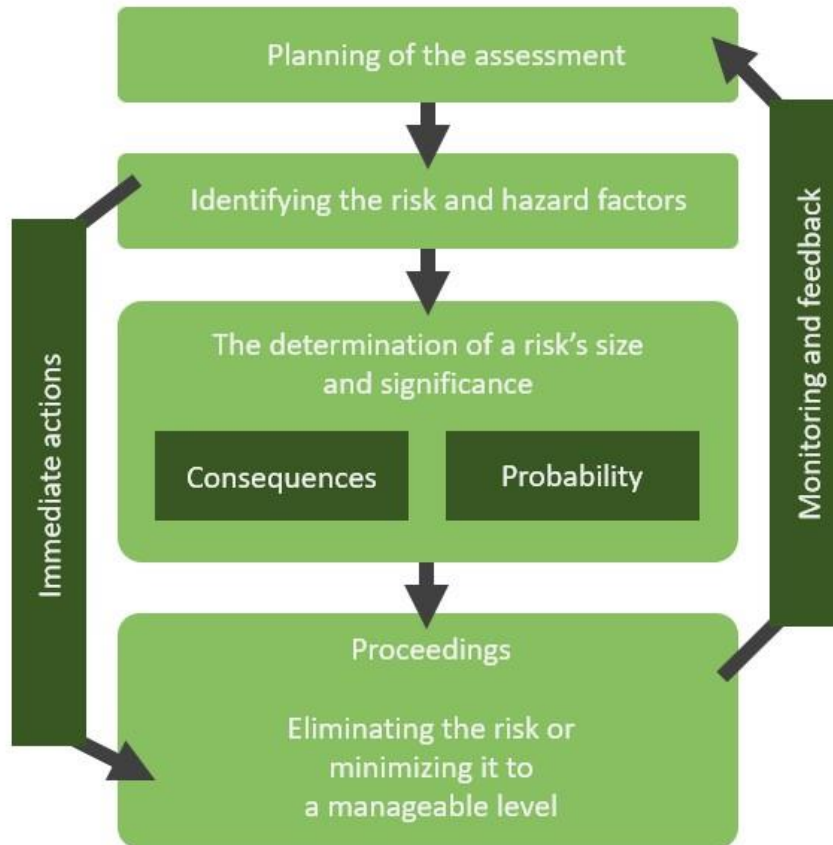


Figure 2. The risk assessment process (Adapted from The Centre for Occupational Safety s.a. c)

The assessment process starts from the planning of the assessment. The risk assessment process can be operated by occupational safety and health organisation, and they will compose a group for the assessment. The assessment group will be appointed with a leader who will direct the process and work as a contact person. Next, the objects for the assessment are chosen, and they must be clearly defined and manageable. (Centre for Occupational Safety s.a. c)

The hazards and risks are identified by understanding the tasks handled in the work unit, observing the working, and interviewing the employees. In identifying the hazards and risks, some of the matters to consider include work shifts, substitutes, vacation periods, and renovations since these might create changes to the typical work environment. (The Centre for Occupational safety s.a. c)

The severity of the effects caused to one's health and the probability varies by the hazard and risk. Matters that affect the severity of the consequences include the consequence's duration of harmfulness, scope, nature, and repetition. Matters that affect the probability include the harmful event's incidence, duration, and possibilities to prevent it and predict its occurrence. Additionally, the risk's significance refers to assessing if the risk is on an

acceptable level or if measures need to be taken to minimise it. The exact process also aims to put the needed proceedings to priority in order to start. (The Centre for Occupational safety s.a. c)

The measures to minimise the risk are assessed through four criteria. The first is meeting the demand, meaning that if the fault can be fixed with procedures and the goal can be reached, the measure will be taken. The second criterion is the growth of security level, which refers to the effective fix of more considerable risks. The third criterion set is the extent of the impact, indicating that the larger the group of people helped or more risks taken at once, the better. Lastly, the improvement of operations functionality implies that if the made procedure helps to improve the functionality of the operations, it is worth taking. Finally, the employer is responsible for monitoring the work environment. It is important to monitor if the taken actions have had an impact and in cases where the actions did not influence the severity of the risks. The situation is constantly changing, and for this reason, it needs frequent monitoring. (The Centre for Occupational safety s.a. c)

4.4 Plans and policies

Based on Occupational Health and Safety Act, Occupational safety and health policy is a legal responsibility of the employer. Its purpose is to define the goals to ensure the health and safety of the personnel and the measures that need to be taken. (The Centre for Occupational Safety s.a. a.) The policy is organization-specific, but it is recommendable to have an own policy for each work unit and department since there are differences based on locations and vulnerabilities to certain risks. The policy is often made by the human resources department or the people responsible for occupational safety and health. (Skurnik-Järvinen 2013, 36.)

The Occupational safety and health policy content varies based on the size, industry, service and production methods, and the needs for occupational health and safety (The Centre for Occupational Safety). There are two parts to the Occupational safety and health policy. The first is the impacts of factors that affect the work environment, and the second is the improvement necessities of working conditions. (Skurnik-Järvinen 2013, 36.) So, the goals are set based on the assessment of the risks and hazards at the workplace.

The occupational safety and health policy do not have a regulated schedule for updates, but these should be done so that the policy meets its expectations up to date. The policy should be as practical as possible, having concrete expectations for the plan to support its functionality in everyday use. The division of responsibilities at the workplace is not

regulated to be documented, besides defining the responsibilities of the employer's substitute. Then again, documenting the division, tasks, and the people in responsibility can help in clarifying occupational safety and health matters. The responsibility to monitor the process and its changes can be assigned to managers or human resources. Additionally, the supervision of singular tasks can be given to individuals in a position of responsibility to share the toll. (Skurnik-Järvinen 2013, 36-37.)

The policy should be gone through together with occupational safety cooperation before the policy can be approved. However, opinions of company's personnel and the expertise of occupational safety cooperation personnel should be heard already in the preparation process. (The Centre for Occupational Safety s.a. a.) The integrity of planning occupational health and safety measure can also include other development programs within the workplace, like Occupational health care operating plan and Gender equality plan. These can be parts of Occupational health and safety policy or serve as individual plans too. (Skurnik-Järvinen 2013, 37.)

According to Section 6a of the Act of Equality between Women and Men, a gender equality plan is a law regulated obligation for employers who regularly have personnel of at least 30 employees working in employment relationships. The plan must be prepared every two years. The Equality plan assesses the current situation of gender equality, the planned measures to fix noticed faults and review the previously included methods that have been implemented, and the result have been achieved. The plan is to be prepared with the shop steward, the elected representative and the occupational health and safety representative. The Centre for Occupational Safety (The Centre for Occupational Safety s.a. d) has listed examples to aid the progress of equality, sexual harassment being a part of it. This indicates that it is necessary to define sexual harassment and what kind of behaviour is inappropriate at the workplace.

Practising a zero-tolerance policy refers to not accepting inappropriate behaviour at all in the work environment. The zero-tolerance policy can refer to several inappropriate behaviours like bullying, harassment, discrimination, and sexual harassment. The zero-tolerance policy in the work environment also indicates to the customers, cooperation partners and the public that the organization's management is dedicated to the matter. One way to achieve this is to visualize the zero-tolerance policy publicly. (Pyykönen & Pyykönen 2019, 133.) To conclude, mentioning the zero-tolerance policy acts more as a reinforcement to indicate that the organization does not tolerate inappropriate behaviour compared to just saying that a certain kind of behaviour is prohibited.

4.5 Positions of responsibility

Individuals in positions of responsibility can help to create a safer work environment for the entire community. These positions addressed in this sub-chapter include harassment contact persons and occupational safety and health pairs.

A harassment contact person is originally a familiar part of student organizations, but the title could also be adapted to professional use. This position can be performed by the organization's occupational safety and health representative or manager. They would operate in the work community to prevent harassment and support the victim of sexual harassment. Formalizing the company having a harassment contact person would provide a clear path for the victim to search needed help. Additionally, the company's interest and aspiration to prevent and intervene in sexual harassment would be emphasized.

(Pyykönen & Pyykönen 2019, 134-135.)

Occupational safety and health pair refers to a representative of the employer paired up with a representative of the employees. The task description for these two as a pair is to make regular tours around the workplace to assess the circumstances of the work environment and the general state of work safety. They aim to take note of the matters in need of improvement. The occupational safety and health pair can also work as a contact person and support the occupational safety and health department. For larger companies, it is recommendable to have small department-specific teams to take care of the monitoring and assessment of working conditions. (The Centre for Occupational Safety 2011, 11.)

The occupational safety and health pair monitor a wide scale of different safety aspects of the work environment. However, their tasks can include monitoring the work community's relations and overseeing the social circumstances. These actions can expose employees' distress, which can be due to factors such as sexual harassment.

5 Intervention

With early intervention, an employer can offer early support to the victim of sexual harassment. Early support refers to the actions that need to be taken to improve an employee's health and ability to work. Damages to an individual's ability to work can be caused by issues related to personal life and harmful or prolonged physical or psychological strain at work. (The Centre for Occupational Safety 2015, 2.) Since experiencing sexual harassment can be a profoundly oppressive experience to an individual and particularly on a psychological level, the early support model is necessary. Especially in cases where the employee will not personally report the case, recognizing the possible symptoms of a victim, the employer can take early action and hopefully intervene before things get any worse.

This chapter briefly introduces the intervention of external sexual harassment and more in depth goes through the intervening in internal sexual harassment cases. The reason for this is that solving internal harassment cases are usually longer processes and they require more steps to be taken in the solving process.

External harassment in the hospitality industry is a severe issue, and a common external harasser is a customer. In situations where the supervisor/manager is present, they can intervene the harassment by talking to the customer and ordering them to stop the behaviour (The Centre for Occupational Safety 2019b, 2). When referring to PAM's study of sexual harassment, Kähärä said it is not possible for the supervisor or manager always to be present. Hence, the employee needs to be given the authority to protect themselves by, for example, threatening to stop serving the customer. According to Kähärä, the mentality of a customer being always right needs to be ceased, especially when it takes place to the detriment of occupational safety and health. (PAM 2020.) The general solution to this issue is implementing prevention methods that indicate that the employees should be provided with instructions and training on how they can resolve sexual harassment occasions where the harasser is an external perpetrator. Additionally, there should be information on how they can ask for help or report threatening behaviour. (The Centre for Occupational Safety 2019b, 2.) If the situation clearly meets the characteristics of illegal activity or there is even a suspicion of this, the victim of the sexual harassment should contact the police. The definition of sexual harassment in the Criminal Code of Finland is included in Chapter 2.2.3 The Criminal Code of Finland.

The following intervention model is meant for solving internal harassment. In these cases, the employer's representative solving the cases has more authority over the alleged harasser as they are an employee.

The intervention starts when an employer or their representative is either informed or notices sexual harassment. After this, they are legally obligated to take action to end the harassment. (Kess & Ahlroth 2012, 110.) Often companies ask their employees to be in contact with their supervisor or manager. However, even though proficiently working communication within the work community is wonderful, this should not remain the only channel to report a sexual harassment case. One reason for this is that when the supervisor or manager has contributed to the harassment, the employee should have other authority they can contact or a channel they can use to make the report. (Ratsula 2019, 237-238.)

A simple way to describe the process of intervention in harassment cases goes through four phases: start, investigation, conclusion, and monitoring (Kess & Ahlroth 2012, 110). The process of solving individual harassment cases is presented in Figure 3.

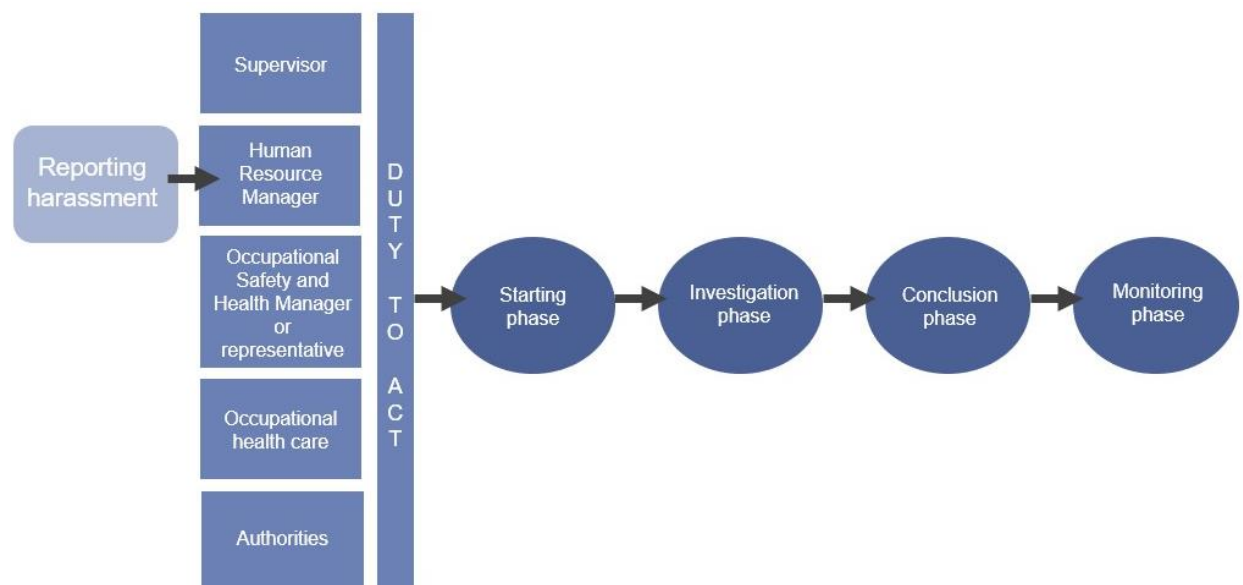


Figure 3. The solving process of an individual sexual harassment case (Adapted from Kess & Ahlroth 2012)

As mentioned, the process starts from reporting the harassment to some of the employer's representatives such as supervisor, human resource manager, occupational safety manager/representative, occupational health care professional or other authorities in the work environment. Then the four-phased process starts. The roles present in this process include the victim of the harassment, the alleged harasser and the supervisor/manager or other party involved in the situation. In cases where the alleged harasser is the victim's supervisor, there should be other parties the victim can consult, i.e., manager, occupational safety and health organization, occupational health care and occupational safety and health authorities. (Kess & Kähönen 2010, 97-98.)

5.1 Starting phase

The starting phase initiates when the sexual harassment case is reported or the employer's representative notices the case. According to Occupational Safety and Health Act Chapter 5, Section 28, the employer has a responsibility to act after becoming aware of the harassment. In addition to this, according to the same Act, the employer is responsible for continuously observing and assessing the possible risks within the work environment. The responsibility also extends to observing the functionality of the actions taken into use. Well performed observation can lead to a situation where the employer can start the process without getting a report from the victim or a third party.

As mentioned, the entire process starts with the supervisor or other employer's representative becoming aware of the harassment. According to Kess & Ahlroth (2012, 111), it is the first step of the starting phase which is shown in Figure 4.



Figure 4. The starting phase (Adapted from Kess & Ahlroth 2012)

The employer's representative can become aware of the harassment by the victim reporting the harassment to the employer's representative by explaining the situation personally or via phone, or by sending a text message or email. The report can also come from third parties like other employers or other authorities of the company, such as occupational safety and health representative. Since everything starts from receiving the report, the report itself should be carefully documented and, if possible, reviewed together with the employer's representative to ensure that every detail is documented truthfully. (Pyykönen & Pyykönen 2019, 118.)

The law does not define the exact reaction time for the employer to act to solve the harassment. According to Chapter 8, Section 2 of the Employment Contracts Act 55/2001, the right to cancellation lapses within 14 days of the date on which the contracting party is informed of the existence of the cancellation grounds. According to Kess & Kähönen (2010, 99), this same '14 days method' could be adapted to workplace bullying, so perhaps it can also be adapted to solving of sexual harassment cases. This would set the supervisor with the ideal time of 14 days to react after the harassment has been reported/noticed. In cases where the severity of the harassment would conclude to act as a reason for

cancelling the employment contract, the time will be 14 days. In these kinds of situations, quick actions are essential so the circumstances will not take a turn to worse. Therefore, the advice from Kess & Kähönen (2010, 99) is for the employer to act within 14 days of receiving a report/noticing the harassment.

According to Chapter 4, Section 19, Subsection 2 of the Occupational Safety and Health Act, the employer shall inform the person who gave the report and the occupational safety and health representative of what measures have been taken in the matter concerned. After the report has been received, the next step is to inform the victim of the harassment that the case has been taken into processing. There are two important reasons for this procedure. Firstly, to let the person who is being harassed know that they are taken seriously and that things are moving forward. Secondly, this procedure ensures that the employer's representative has secured themselves by taking action. (Pyykönen & Pyykönen 2019, 119.) Pyykönen & Pyykönen (2019, 119) have also made an example answer to a victim of sexual harassment. This answer includes the following matters:

- Mention of the day the report has been received
- The way(s) the harassment happened
- Who was the harasser, if there has been anything done to the matter yet
- If the harassment still continues
- Clearly stating that the matter is now in processing and that the representative will be in contact regarding to the matter.

The role of occupational safety and health officer varies. As stated in Section 19 of the Occupational Safety and Health Act, the occupational safety and health representative has the right to receive information on the case. Their duties in the process can include supporting the person who experienced harassment in the discussions and investigations. Suppose the person who experienced harassment discusses the matter in occupational health care. In that case, the case's progress depends on whether they give permission for their doctor to report the harassment since the doctor is bound to secrecy. (Kess & Ahlroth 2012, 114-115.)

The next crucial step in the starting phase is to inform the accused harasser that a colleague, manager, or other party has reported that they feel sexually harassed by the accused person. The aim is to provide a fair solution. However, sometimes the process can get distracted if the accused person is seen as a harasser before the case is adequately investigated. It is essential that the accused is being secured with their right to legal protection. (Kess & Ahlroth 2012, 112.)

Documentation of the process is crucial for the parties involved in the sexual harassment case, but it plays a major part for the employer and their representatives. One simple reason for this is that if the solving process takes a longer period, it is humane for people to

forget things. When the matters get documented, they stay in their original form and can even work as evidence in lawsuits in the more severe cases. By doing the documentation, the employer or their representative can secure their backs regarding their legal protection by having a proof that they have taken action to end the sexual harassment (Kess & Ahlroth 2012, 119). In addition to the narrations of the parties involved in the sexual harassment case, the employer's representative should collect documentation and evidence, including their observations, witnesses' and involved parties' narratives, text messages, emails, letters, notes, or minutes and other things available. (Pyykönen & Pyykönen 2019, 119.) The documentation should start from the made report/when the matter gets noticed and last throughout the entire process. If there are no written documents about the case, the employer's representative should create notes. In this case, the notes should include the had conversations and who were present in the situation. If the representative can get the signatures of the people present, this will add the value of the notes as evidence. (Kess & Ahlroth 2012, 119).

When hearing the parties involved, the employer's representative should solve what sort of a case is in question legally and how the wellbeing of the person experiencing the harassment be secured. However, this does not mean that the employer can intervene in the alleged harasser's basic rights gratuitously or in a discriminatory manner. (Pyykönen & Pyykönen 2019, 124.) Pyykönen & Pyykönen (2019, 121) have created a list of things that the employer should remember to document. This list includes the following matters:

- When the report of the sexual harassment has been made or when the employer has noticed the harassment
- The parties of the sexual harassment.
- When the parties have been informed of the case being taken into processing.
- The narrations of the parties involved and other evidence.
- How the matter has been solved and what sort of actions have been taken.
- How the solution to the matter has been informed to the parties.
- How the case's monitoring has been settled and has it been executed.

When handling a sexual harassment case, the employer's representative might come across a case where people want to discuss matters confidentially. The reason for this might be because of power positions within the work environment, or the alleged harasser might be feared for other reasons. In any case, the total confidentiality can make collecting evidence difficult, but the case should be seen as collecting evidence for court. There should be testimonies in situations where there is no written evidence, and things that cannot be proved, cannot be used in court, or at least they do not have much value. (Ahlroth 2015, 74.) A person giving information confidentially indicates that they do not want their name to be revealed. In a case like this, the information cannot be given to the government authorities since it usually requires the name of the person giving the information.

Therefore, the employer's representative should emphasize that the objective of the investigation and getting control of the sexual harassment in the work environment is best for everyone. (Pyykönen & Pyykönen (2019, 122.)

Identifying sexual harassment is a fundamental part of the starting process. Before the whole situation can be classified as sexual harassment, the behaviour must be identified to fulfil the characteristics of sexual harassment. Since the experience is always subjective to the person experiencing the sexual harassment, it does not necessarily meet the set characteristics. The Ombudsman for Equality (s.a. a) has defined sexual harassment in the following way:

Sexual harassment is defined as verbal, non-verbal or physical conduct of a sexual nature that is unwanted and by which a person's psychological or physical integrity is violated intentionally or factually, in particular by creating an intimidating, hostile, degrading, humiliating or offensive atmosphere.

The general definition, law definition and the different forms of sexual harassment can be found in Chapter 2 of this thesis. The workplace can also have its own definition and guidelines, which should be familiar to the employees.

An essential factor in any sexual harassment case is that the person experiencing the harassment states to the alleged harasser that their behaviour is inappropriate and unwanted. However, this is not always possible. A common reason for this is a difference in power positions, such as an employee being a victim and a supervisor being a harasser. Other practical evidence in the identifying process offers behaviour's intentionality and recurrence. This indicates that the alleged harasser continues the harassment after being told by the person experiencing the sexual harassment that their actions are inappropriate and unwanted. If the person experiencing the sexual harassment must repeatedly state to the alleged harasser that the attention is unwanted and inappropriate, the characteristics of the repetition point to continuous inappropriate activity. (Kess & Kähönen 2010, 100.) Another reason to state that the actions are unwanted and inappropriate is that the alleged harasser does not necessarily understand that their actions are seen that way. For this reason, it is recommendable that the employer mentions the subjectivity of experiencing sexual harassment in the workplace's instructions. (Kess & Ahlroth 2012, 122.)

5.2 Investigation phase

In the investigation phase, the key is to operate objectively. All parties involved in the sexual harassment case have a right to narrate their version of the events. (Skurnik-Järvinen 2013, 64.) The preferred way is to handle harassment cases within the organization, but

there are some exceptions. If the case is a more severe type, the employer has a responsibility to inform authorities of the matter. Afterwards, the victim of sexual harassment has a right to contact police or occupational health authorities. (Ahlroth 2015, 81.) The employer's representative must investigate if the health of the person being harassed is or will be in danger and take immediate action to solve the situation. However, it might be the case that the employer's representative does not have the necessary training to evaluate if the harassed person's health. In these cases, the employer's representative can rely on specialists like occupational health care. (Kess & Ahlroth 2012, 124-125.) Because thoroughly investigating and understanding the situation requires preparation, and the process itself can be time-consuming. Objectivity is a necessary element in the investigation phase since the representative's personal relationships, opinions, nor emotions should not affect the decision making (Ahlroth 2015, 79). It is inhumane that the person investigating the matter might experience strong emotions regarding the matter, especially in the more severe cases. However, they should not let it blur their judgement. When the employer's representative investigating, some of the critical factors to consider are the narrations of the parties involved might differ, carefully consider all aspects, and not jump to conclusions. (Kess & Ahlroth 2012, 125.)

According to Kess & Ahlroth (2012, 125), the investigation phase can be divided into two main sections, solving the initial situation and hearings of the parties involved and others if needed. This process is shown in Figure 5.

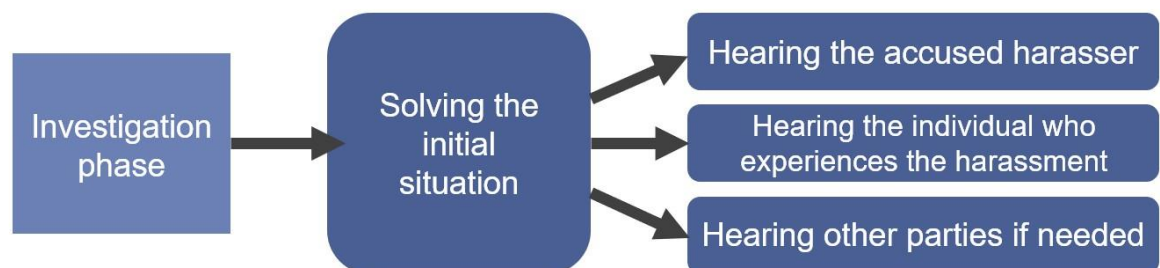


Figure 5. The investigation phase (Adapted from Kess & Ahlroth 2012)

In addition, to understanding the course of events, solving the initial situation operates as a part of the investigation phase. By solving how the case has gotten its initial start, it can be possible to understand how to prepare for similar situations and prevent them. (Kess & Kähönen 2010, 102.) Investigating the initial situation can also disclose that the one individual sexual harassment case reflects other issues in the work environment. In the worst scenario, an individual sexual harassment case only scratches the surface, and underneath might lie other issues like personal problems and troubles in the employees' relationships. (Kess & Ahlroth 2012, 126.)

Pyykönen & Pyykönen (2019, 124) say that the baseline for solving sexual harassment cases should include at least the following factors:

- The parties involved, as in the individual(s) being harassed and the harasser(s).
The possible witnesses in the situation.
- A detailed information of what has happened.
- The place(s) where the harassment has happened i.e., physical location.
- When the events have taken place i.e., during working hours or leisure time?
- Have the events been recurring?

Even though the employer and their representatives have a considerable amount of responsibility when solving sexual harassment, they must, by all necessary means to investigate the cases as quickly as possible and find a resolution for the harassment and put an end to it. However, they cannot be required to operate as investigators, prosecutors or as a court. (Kess & Ahlroth 2012, 127.) The Investigation phase ends with a decision that defines how the matter should proceed. Has the processed case ended up not meet the criteria of sexual harassment, or does the case require a definitive solution? (Skurnik-Järvinen 2013, 65.)

5.3 Conclusion phase

The conclusion phase is processed according to the Figure 6.

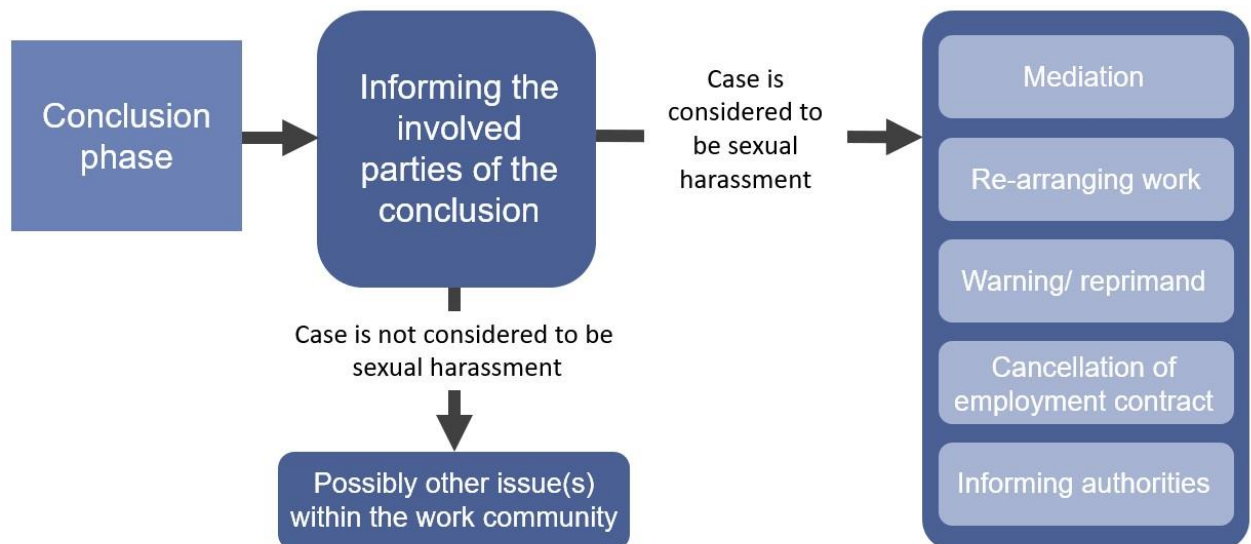


Figure 6. The conclusion phase (Adapted from Kess & Ahlroth 2012)

There are no legal regulations in law of how the conclusion phase should be carried out. The matter is traditionally handled within a company. However, in more severe cases, the employer must contact the police. The individual experiencing the harassment also has a right to contact police or occupational safety and health authorities. (Kess & Ahlroth 2012, 128.) The other parties involved in the conclusion process can include an occupational

health care representative who can evaluate the harassed individual's ability to work (Kess & Kähönen 2010, 103).

The purpose of mediation is to negotiate a solution to a sexual harassment case. A traditional way to arrange the meeting is a tripartite meeting. In this meeting, the present parties are the employer's representative, the alleged harasser, and the harassed individual. Furthermore, each of these parties can take a support person with them. Occupational safety and health representatives have a legal right to participate in the meeting if the addressed matter has an immediate impact on the health and safety of an employee. (Kess & Kähönen 2010, 103.)

The parties usually have separate hearings in the solution phase, but with a tripartite meeting, the solution is pursued with collective discussions (Skurnik-Järvinen 2013, 63). The meeting provides instructions and advice for both parties involved in the sexual harassment case. For instance, the possible disciplinary consequences and the guidelines of appropriate behaviour for the harasser can be reviewed. (Kess & Ahlroth, 2012, 129.) On the other hand, the individual who experienced the sexual harassment should be encouraged to take immediate action and contact the employer's representative if the harassment continues. Furthermore, the parties in the meeting can agree on how things should proceed, and the situation should be monitored in the future.

The employer has a right to decide on the matters in the work environment, including a duty to re-arrange work-related matters. The re-arranging means that the employer or their representative can aim to arrange, i.e., the work shifts so that the harasser and the person harassed would not work together or closely, concurrently or on the same premises. (Pyykönen & Pyykönen 2019, 129.) The need for this sort of arrangement, of course, depends on each case.

No matter the case, the employer's representative should always secure the made conclusion by presenting and having it as a written version and documenting it. If necessary, they can prove that the case has been indeed processed and settled (Ahlroth 2015, 84).

These possibilities for these meeting variables, sometimes the harassment happens in such a severe manner that there must be instantaneous disciplinary sanctions such as warning, reprimand, or cancellation of the employment contract. Unclear guidelines create uncertainty of appropriate behaviour. Then again, if the guidelines are clear and known by the work community, an employee going against them commits a distinct violation and deciding a suitable disciplinary action depends on the severity of the case. (Skurnik-Järvinen 2013, 66.)

All reported harassment does not meet the characteristics of sexual harassment, so how to act in this occurrence. The employer's representative is to inform the parties involved that after investigation, they have concluded that the events are not sexual harassment and the case is ceased. Nonetheless, even though the case would not be about sexual harassment, it can still project the workplace's problems underneath the surface. These problems can be due to people's personal issues, lack of knowledge, ignorance or the work community can intentional or inadvertently support a sexually charged atmosphere. (Pyykönen & Pyykönen 2019, 128.)

According to Pyykönen & Pyykönen (2019, 128), their experience with sexual harassment cases is that they often affect the entire work community. This can be seen as a decrease in work efficiency since the cases can create confusion, thoughts of possible threats and contribute to employee cliques' development. The employer's representative is responsible for deciding if a sexual harassment case or its conclusion will be revealed to the work community and how it will happen. The employer can share carefully considered information since they are also liable to withhold confidential information like a state of one's health. The positive outcomes are that it can calm the situation by creating trust in the employer's ability to solve matters and prevents new conflicts and suspicions. (Kess & Ahlroth, 2012, 132.) For instance, the employer's representative can inform the personnel that there has been a sexual harassment case within the work community. The case has been investigated, and actions have been taken to solve the matter. The representative should keep in mind that if the parties involved continue in the work community, the harasser should not be condemned or secluded from the work community. (Ahlroth 2015, 85).

The main goal of solving a sexual harassment case is to ensure that the harassment stops, and that the employees' health is secured. In addition to this, a well-done base study in the investigation phase helps to understand the initial reasons behind sexual harassment. After this, the employer needs to take care of the initial reasons causing the harassment in the work environment. (Kess & Kähönen 2010, 104.) A sexual harassment case in the work environment can be an unwanted learning possibility. While handling the reported case, an employer can also improve the general circumstances in the work community.

5.4 Monitoring phase

The objective of the monitoring phase is to ensure that the given instructions and agreed arrangements are being obeyed. This is done to ensure that the sexual harassment has ended, and that the inappropriate behaviour does not recur. (Kess & Kähönen 2010, 104.)

According to Kess & Ahlroth (2012, 133), the monitoring phase includes a follow-up meeting that can then lead the path of events in two directions, either a next follow-up meeting is scheduled, or the circumstances are assessed to have settled. The monitoring phase can be seen in Figure 7.

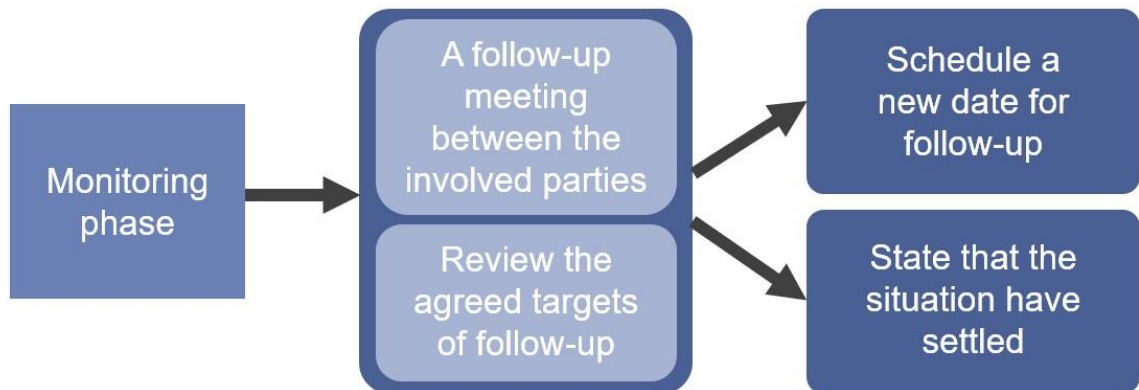


Figure 7. The monitoring phase (Adapted from Kess & Ahlroth 2012)

The monitoring of the case should be a long-term commitment from the employer, and there can be several follow-up meetings, depending on the severity and recurrence of the case. As mentioned earlier in the Chapter of sexual harassment in law and directives, according to Chapter 2 Section 8 Subsection 4 of the Occupational Safety and Health Act, the employer has a continuous responsibility to monitor the work, community and the practices used to ensure a secure working environment. So, there is also a legal responsibility to monitor the case, and generally, the monitoring is strongly related to the fundamental prevention of sexual harassment. Furthermore, the same Act states the necessity to monitor the impact of the measures on health and safety at work, which indicates that the employer is legally responsible for intervening in the situation again if anything suggests a recurrence in the case. If the case reoccurs, it will transfer back to the conclusion phase. (Kess & Ahlroth 2012, 133.)

As a support in the monitoring phase, the employer can use some data like sick leaves collected by occupational health care. Occupational health care gathers the durations and reasons for the sick leaves. Monitoring these can help the employer identify sexual harassment and intervene, especially in cases where harassment is not reported. (Ahlroth 2015, 87.)

6 Research methods

This thesis is executed using qualitative research. Qualitative research answers the question “What is this about?” to explain a phenomenon. Because the phenomenon is not known the qualitative research cannot ask the right questions in the same way as quantitative research. If the researcher can ask specific questions, the research cannot be qualified as qualitative research. (Kananen 2014, 16.) Trockim and Donelly (Kananen 2014, 17) have presented that qualitative research fits best to the situations where:

- There is not much information of the topic research or theories.
- Profound information of the topic is wanted.
- New theories and hypothesis are created.
- Mix method research is used.
- A good description of a phenomenon is wanted.

Qualitative research targets only a few research units, and collected information is unit specific. The collected information is not suitable for generalisation, and this is the main contrary to quantitative research. Qualitative research is meant for creating theories and models that explain the real world. It can also provide a profound description of a phenomenon, which means that it helps present the phenomenon as comprehensible, all-encompassing, and possibly even precise. The research aims to understand the phenomenon, describing it and giving an interpretation. (Kananen 2014, 17.)

Qualitative research is not a linear process. Instead, analysing the material happens in cycles and is constantly present in different stages of the research, guiding the research process and collecting the data. Having enough information is determined by analysing the collected data, meaning that the data is collected as long as needed for the researcher to understand the phenomenon and the research problem being resolved. Qualitative research is often descriptive, meaning that the researcher wants to understand the phenomenon, what processes are included within it and its significance. The used research methods impact the results, and often individual perceptions lead to results. (Kananen 2014, 18-20.)

Qualitative research is empirical and based on the empirical way of analysing the data set and argumentation. The explanation of the used analysis and collection methods are emphasised in empirical research. This gives the reader a possibility to evaluate the research and its results' credibility. In empirical research, the researcher ensures that the person is not identified even based on their given information, and the singular statement is not generalised. (Tuomi & Sarajärvi 2009, 20-22.)

This study is operated as qualitative research since the answers to the set research problems were reachable only by explaining the phenomenon. The goal is to understand the

employer's responsibilities in preventing and intervening in sexual harassment in the work environment, focusing on the chain hotels in Finland. The answer to this question could not have been achieved using the quantitative method that aims to measure data. Another reason to use qualitative research is to understand and describe the phenomenon without generalising the gained information. Each result is to be seen representing an individual case.

6.1 Interviewing as a data collection method

Interviews are one of the most used methods to collect information, and especially the use of only slightly structured and free form interviews has risen (Hirsjärvi & Hurme 2009, 34). Interviews are mainly a part of qualitative research and often when the chosen subject is not well enough known to ask precise or detailed questions (Kananen 2015, 143).

The research is operated as a semi-structured interview, also known as a theme interview. A semi-structured interview refers to the interview proceeding through predestined themes and questions. The interview themes are based on the theoretical framework of the study, and the placements of the questions may vary based on the researcher's consideration. (Tuomi & Sarajärvi 2009, 75.) Therefore, a common feature of a semi-structured interview is that some parts of the interview are settled beforehand, but not everything (Hirsjärvi & Hurme 2009, 47). Semi-structured interview considers that individuals have their personal views of matters and that the significance given to a matter is meaningful since they have been created in coaction with others. A benefit of theme interview is that it does not define how deeply the subject must be discussed or the designated number of interviews. Above all, the semi-structured interview brings the voice of an interviewee front. (Tuomi & Sarajärvi 2009, 48.) The semi-structured interview is chosen for this research since it gives the interviewee a possibility to become heard and allows the flexible shaping of the interview. This flexible shaping enables the researcher to ask more in-depth questions, have conversations and explain when needed.

The benefits of an interview as a method to collect information is that it emphasizes an interviewees position as a subject, making them an active party who creates their own meanings. Interviews fit for situations where the topic is wished to be put to a broader context, and it is known that the topic might give multifaceted answers. (Hirsjärvi & Hurme 2009, 35). The advantage of an interview is its flexibility. In interview situations, the researcher has the possibility to engage with the interviewee. This appears as explaining the questions or used phrasing, asking further questions based on the answers and further discuss with the interviewee and, in this way, to receive more in-depth information.

Another important factor indicating the flexibility is that the researcher can change the structure of an interview based on their consideration. (Tuomi & Sarajärvi 2009, 73.)

Because the researcher can see the interviewee, verbal and nonverbal communication can already start during the interview process. This lets the interviewer read between the lines and ask further questions or see the difference between spoken matters and body language. (Kananen 2014, 71.) However, the significance of this factor might be decreased since in a remote meeting. The interview is also said to be the more fitting approach for topics that are emotional or intimate. However, there are differing opinions about this, since some research sees the anonymity that a survey offers to be more fitting (Hirsjärvi & Hurme 2009, 35-36). So, in addition to the general sensitivity of the sexual harassment topic, the ensured anonymity of an interviewee should be a primary focus.

Some of the things that are seen as the benefits of the interview method can have their downsides. The shaping and changing of structure demand discretion from the researcher and performing well as an interviewer requires experience or fitting training. Planning an interview takes time, including planning the base for an interview, getting familiar with the topic, and searching for people to interview. In addition, the execution process is also time-consuming. (Hirsjärvi & Hurme 2009, 35). Language is not unequivocal, which leads to individual perceptions both on interviewees and interviewer's sides. Having to read between the lines can also be problematic. The interview situation can also occur so that the interviewee produces information that they see as socially correct, benefits them or someone else. However, the given information does not match with the truth. (Kananen 2014, 71). The interviewer's direct interaction with the interviewee can also lead to negative factors, like the interviewer accidentally affecting the interviewee's answers, which can then lead to biased or invalid data.

For this research, interviews are chosen as a research method to gather more in-depth information. The purpose is to understand how hotel chains are currently preventing and intervening in the sexual harassment of employees in the work environment.

6.2 The ethicality of the research

The ethicality of the research should guide the whole process. Especially in qualitative research where contacts with human subject are present the ethical problems might be close (Silverman 2013, 159). According to Silverman (2013, 184), some of the important principles of research ethicality include: voluntary participation, protecting participants of the research and assessing potential risk and benefits to the participant. The voluntary participation in this research refers to the interviewing being voluntary to the prospective

interviewees. In this research, the interviewees are approached via email, which explains the research object and asks the interviewees to be in contact. The approval to the interview is not binding, and the interviewee can withdraw from the research if they wish, indicating that their consent is obtained. The research participants are protected by confidentiality. The data collected along with the personal and company's information will remain anonymous in the research, and after the thesis has been published, the data will be destroyed. The research does not search for sensitive information from the participants. Therefore, if the participants' attendance and the given information are kept and applied in a manner that respects the promised anonymity, the research risks are minimal. The benefit of participating is that the research can assist the participating companies to evaluate their methods to prevent and intervene in sexual harassment from a new aspect.

6.3 Planning the interviews

The research interview design was done after selecting the adaptable research methods. As mentioned, a semi-structured interview was chosen as the most suitable method to acquire data. The research was implemented using two themes: prevention and intervention. Both parts aimed to identify and understand the methods that the hotel companies use to prevent and intervene in sexual harassment cases in the work environment are.

The interviews were implemented in Finnish. Even though we are talking about international, and multicultural industry, people often find it easier and more fluent to use one's own native language, which would likely be Finnish. Additionally, it was thought that the terminology in English concerning the subject might not be too familiar to all interviewees.

The research was planned to pay regard to the potential downsides of interviewing, which are mentioned in Chapter 6.1. Simultaneously the planning aimed to implement the benefits that an interviewing as a method can offer. The ethicality of the research had a considerable emphasis in the planning process that is addressed in the following chapter.

The composition of the interview design was done by adapting the interview plan frame made by Kananen (2015, 154). The adapted version done for this research included as Appendix 1. The frame is divided into three parts: plan, protocol plan and implementation of the research. The 'plan' part started with research questions. The research is implemented by using two themes, prevention and intervention, and the research question is tied around the themes. There is only one main question in the prevention part: "How do you aim to prevent sexual harassment in the work environment?". The sub-questions created beforehand are meant to guide the conversation and ask for more detailed information. However, it is essential to consider that the interview situation determines the

questions asked. Likewise, there might arise new questions that were not thought of before the interview, but they assist in reaching the research objectives. The sub-questions created in advance include the following:

1. Is prevention mentioned in equality plan, occupational health and safety policy or the company's own policies?
How these have been mentioned?
2. Does the company have instruction against sexual harassment?
Are these instructions available for the employees and how are they available?
3. Do you arrange precautionary training of sexual harassment for the employees?
Is the training arranged for also new employers?
Is the training repetitive and regular?
4. Are the current circumstances monitored?
How the monitoring takes place?

The second theme, Intervention, has one main question, which is "Does the company you represent have an action model for intervening in sexual harassment?" and the sub-question is "Who is supposed to know the action model?". These questions are presented to understand what kind of applicable processes the company might have, and which should be familiar with these processes. This also creates a base for the four following example cases.

The example cases are created to provide an understanding of the used methods in a practical manner. Each of the created examples describes a different case. After stating the case, the interviewee is asked how they would operate in the following case as a manager and how would the situation proceed. The example cases are created based on Chapter 2.1, which reviews the forms of harassment primarily focusing on the relation between behavioural categories of sexual harassment by Fitzgerald & al. (1995). Moreover, according to the semi-structured interview, the researcher can ask additional questions to receive more information from the interviewee. The example cases refer to the individuals with the terms Employee A/B/C to reduce the attention that might be set on the gender and the possible stereotypes involved around it. The description of the example cases can be seen in Figure 8.

<p>Example case 1.</p> <p>Employee A comes to tell their manager that employee B has sent pornographic pictures to them via social media on working hours. Employee A has clearly expressed that they experience employee B's actions as unpleasant. However employee B has continued their actions.</p>	<p>Example case 2.</p> <p>Employee C comes to tell their manager that they have seen employee B grabbing employee A's butt several times in the company's pre-Christmas party. Employee A had afterwards told employee C that the incident bothered them.</p>
<p>Example case 3.</p> <p>Employee A comes to tell you (a manager) that their manager employee B said they could give better work shifts to employer A on the condition that employee A would send intimate photos of themselves to employee B.</p>	<p>Example case 4.</p> <p>Employee A comes to tell their manager that a customer, who frequently visits at the hotel behaves inappropriately towards employee A. The customer has made sexually oriented comments and has tried to touch employee A. Employee tells that they have expressed to the customer that their actions have been unwanted. Regardless, the customer has continued the behaviour.</p>

Figure 8. The example cases

The first example case goes through a situation where Employee A tells their manager that Employee B has sent pornographic pictures on social media to Employee A, during working hours. Employee A has stated to Employee B that their behaviour is unpleasant. Nonetheless, Employee B has continued the actions. The critical points for this case are sexual harassment via social media and Employee A stating the behaviour is unwanted. According to Fitzgerald & al. (1995), the case could be considered gender harassment that includes displaying pornographic materials. The severity of this case can be considered lower than the rest of the cases because no physical offence has been done.

The second example case displays a situation where Employee C comes to tell their manager that they have seen Employee B grabbing Employee C's butt several times in the company's Pre-Christmas party. Later, Employee A had said to Employee C that the incident disturbed them. In this case, the key points are physical sexual harassment, the event taking place outside the typical work environment, third party reporting the case and mentioning the unpleasantness of the situation. This case involves behaviour that is unwanted and for that reason would be considered as unwanted sexual attention according to Fitzgerald & al. (1995).

In the third example case, Employee A comes to tell the interviewee (a manager) that Employee A's manager, Employee B had said that could give Employee A better work shifts if they would send intimate photos of themselves to Employee B. The key points of this example case are differences in the hierarchy and the potential blackmailing. When considering Fitzgerald & al. (1995) study, if this case would escalate to the employer using

threats to receive sexual co-operation, the case would represent the severest stage of sexual harassment, sexual coercion.

The fourth example case displays a situation where Employee A comes to tell their manager that a regular customer at the hotel behaves inappropriately towards Employee A. The customer's behaviour has included sexually oriented comments and attempts to touch Employee A. Employee A says that they have informed the customer that their behaviour is unwanted. Regardless, the customer has continued the inappropriate behaviour. This example case performs probably one of the most common ways of sexual harassment in the customer service industry, which is an employee being harassed by a customer, it is also the key point of this example. This example case also includes a factor that the alleged harasser is a regular customer, which creates a possibility for easier contact.

As mentioned, the objective of these cases is to see how the methods would be applicable in practical examples and how the handling processes change in different situations. The example cases cover different severity levels and forms of harassment along with alternating individuals as accused harassers. These factors are predicted to change the handling processes and the outcomes of each case. To conclude, the questions are designed to supply answers that correspond to the research objectives.

The next part in the interview frame by Kananen (2014, 154) was to consider what information or material is required to solve the research question. The main purpose in this research is how employers can prevent and intervene in sexual harassment in the work environment and what is currently being done in the hotel industry in Finland? From the researcher, this requires an in-depth understanding of the following matters:

- Sexual harassment as a term means and what does it include.
- The law regulated definition of sexual harassment and the responsibilities law obligate the employer to fulfil.
- The theoretical background of preventing and intervening in sexual harassment and the methods and processes that have been developed for this purpose.

The understanding of these mentioned subjects is gained through the theoretical framework of this research.

For the interviewee, it is necessary to understand how the term sexual harassment is defined and used in this research. This decreases the risk of receiving biased data due to the differences in comprehending the term. The interviewee should be in a position that requires them to understand how preventing and intervening in sexual harassment is done in their work environment. This factor can be considered when selecting interviewees, and

the target is individuals like front office or hotel operations managers since these positions call for experience in hotel operations and managerial duties.

The actual interview frame is made based on the different parts of this interview plan frame adapted from Kananen (2015, 154). The semi-structured interview methods enable the researcher to adjust the interview frame to fit the actual interview situation. The tentative interview structure forms according to the following pattern, which is presented in Figure 9.

Introductions
Asking a permission to record the interview
Stating the purpose of the interview
Stating the confidentiality
Asking the interviewee to express the aspect of the company they represent
Defining sexual harassment in a way that it is used in the research
Stating that the interviewee can ask questions during the interview and mention if they cannot address some subjects.
Theme 1. Prevention
Theme 2. Intervention
Asking if the interviewee has anything to add or ask
Thank the interviewee of their participation
Stop the recording
Finish the interview

Figure 9. The tentative interview pattern

The pattern starts with an introduction and asking the interviewee for permission to record the interview so it could be more closely analysed afterwards. The purpose of the interview is also mentioned in the interview invitation but confirming that the interviewee has understood the research objectives ensures the interview's ethicality. In addition, the participants are guaranteed anonymity which endorses ethicality. Stating that the interviewee represents the company they work for is meant to keep in mind the aspect they are intended to express. The definition of sexual harassment is presented to make the interviewee aware of the relevant definition in this interview. Before presenting the themes, the interviewee is reminded to ask questions and say if they cannot address some subjects. Asking if there is anything they would like to add or ask is intended to confirm that everything is clear and understood. The interview situation will be finished by thanking the interviewee for their participation and stopping the recording, following the closing of the zoom meeting.

The questions asked in the interview can vary, and for this research, the ideal question type is open questions. Open questions can be an excellent way to start the conversation, and it excludes the possibility of the interviewee answering only yes or no. Open questions should create a feeling for the interviewees that they know how to answer the asked question, releasing tension from the interview situation. Even though the main questions of the interview are open since they can provide extensive answers, additional question types are needed. The additional question types that could fit this interview include direct questions, defining questions, and interpreting questions. Direct questions work best when they are asked closer to the end of the interview, ensuring that the interviewee has already had an opportunity to express their aspect on the subject. The defining questions fit situations where there is much general information provided, and the researcher wishes to receive more detailed data. Lastly, the interpreting questions can aid the researcher to understand unclear answers or receive confirmation. The researcher can also give a statement that can be present when the subject or term addressed is unknown to the interviewee. The subjects or terms which might need clarification should be thought of before the interviewing process. (Hirsjärvi & Hurme 2009, 107-112.) In this research's planned structure, the definition of sexual harassment is presented as a statement by the researcher.

The choosing of the interviewees is performed by making a list of all the found hotel chains in Finland by visiting their website and searching hotels that are currently operating. The aim was to find approximately two to five hotels per chain, depending on the total amount of operating hotels. These hotels are contacted with an indication to send an invitation to the interview. The invitation email is added to the appendices as Appendix 2. In the interview invitation email, the researcher is briefly introduced, and the research's objective is explained. The email summarised when the interview could take place, how long it would take, and it requests the receiver to be in contact by the determined date. In addition, the confidentiality of the research is mentioned since the sexual harassment can be a sensitive topic.

The ideal number of interviewees for this research would be three to five. Three participants could provide variety and contrast in the answers, but five participants could increase the reliability and validity of the research. However, the interviewing part of this research is conducted in short time period which will likely affect the number of participants.

The contacting takes place by calling the receptions and asking for the email address of the hotel's front desk manager or hotel manager. Then the interview invitation is to be send to the manager's email. Suppose the number of the reception is not available. In that case, the hotel is contacted by sending the interview invitation to the hotel's general email

and with request to be forwarded to the manager in charge of the hotel operations. The front desk manager/ hotel managers were chosen as an ideal group since they are aware of both the hotel operation and the managerial duties. They are also likely to be familiar with sexual harassment as a subject and their hotel's methods to prevent and intervene in sexual harassment. However, the subject is also mentioned in the interview invitation so that the prospective interviewees can familiarise themselves with the subject in advance. The contacted individual will be kept on a list to keep track of who has responded and who should be contacted again with a reminder email to respond. Keeping a list should help to monitor the send and received emails.

The last part of the interview plan structure adapted from Kananen (2015, 54) is the implementation of the research. In this research, the implementation structure is divided into six parts: contacting, ensuring the operability and ability to use the technical equipment, the interview situation, closing of the interview and follow-up. The contacting of the prospective participant was addressed previously.

Ensuring the operability and ability to use the technical equipment was practised through test interviews. Two individuals studying hospitality management were interviewed as a test. The testing aimed to practice the interview situation and usage of the zoom platform. In addition to testing the quality and implementation of the interview structure along with gaining improvement ideas.

The interview indicates how the research situation and the research itself should operate and what kind of behaviour is expected from the researcher as an interviewer. The operation of research is secured by doing the interview structure. Behaviour refers to polite manners, objective aspect, and ability to operate with the research objectives in mind. In this research, the made interview structure creates a secure base for the interviews. Finally, the interview is closed by thanking the interviewee for their participation and asking if they would like to receive the final version of the published thesis. The process ends with the follow-up, which is sending the research results to the participants.

6.4 Analysis methods

According to Hirsjärvi & Hurme (2009, 136), one of the main characteristics of qualitative research is that the analysis often starts during the interview. When the researcher is doing the interview themselves, they can start analysing during the interview. Based on their perceptions, they can gather more specific data to verify models or hypotheses they have developed. Another fundamental part of qualitative research's analysis is the interpretation and compaction of meanings. Interpretation of meaning refers to the researcher trying to

find the deeper meaning behind what is stated, and compaction indicates trying to summarise the things that the interviewee has said. (Hirsjärvi & Hurme 2009, 137.)

Laine has done a structure to explain the analysis process of qualitative research (Tuomi & Sarajärvi 2009, 92), it proceeds in following manner:

1. Decide of what you find interesting in this material and make A STRONG DECISION!
- 2a. Go through the material, differentiate, and mark the things that are included in your interest.
- 2b. Leave everything else out of this research.
- 2c. Collect the things marked together and separated from the rest of the material.
3. Sort the material based on category, theme, or type.
4. Write a summary.

This process helps to divide the interesting parts from the unimportant ones. The process starts from defining what is seen to be interesting in the material. This phase requires reflection on the set research problems to figure out what information is essential. In phase two, the material is reviewed to different important things for the researcher to answer the set problems. Then the essential matters are gathered, and anything that does not serve the research objective is set aside. In phase three, the material is sectioned. Doing this makes it is easier to go through the information. The information becomes more comprehensible when individual matters can be tied to a broader concept, category, theme, or type. Finally, a summary is made to combine all the done work. The scope of a phenomenon needs to be carefully defined and simultaneously explained as extensively as possible. This is where keeping the research problems in mind becomes crucial to not go on to side-tracks. (Tuomi & Sarajärvi 2009, 92.)

Tuomi and Sarajärvi (2009, 106) define content analysis as an aim to describe the content of documents verbally, whereas differentiation of content refers to quantitatively describing content of a text i.e., how often a certain word appears in a text. The difference between these two terms must be understood to create clear qualitative analysis.

The analysis of this research is carried out using theory-guided analysis. According to Tuomi and Sarajärvi (2009, 96-97), in the start of the research, the essential parts of the theory base are brought up and the theoretical framework assists the analysis process. However, the purpose of the previous knowledge is not to test the theories but rather to create new thought processes. In theory-guided analysis, the theoretical concepts are brought from the made theoretical framework, and these create the main categories, and the subcategories are developed based on the material (Tuomi & Sarajärvi, 2009, 117). The use of theoretical concepts and new information arising from the research material, in

best cases, encourages the researcher to think creatively in means to combine these two forms of analysis. This research is operated based on the made theoretical framework applied in the analysis of the material. Then the made analysis is intended to be supplemented by the information gained from the interviews.

7 Results

The performed research met the set objectives only partially. The potential interviewees were contacted 28th and 29th of April 2021. Like planned, 16 hotels were contacted first via phone to receive the email address of the potential participant and seven emails were sent to the hotel's reception with a request to be forwarded, and one potential participant's contact information was received beforehand. The interviews were planned to take place during week 18 (3.-9.5.2021). The interviewees were asked to be in contact by the 5th of May, and a reminder email was sent to the people who had not yet replied. The interview invitation collected 15 declining answers, seven did not respond at all, and two accepted the invitation, but unfortunately, one had to cancel the interview. As a result, getting three to five participants for the interview was not met, and the research has only one interviewee, which indicates that the gotten results of this study are not to be generalised but instead should be processed and viewed as an individual case. The interviewee who participated in the research works as a front office manager for a chain hotel that operates in the Southern part of Finland. No more specific information of the interviewee, the hotel, or the chain is presented because the interviewee has been promised anonymity.

As planned, the interview started with introductions and receiving the approval to record. The research objectives were explained to the interviewee, and the confidentiality of the interview was stated. Before starting with the actual themes, the interviewee was asked to present the aspect of the hotel chain they represented. The interviewee responded that they do represent their company's stand in the matter, but their personal point of view can also be present in the given answers. No matter, they said they would answer according to their best knowledge.

The interviewee presented the definition and examples of sexual harassment by the Ombudsman for Equality. This definition was used since it is from a reliable source that might be also familiar to the interviewee. The definition is used in the theoretical framework of this research and is addressed in Chapter 2. The definition from Ombudsman for equality was used in the following manner:

Sexual harassment is defined as verbal, non-verbal or physical conduct of a sexual nature that is unwanted and by which a person's psychological or physical integrity is violated intentionally or factually, in particular by creating an intimidating, hostile, degrading, humiliating or offensive atmosphere.

Sexual harassment can be expressed in the following ways:

- sexually suggestive gestures or expressions
- indecent talk, puns and comments or questions referring to body parts, clothing or private life

- pornographic material, sexually suggestive letters, emails, text messages or phone calls
- physical contact
- suggestions of or demands for sexual intercourse or other kinds of sexual activity
- rape or attempted rape
(Ombudsman for equality s.a. a)

This definition was presented and read to the interviewee. Afterwards, the interviewee was asked if the given definition corresponds to their comprehension of the concept. The interviewee agreed.

7.1 Prevention

The prevention part intended to collect different kinds of methods a hotel could implement to reassure the security and health of their employees. As can be noticed from the Chapter 4 Prevention, several methods can be implemented to fit the company-specific needs. However, besides the legal obligations, the use of the methods is up to the company.

The topics mentioned by the interviewee are divided into four main categories. The categories are instructions, training and orientation to work, early intervention, and legal obligations. According to the interviewee they want to make the company's instructions clear to all their employees and their intranet that provides accessibility to all the employees to review the instructions. These instructions comprehend how the employee should act when they encounter or experience sexual harassment and how the matter is taken forward. Additionally, the managers have their separate instructions on how they can intervene and prevent sexual harassment. Another factor mentioned was that the company aims to low threshold communication, enabling the employees to contact their managers who can also provide instructions. The interviewee also recollected that at one point, they had posters at their workplace which referred to their company policies.

Instructions, training, and work orientation are strongly tied together. As the interviewee said, in their training program, in which every single employee will participate. In this program, they also go to their company's guidelines of how to encounter when encountering sexual harassment. The managers have their own training policy that goes through the intervening and preventing methods and how they can address these subjects with their teams. Both the orientation to work and the training are repetitive to the employees. Unfortunately, due to the existing COVID-19 situation, the training of employees have been put to an undefined break. The interviewee summarised that their prevention methods arise through the training and the instructions in the company's intranet.

Early intervention was a prevention method that the interviewee mentioned. Early intervention refers to factors like monitoring of the work environment and assessing the possible risks, which ease the early intervention. However, it also refers to managers taking quick actions with the intention to investigate and intervene in sexual harassment.

Finally, the last addressed prevention methods were the processes obligated by law, including occupational health and safety policy and equality plan. The clarification of the employer responsibility to these practices is explained in Chapter 2.1. When the interviewee was asked if sexual harassment is included in their company's occupational safety and health policy and equality plan, they answered that it definitely is. Additionally to the two previously mentioned practices, it was mentioned that in the interviewee's workplace, there are booklets that review equal treatment and what kind of behaviour is not tolerated in the work environment. The booklets are accessible to all the employees.

7.2 Intervention

The intervention part was started with an open question. The interviewee was asked does the company they represent apply ready operating models when intervening in sexual harassment. They described that the process starts when the case is reported and, from there, the investigation of the case begins. The interviewee said that because they are the front office manager, the case is usually unfolded by them. According to the interviewee, the primary practice is to carefully listen and pay attention to what is happening in the work environment. They also stated that all allegations should be taken seriously.

As planned, the rest of the interview addressing intervention was executed using four example cases included in Chapter 6.3. After presenting each case, the interviewee was asked how they would operate in the example case as a manager and how the case would proceed. The purpose of the example cases was to understand how the intervention methods would be adapted to practical cases.

Regarding the first case, the interviewee concluded that Employee B is made aware of the fact that the way they have behaved does not belong to work community, and they are given a written warning. According to the interviewee, the situation can be discussed in a tripartite meeting if Employee A is willing to participate. However, another option is they as a manager, would discuss the matter with Employee B without Employee A being present. Employee B let know that they cannot continue within this work community if the behaviour does not end. The interview emphasized that it is essential to follow up on the situation, to know how things are going. Additionally, the case should be handled promptly when such a serious allegation is in question.

In the second case the interviewee pointed out that this case includes a third party that operates as the informant. The interviewee said that it is important to keep in mind that the case is still hearsay, especially in the start of the situation. According to the interviewee, it is necessary to hear the aspects of all parties separately to know what has happened in the occurred situation. After everyone has been heard, the case can be taken forward. Suppose the case is concluded to be sexual harassment. In that case, it will be discussed more closely with Employee A and B. Regardless, the interviewee said that Employee C should be thanked for acting and informing the manager of the occurred situation.

The third example case delivered a straightforward answer from the interviewee. According to them, such behaviour would be tolerated in no case, and it would first lead to a discussion with Employee B. Secondly, the interviewee said that because of the severity of the case, they would directly give a warning to Employee B, and the case would require severe actions from them as a manager. The interviewee pointed out that a manager using their managerial position in the occurred case made it much severe.

In the fourth case, the customer is a frequent visitor, indicating that they can be identified and contacted. Based on the given information, the interviewee said that they would contact the customer as a manager and state that the customer is not welcome to the hotel anymore. Additionally, the interviewee mentioned that the particular reason for this strict action is that the customer has tried to touch the employee and invade their personal space physically. In the end, this can result at the end of the customer's loyalty program.

8 Discussion

The main objective of this research was to provide information on how a hotel company can efficiently prevent and intervene sexual harassment in a work environment. This objective was intended to be reached in two ways. Firstly, previous theory and studies were reviewed to create a theoretical framework that would support the research. The second step was to study what are the currently used methods to prevent and intervene sexual harassment in chain hotels in Finland. These together, aimed to constitute a research that that would answer to the main objective. This chapter will review and assess the results of this research along with contrasting how they fit the theoretical framework and the set objectives of the research. As a research-oriented study the credibility will be contemplated via terms such as reliability and validity. Suggestions and improvement ideas for the future will be represented and the researchers' learning process will be reviewed through a self-evaluation.

8.1 Main findings

Like mentioned, the purpose of the prevention part was to collect different kinds of methods a hotel could implement to reassure the health and safety of their employees. The answers from the prevention part were divided into four categories which are: instructions; training and orientation to work; early intervention; and legal obligations. Whereas in this research, the prevention categories are questionnaires; instructions and training; risk assessment; plans and policies; and positions of responsibility. The gotten results included several similarities to the theoretical framework of this research.

The interviewee said that they want their instructions to be clear and accessible to all their employees. The similar factors are mentioned in Chapter 4.2 Instructions and training. The chapter refers to the importance of instruction in the workplace being clear, visible, and accessible. Additionally, it was mentioned in the interview that the instructions include how an employee should act when encountering sexual harassment and how the matter should be taken forward. The managers were also mentioned to have their own instructions to prevent sexual harassment. These were also similar factors to the theoretical framework. However, a matter that was not specifically mentioned in the theoretical framework but was brought up by the interviewee was that they aim for low-threshold communication. It is a very significant characteristic that employees are able to communicate with their managers and supervisors without having to feel greater pressure about it.

According to the interviewee, orientation to work and training are both mandatory for all employees, and trainings are also repetitive. In addition to all the other things addressed in

the orientation and training they will review the company's instructions of encountering and reporting sexual harassment. The managers have their own training where they go through the prevention and intervention in sexual harassment. Additionally, they go through how they can address these subjects with their teams. The interviewees explanation of their training customs corresponded with the theoretical framework. Prominent terms mentioned by interviewee are especially the repetition and the mandatory nature of the trainings. These customs ensure that the trainings are kept fresh in mind and that all the employees are aimed to have an equal knowledge.

Early intervention refers to factors like monitoring and assessing the work environment which is connected to Chapter 4.3 Risk assessment in the theoretical framework. The indication to act quickly is a crucial part of solving sexual harassment cases since it can prevent more damage from occurring and in addition to ensure the health and safety of the sexual harassment victim it also secures the rest of the work community from being affected.

The least surprising prevention method used was the obligated processes which include occupational safety and health policy and equality plan. The reason for this is that both processes are obligated by law and their purpose is to assess the possible risks and hazards within the work community, so it was presumable that sexual harassment would at least be mentioned. The interviewee said that the company they work for has mentioned sexual harassment in both occupational safety and health policy and equality plan. The interviewee also mentioned that they have booklets about equal treatment in their workplace and these booklets are accessible to all the employees. In this research both obligated processes are mentioned and explained in Chapter 4.4 Plans and Policies.

Like said, the gained results strongly reflected the theoretical framework of this research. It is good to take into consideration that even if the interviewee did not mention all the methods that are included in the theoretical, it does not mean that they would not apply any other methods. This can be due to as simple reason as just forgetting to mention. Nevertheless, the things mentioned were fundamental parts of prevention methods.

The general factors that were mentioned in the intervention part carefully listening and paying attention to what is going on in the work environment along with taking all the allegations seriously. This custom indicates the company is fulfilling their legal obligation to monitor the work environment. The approach to take all the cases seriously can also encourage employees to come forward with their experiences when they know that they will sincerely be heard.

The example cases were created to bring practical knowledge of the intervention methods, and this objective was reached. It needs to be taking into account that the answers were not expected to contain all the factors mentioned in the theoretical framework's model by Kess & Ahlroth (2012, 110). The reason for this is that the theory is broad, and it includes a variety of actions. Instead, the cases were precisely intended to enlighten practical information.

The first case included important factors such as the interviewee as a manager wanting to hear and speak to both parties involved. The interviewee also mentioned that Employee B should be informed that their behaviour is inappropriate. Additionally, the interviewee would give Employee B a warning and informing them that they cannot continue in the work community if the behaviour continues. Taking immediate actions means to stop the harassment is one of the most crucial things a manager can do. Additionally, the interviewee emphasized that the case should be handled promptly and that it is essential to follow up on the situation. If this processing is compared to the model by Kess and Ahlroth (2012, 110), it skips the starting that would include notifying the involved parties of the harassment being taken into processing, collecting documentation, and identifying the harassment. The investigations phase is implemented since the manager hears and discusses with the involved parties. The conclusion phase occurs quickly, and the Employee B is informed of the possible consequences of their action. Lastly, in the monitoring phase, the situation is followed to ensure the safety of the employees.

Significant factors from the second case were that interviewee pointed out that the case is still hearsay, and all parties should be heard separately to understand what has happened. This aspect showed that the interviewee wanted to investigate the initial situation of the case. According to the interviewee, if the case was found out to be considered sexual harassment, it will be discussed more closely with Employee A and B. Regardless of the outcome, the interviewee said that Employee C should be thanked for acting and informing the manager of the situation. If this operates as a frequent action, it could encourage the employees to disclose sensitive subjects such as sexual harassment in the work environment. Additionally, the handling of the case showed careful consideration, and the interviewee clearly wanted to keep an objective view and investigate the subject before making any assumptions.

The third case caused the quickest and most straightforward reaction. This case addressed a manager acting as the harasser and demanding intimate photos to better work shifts. The interviewee also mentioned this aspect quickly and said to consider it severe because Employee B uses their managerial position to their advantage. This case implied sexual coercion and differences in power positions, and both factors were also mentioned.

The interviewee said they would first like to discuss with Employee B. Additionally, the interviewee said they would want to give Employee B a warning and consider more severe actions to deal with the case. So eminently, the severity of the cases affects the interviewee's reaction and the severity of the actions they take.

As mentioned in Chapter 2.3 Sexual Harassment in Hospitality Industry. One of the most common forms of harassment in the hospitality industry is harassment by a customer. For this exact reason, it was addressed as an example case in the interview. The harasser in case four was a regular customer who verbally and physically tried to harass Employee A. The response gotten from the interviewee was brief and succinct. The interviewee said they would contact the customer and let them know that they are no longer welcome to the hotel. The response was surprising. The reason for this is that based on the research, many cases proceed very cautiously. However, the answer I received was sharp and ultimately gave a feeling that they have a zero-tolerance policy towards sexual harassment. The interviewee justified their answer, saying that the guest had tried to invade Employee A's personal space, so it is enough of a reason to end the customer's loyalty program.

To conclude the results, this study was done as a qualitative research which indicates that the information collected is not suitable for generalisation (Kananen 2014, 17). In this case it means that based on the received results it cannot be presumed that every single hotel in Finland uses the exact same methods to prevent and intervene sexual harassment as this participant hotel. In contrary, this qualitative research presents the received information as unit specific. However, the research does explain prevention and intervention of sexual harassment as phenomenon, this it helps to present the phenomenon as comprehensible, all-encompassing, and possibly even precise (Kananen 2014, 17).

8.2 Reliability and validity

The trustworthiness of a research can be assessed by using two main concept, reliability and validity. The objective of the two concept is to ensure that the gained results are correct. (Eriksson & Kovalainen 2008, 292.) Reliability means that if the same research done to the same person twice the results stay same both times, so the research is repeatable (Hirsjärvi & Hurme 2009, 186). The reliability of the research in my opinion is rather good to be a qualitative research. The planning and implementing of the interviews are explained almost to the details so repeating the process could lead to similar results. However, the research was operated as a semi-structured interview, which means that interview proceeded through predestined themes and questions, but the final structure was not settled. (Tuomi & Sarajärvi 2009, 75.) For this reason, I strongly doubt even with the same

researcher and interviewee, the results would not be exactly the same. The interview tied to the time when it takes place and so are its result. So even if the interview would be implemented in a day, a week, or a month the results might have similarities, but they would not be completely equivalent to the originals.

Then again, the purpose of validity is to examine that the research has indeed studied what it was created to study (Tuomi & Sarajärvi 2018, 160). Additionally, in qualitative research validity aims to answer to questions like “is the research made thoroughly?” and “does the structures made by the researcher correspond with the structures of the respondents?” (Menetelmäopetuksen tietovaranto s.a.). A big part of the main objective was not met due to the empirical part of the research reaching only one interviewee. Having only one participant prevents this research from accomplishing the comparison aspect and the wider range of methods. However, the theoretical part of this study accomplished to survey theoretical background of preventing and intervening sexual harassment.

The theoretical background used partly literature which designed the intervention models to be used to intervening workplace bullying instead of workplace sexual harassment. Such an example of the authors used are Kess and Kähönen, but additionally Ahlroth designated the models for harassment and discrimination. Since, sexual harassment is a particular part of harassment in general it justifies the use of Ahlroth’s material. Then again Kess and Kähönen (2010, 5-6) defined sexual harassment as part of bullying so this justifies the use of their material and supports that part of the validity of the theoretical framework.

Because the theoretical background succeeded to survey the preventing and intervening sexual harassment, this indicates that the sub-objective of this research was met. The sub-objective was to help the employer identify sexual harassment by explaining the forms it can appear in and defining where goes the border of behaviour becoming identified as sexual harassment. In addition, defining the employer’s responsibilities and the possible consequences of sexual harassment to a company, the employer is notified of the things they need to consider.

8.3 Suggestions for improvement and future research

Based on the done research, a general suggestion to others would be to pick a subject like this. A subject that many people do not necessarily want to address. While doing the theoretical research, it was noticeable from the start that the literature on sexual harassment in the work environment, especially in Finnish, is a relatively new area. Several of the books about sexual harassment used for this research were written within the last ten

years. After sexual harassment and abuse came crashing to the daylight in 2017 with the Me Too movement, the topic seems to be addressed more.

Unfortunately, sexual harassment and the hospitality industry are strongly related. Especially the younger generations should be concerned about sexual harassment in the work environment. A study made by PAM in 2020 indicated that 70% of under 25-year-olds had experienced sexual harassment work. Many of the theses in Haaga-Helia made about sexual harassment focus on the victim. It is also a necessary subject, but as mentioned several times in this research. The employer has the most considerable responsibility in the work environment to end harassment, so this is truly an area that requires more focus.

Suggestions to improve this specific study would be to include more different types of hotels beside having just chain hotels. This could bring a wider perspective to the study. Another interesting direction based on this research would be to create an actual guidebook of how an employer can prevent and intervene sexual harassment. Furthermore, the definition of sexual harassment as a term and in this research is tied to this society and the specific time. So, if this research is wanted to be adapted to different time or place, all the information needs to be re-evaluated and improved to fit the expectations and needs of that time and place. Additionally, hospitality industry is all the time changing and improving, which brings new aspects to it. Meaning that this research needs critical evaluation if the information is wished to be used later in the future.

8.4 Personal learning outcomes and self-evaluation

The thesis writing process has been both extremely challenging and educational at the same time. One of the biggest weaknesses of this creating thesis was poor time management, which can also be seen in the execution of the interviews. Originally, I started the thesis process in September 2020 and began to write the theoretical part of the research. During this time, the broad idea of the research was fixed but the clearer definition arose later. Unfortunately, writing thesis while working fulltime was not manageable for me and I started the process again in April 2021. During the time off from thesis writing a more defined idea of the objective of the research was generated and this eventually helped to continue the writing process.

I had no previous experience of executing a qualitative research or interviews, so gathering information of that subject and designing an interview frame was completely new to me. Somethings I now wish I would have known was the extent of executing interviews and the amount of time it takes compared to for example quantitative surveys. There are

several factors that a researcher cannot impact or at least not greatly, such as the response time of the potential interviewees. The only way a researcher can be prepared for this is reserving enough time for the research, and this is one of my biggest learning outcomes.

I believe that the strength of this research is a strong theoretical framework that is based on a wide range of academical sources. Additionally, the theoretical framework helped to understand the complexity of the topic and to create the empirical part of this research. The knowledge achieved in the process of making the theoretical framework helped to shape the suitable interview questions and to create the example cases used in the interview.

Like mentioned another learning outcome was the empirical part of the research. It required research of a broad subject. Qualitative research was more or less familiar to me beforehand but choosing a suitable research method for collecting data with a minor base knowledge was a lengthy process. Nevertheless, reviewing different research methods and assessing their applicability to my research additionally provided general knowledge of things such as data collection and analysis methods.

Then the most rewarding aspect of the thesis for me was gaining understanding of sexual harassment in work environment. My base knowledge of the subject was close to zero in the start and additionally that was one of the biggest reasons I chose this very topic. Initially, the topic came to my mind when I pondered the thought that I have been in working life since the age of fifteen but never in any of my workplaces I have not been informed of how I should act if I personally experience or notice sexual harassment in work environment. Additionally, I have discussed about the subject with a few of my friends who work in the hospitality industry and they share similar experiences. I see this as a massive weakness for the companies, especially concerning the safety and health of their employees.

Now after researching the topic for several months, I would summarize that I have gained expertise in my thesis subject, the prevention and intervention of sexual harassment in work environment. Comparing to the starting point I am now aware of the definition of sexual harassment and its different forms. I have familiarized myself with the Finnish legislation concerning the subject and studied how sexual harassment appears in hospitality industry. I am capable to assort different prevention methods and I am aware of factors in work environment that expose an employee to sexual harassment. Additionally, I understand what methods an employer can use to intervene sexual harassment, what steps the

intervening process includes and how the process varies based on the forms of harassment. To conclude, I believe that now I know how to view sexual harassment in work environment from both the employer's and employee's perspective. In addition, I have assimilated the importance of the topic especially in the hospitality industry and I sincerely hope that especially the importance of intervening and preventing workplace sexual harassment would be relayed to the readers of this research.

References

Act of Equality between Women and Men 1329/2014

Act of Equality between Women and Men 1986/609

Ahlroth, M. 2015. Häirintä ja syrjintä työpaikalla – ennaltaehkäisy, tunnistaminen ja selvittäminen. Edita Publishing Oy. Porvoo.

Cortina, L. & Berdahl, J. L. 2008. Sexual Harassment in Organizations: A Decade of Research in Review. URL: https://www.researchgate.net/profile/Jennifer-Berdahl/publication/242457845_Sexual_Harassment_in_Organizations_A_Decade_of_Research_in_Review/links/00b4952d99af4c09af000000/Sexual-Harassment-in-Organizations-A-Decade-of-Research-in-Review.pdf. Accessed: 14.5.2021.

The Criminal code of Finland 39/1889

The Criminal code of Finland 509/2014

Erikson, P. & Kovalainen, A. 2008. Qualitative Methods in Business Research. Sage. Lontoo.

Farrell, J. 2012. Social Media takes workplace harassment to new levels. URL: <https://hr.blr.com/HR-news/Discrimination/Sexual-Harassment/zns-Social-Media-Takes-Workplace-Harassment-New-Le/>. Accessed: 15.10.2020.

Fitzgerald, L. Gelfand, M. & Drasgow, F. 1995. Measuring Sexual Harassment: Theoretical and Psychometric Advances. URL: https://www.researchgate.net/profile/Fritz_Drasgow/publication/247808644_Measuring_Sexual_Harassment_Theoretical_and_Psychometric_Advances/links/0046352b850bd1ba2e000000/Measuring-Sexual-Harassment-Theoretical-and-Psychometric-Advances.pdf. Accessed: 15.10.2020.

Hersch, J. 2015. Sexual harassment in the workplace Despite being illegal, costly, and an affront to dignity, sexual harassment is pervasive and challenging to eliminate. URL: <https://wol.iza.org/uploads/articles/188/pdfs/sexual-harassment-in-workplace.pdf>. Accessed: 14.5.2021.

Hirsjärvi, S. & Hurme, H. 2009. Tutkimus haastattelu. Teemahaastattelun teoria ja käytäntö. Gau-deamus Helsinki University Press.

Hirsjärvi, S. Remes, P. Sajavaara, P. 2008. Tutki ja kirjoita. Tammi. Helsinki

ILO. 2003. Code of practice on workplace violence in services sectors and measures to combat this phenomenon. URL: https://www.ilo.org/wcmsp5/groups/public/---ed_protect/--protrav/---safework/documents/normativeinstrument/wcms_107705.pdf. Accessed: 18.5.2021.

ILO & EFC. 2013. Code of Conduct and Guidelines to Prevent and Address Sexual Harassment in Workplaces. URL: https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-colombo/documents/publication/wcms_525537.pdf. Accessed: 18.05.2021.

Järvinen, P. 2008. Menestyvän työyhteisön pelisäännöt. WSOY. Juva.

Kainulainen, H. & Niemi, J. 2018. #Metoo: seksuaalinen häirintä ja lak. URL: https://www.riku.fi/content/uploads/su_file/1977__RIKU_1_18.pdf. Accessed: 13.10.2020.

Kananen, J. 2014. Laadullinen tutkimus opinnäytetyönä. Miten kirjoitan kvalitatiivisen opin-näytetyön vaihe vaiheelta. Jyväskylän ammattikorkeakoulu.

Kananen, J. 2015. Opinnäytetyön kirjoittajan opas – Näin kirjoitan opinnäytetyön tai pro gradun alusta loppuun. Jyväskylän ammattikorkeakoulu.

Kauppinen, K. & Purola M. 2001. Flirtti - häirintä - jännite : Seksuaalinen ahdistelu työpaikalla. Työterveyslaitos. Helsinki

Kess K. & Ahlroth M. 2012. Epäasiallinen kohtelu - häirintä ja syrjintä työyhteisössä. Edita Publishing Oy. Jyväskylä.

Kess K. & Kähönen M. 2010. Häirintä työpaikalla – työpaikkakiusaamisen selvittäminen ja siihen puuttuminen. Edita Publishing Oy. Helsinki.

Menetelmäopetuksen tietovaranto. s.a. Validiteetti. URL: https://www.fsd.tuni.fi/menetelmaopetus/kvali/L3_3_1.html. Accessed: 22.5.2021.

Nordic Union HRCT. 2018. Seksuaalinen häirintä – Raportti seksuaalisesta häirinnästä hotelli-, ravintola- ja matkailualalla. URL: https://www.pam.fi/media/1.-materiaalipankki-tiedostot-nakyvat-julkisessa-materiaalipankissa/tilastot-ja-tutkimukset/1250_a4_report_on_sexual_harassment_finsk_2018_web.pdf. Accessed: 14.5.2021.

Occupational Safety and Health Act 738/2002

Ombudsman for Equality. s.a. a. Sexual harassment and gender-based harassment. URL: <https://tasa-arvo.fi/en/sexual-harassment>. Accessed: 4.5.2021.

Ombudsman for Equality. s.a. b. The National Non-Discrimination and Equality Tribunal. URL: <https://tasa-arvo.fi/en/the-national-non-discrimination-and-equality-tribunal#:~:text=The%20National%20Non%2DDiscrimination%20and%20Equality%20Tribunal%20monitors%20compliance%20with,Equality%20Act%20to%20the%20Tribunal>. Accessed: 25.10.2020.

Ombudsman for Equality. s.a. c. Assessment of workplace equality conditions. URL: <https://tasa-arvo.fi/en/assessment-of-the-gender-equality-situation-in-the-workplace>. Accessed: 4.5.2021.

Palvelualojen ammattiliitto. 2015. "Monesti kaupan päälle pyydetään suukkoa" – seksuaalinen häirintä on yleistä palvelualoilla. URL: <https://www.pam.fi/uutiset/monesti-kaupan-paalle-pyydetaan-suukkoa-seksuaalinen-hairinta-on-yleista-palvelualoilla.html>. Accessed: 14.5.2021.

Palvelualojen ammattiliitto. 2018. Henkilökuntaa kunnioitettava - seksuaalinen häirintä ei koskaan ole OK. URL: <https://www.pam.fi/uutiset/henkilokuntaa-kunnioitettava-seksuaalinen-hairinta-ei-koskaan-ole-ok.html>. Accessed 15.5.2021.

Palvelualojen ammattiliitto. 2020. Seksuaalinen häirintä lisääntyy kertovat PAMin jäsenet kyselyssä: Kommetteja, koskettelua ja kikkelikuvia. URL: <https://www.pam.fi/uutiset/seksuaalinen-hairinta-lisaantyy-kertovat-pamin-jasenet-kyselyssa-kommetteja-koskettelua-ja-kikkelikuvia.html>. Accessed: 15.5.2021.

Pyykönen, M. & Pyykönen M. 2019. Seksuaalinen häirintä työpaikalla. Edita Publishing Oy.

Ratsula, N. 2019. Oikein toimimisen kulttuuri – Johtajan opas eettisen organisaation rakentamiseen. Edita Publishing Oy. Helsinki

Silverman, D. 2013. Doing qualitative research. 4th ed. SAGE.

Skurnik-Järvinen, H. 2013. Ratkaise työpaikan ongelmatilanteet. Helsingin seudun kaupakamari.

The advocates for Human Rights. 2019. Quid Pro Quo Sexual Harassment. URL: http://www.stopvaw.org/quid_pro_quo_sexual_harassment. Accessed: 15.10.2020.

The Centre for Occupational Safety. 2010. Good behaviour preferred – inappropriate behaviour unacceptable. URL: https://ttk.fi/files/4631/Good_behaviour_preferred.pdf. Accessed: 23.5.2021.

The Centre for Occupational Safety. 2011. Työturvallisuuden perusasiat kuntoon - 10 keskeistä keinoa. URL: https://ttk.fi/files/4998/tyoturvallisuuden_perusasiat_kuntoon_netti.pdf. Accessed: 5.5.2021.

The Centre for Occupational Safety. 2014. Sosiaalisen median työkäyttö – työsuojelunäkökulma. URL: https://ttk.fi/oppaat_ja_ohjeet/digijulkaisut/sosiaalisen_median_tyokaytto_-_tyosuojelunakokulma. Accessed: 16.10.2020.

The Centre for Occupational Safety. 2015. Työkyvyn hallinta, seuranta ja varhainen tuki. URL: https://ttk.fi/files/4665/Tyokyvyn_hallinta_seuranta_ja_varhainen_tuki_pdf.pdf. Accessed: 4.10.2020.

The Centre for Occupational Safety. 2019a. Työturvallisuus ja suojelu. URL: https://ttk.fi/files/7028/TTK_Tyoturvallisuus_ja_tyosuojelu_WEB_LINKIT.pdf. Accessed: 24.4.2021.

The Centre for Occupational Safety. 2019b. Ohjeistus seksuaalisen ja sukupuoleen kohdistuvan häirinnän ehkäisyyn ja toimintaan ongelma tilanteissa. URL: https://ttk.fi/files/6684/Ohjeistus_seksuaalisen_ja_sukupuoleen_kohdistuvan_hairinnan_ehkaisyyn_ja_toimintaan_ongelmatilanteissa.pdf. Accessed: 5.5.2021.

The Centre for Occupational Safety. s.a. a. Occupational safety and health policy sums up the goals. URL: https://ttk.fi/en/well-being_at_work_and_occupational_health_and_safety/occupational_health_and_safety_work_in_the_workplace/responsibilities_and_obligations/occupational_safety_and_health_policy. Accessed: 9.5.2021.

The Centre for Occupational Health. s.a. b. Työturvallisuus- ja työterveysriskien tunnistaminen ja arviointi. URL: https://ttk.fi/tyoturvallisuus_ja_tyosuojelu/tyosuojelu_tyopikalla/vastuut_ja_velvoitteet/tyon_vaarojen_selvittaminen_ja_arviointi. Accessed: 8.5.2021.

The Centre for Occupational Health. s.a. c. Työturvallisuus- ja työterveysriskien tunnistaminen ja arviointi. URL: https://ttk.fi/tyoturvallisuus_ja_tyosuojelu/tyosuojelu_tyopaikalla/vastuut_ja_veloitteet/tyon_vaarojen_selvittaminen_ja_arviointi. Accessed: 14.5.2021.

The Centre for Occupational Health. s.a. d. Monimuotoisuus, yhdenvertaisuus ja tasa-arvo työyhteisössä. URL: https://ttk.fi/files/5066/monimuotoisuus_netti.pdf. Accessed: 14.5.2021.

The Centre for Occupational Health. s.a. e. Assessment of workplace equality conditions. URL: <https://tasa-arvo.fi/en/assessment-of-the-gender-equality-situation-in-the-workplace>. Accessed: 18.10.2020.

the Employment Contracts Act 55/2001

Tieteen termipankki. s.a. fenomenologia. URL: <https://tieteentermipankki.fi/wiki/Filosofia:fenomenologia>. Accessed 10.5.2021.

Tuomi J. & Sarajärvi A. 2009. Laadullinen tutkimus ja sisältöanalyysi. Kustannusosakeyhtiö Tammi.

Vilka, H. 2011. Seksuaalinen häirintä. PS-Kustannus.

Appendices

Appendix 1. Interview plan adapted from Kananen (2015, 154)

INTERVIEW PLAN	
Plan	
Research question(s)	<p>PREVENTION:</p> <p>1. How do you aim to prevent sexual harassment in the work environment?</p> <p>Is prevention mentioned in equality plan, occupational safety and health policy or the company's own policies? How these have been mentioned?</p> <p>Does the company have instructions against sexual harassment? Are these instructions available for the employees and how are they available?</p> <p>Do you arrange precautionary training of sexual harassment for the employees? Is the training arranged for also new employers? Is the training repetitive and regular?</p> <p>Are the current circumstances monitored? How the monitoring takes place?</p> <p>INTERVENTION:</p> <p>1. Does the company you represent have an action model for intervening in sexual harassment? Who are supposed to know the action model?</p> <p>EXAMPLE CASE 1. EXAMPLE CASE 2. EXAMPLE CASE 3. EXAMPLE CASE 4.</p>
What material or knowledge is needed to solve the research question?	<p>What sexual harassment as a term means and what does it include.</p> <p>The law regulated definition of sexual harassment and the responsibilities law obligate the employer to fulfil.</p> <p>The theoretical background of preventing and intervening in sexual harassment and the methods and processes that have been developed for this purpose.</p>
Interview structure	Semi-structured interview

Who is being interviewed?	Front office or hotel managers, they should be able to know about the hotel industry, but they also have managerial experience.
Familiarize yourself with the interview's ethical questions	Addressed in their own section.
Protocol plan	
What is being told at the start of the interview?	<p>At the beginning of the interview, the researcher explains the purpose of the research, how it is tied to the thesis process and how the data is used.</p> <p>The interviewee will be asked can the interview be recorded. They are asked to state their permission to be interviewed to the camera.</p> <p>Before starting the actual interview, ask if the interviewee has anything to say before starting.</p> <p>The interviewee is asked to respond in a way that represents their employer's (the hotel chain) stand in the matter.</p> <p>Before starting the interview, present the Ombudsman for Equality's definition of sexual harassment. → This ensures that both parties understand the way that the term is used in this research.</p>
What is being told of the purpose and confidentiality of the research?	<p>The research objective will be explained as the purpose of the research.</p> <p>The interviewee is told that their information in anonymous and that any identifiable information of the interviewee or the company they represent, will not be published. The only person with accessibility to the data of the research is the researcher.</p>
What material collecting tools are being used	Zoom will be the platform used for the interviewing. With a permission from the interviewee the interview will also be recorded via zoom. Later, the recording will work as a memo for the researcher.
Implementation	
Contacting	First contacting the reception to receive email addresses. Then email invitations will be send to the managers.
Ensure that the knowledge of using the technical tools and that they are working	Practicing the using of zoom.
The interview situation	Be early, even if it is via zoom. Introduce yourself and the research objectives.

	Tell about the confidentiality. Remember to ask a permission from the interviewee to start recording.
Interview	Follow the made interview structure, as much as it is necessary.
Ending the situation	Thank for the participation.
Follow-up	Send the thesis to participant when it is published.

Appendix 2. Interview invitation

Hey,

I am a hospitality management student from Haaga-Helia University of Applied Sciences. I am doing my bachelor's degree thesis, which topic is employer's responsibility to prevent and intervene in sexual harassment in work environment.

I am inviting you to participate in the interview, which aims to find out how different hotel chains in Finland prevent and intervene in sexual harassment in the work environment. The purpose of the research is not to focus on individual cases but to strive to figure out policies concerning prevention and intervention.

I hope for your participation so that the research can reach as extensive understanding as possible of the research problem.

The data collection will be implemented as interviews, and they will be recorded to analyse the collected data. The interviews will be held during week 18 (3.-9.5.2021), and they will be held via zoom. The approximate duration of the interview is around 20min.

The research data will be handled confidentially, and it will be only used for the research. The identity of the interviewee and their company is only known by the researcher.

I hope that you will be in contact to schedule a time for interview by the latest on Wednesday, 5.5.2021. Please let me also know if you do not want to participate in the interviewing. Please be in contact if you have anything to ask.

Thank you in advance for your cooperation!

Best Regards,

Anni Keskinen

tel. 040 XXX XXXX

anni.keskinen@email.com