Diversity & Onboarding:
Can the two co-exist in the same company onboarding process?

Abstract

In this thesis, I have aimed to answer the question How do companies who publicly prioritize diversity maintain this focus while in the process of onboarding new employees, and how can a focus on diversity best be integrated into the onboarding process while still maintaining a focus on introducing the new employee to the company?

To do this, I have used a collection of theories, that include Diversity Management, Onboarding Theory, Organizational Socialization Theory, the Universalistic Approach, and Psychological Contract theory. I have used this theoretical framework to build an interview guide that I then used to interview two different employees in each of the two companies I worked with: Abena and Memox. After interviewing these employees, my findings were that Abena excels at onboarding new employees, but lacks in their diversity management, while Memox excels at diversity management but lacks in the onboarding of their new employees.

My conclusion in this was that companies who publicly state their focus on diversity sacrifice one part or the other – while onboarding new employees, the company will either focus on effective onboarding or effective diversity management, but not both. I have concluded that the best way to integrate a diversity focus into the onboarding process is to build a unique onboarding experience for each new person that needs to be onboarded. This allows the company to build cultural profiles that includes the new hire's values, such as individualistic or collectivist values, for onboarding, which can then be reused, albeit slightly adjusted, when a new employee's cultural profile matches that of a previous employee closely enough. This cultural profile would be built through an extensive personality test with scenarios that shows where a person's cultural leanings are and where their values lie, after which the onboarding experience can be tailored to the new employee in order to get them settled in and working to their full potential as quickly as possible.

Introduction

There are many quotes and many important people who have highlighted the importance of diversity – such as John F. Kennedy, former president of the United States, who said "If we cannot now end our differences, at least we can help make the world safe for diversity." (U.S. Embassy & Consulate in the Republic of Korea, n.d.), and Maya Angelou, who said: "We all should know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter what their color." (Guerra, n.d.). These are just a few quotes about the importance of diversity, and the fact that it should be prioritized and celebrated rather than hidden away or avoided.

In addition to these quotes and these seemingly important and clever people, there have also been studies showing how important diversity is. For example, one study has shown that when diverse teams are included in the decision-making process, up to 87 percent of the time, it results in better business decisions (Larsen, E., 2017). In current times, it would seem to be a given that workplace diversity is a priority for most companies. While most countries do not have any laws that mandate a certain level workplace diversity, it is seen as something to strive towards – to such a degree that a lack of it, in 2004, lead to a Call to Action signed by 72 companies, such as Starbucks, Shell Oil Company and American Airlines (Levs, n.d.). This means that 72 companies, including well-known large companies that might be considered household names, agree that it was time to focus on workplace diversity and to make an effort in this field, and now, 16 years later, it would seem that this is a reality for most companies.

This focus on diversity as well as studies that prove that diversity is, in fact, a positive feature for companies that have it are the reasons I have chosen to focus on diversity in this thesis. While I am a Caucasian heterosexual female and my ethnicity and sexuality is unlikely to negatively influence my chances of being hired in a company, I have read many stories about people who were not hired or were not promoted and have strong suspicions that this is because of their ethnicity or their social identity, such as sexual orientation (DiversityInc Staff, 2019; Terrell, K., 2018; Hughes, A., 2016). Because of this, I want to examine companies who have written on their websites that they are supportive of diversity and differing social identities, and that they are working hard to include everyone in their companies, no matter who they are or what they look like.

The most obvious way to make an effort within the field of workplace diversity and increase the number of minority employees would be hiring people of different social identities

and ethnicities, and of different genders. However, another way to do this is by promoting the existing employees of different social identities and ethnicities. This is because it is also important to retain diverse employees, and to do this, one must give them equal opportunities (Laroche, 2015, pp. 253-254). Retaining diverse employees is important because otherwise, if a company was to hire diverse employees and then letting them go soon after, the number of diverse employees would never increase. It would simply remain steady and the company would not be able to draw any of the benefits that diversity brings with it.

There are many arguments why, for example, ethnic diversity is or should be a priority: One of them could be that the makeup of a company should mirror the makeup of the country's population so that every ethnicity has a realistic chance of being hired somewhere, and so that the company can deliver to everyone in that country. If, for example, it were that one service catered more towards African Americans, this argument thinks that the company should still have an ethnic makeup that mirrors the population, such as more Caucasians if the population is largely Caucasian.

However, I would not entirely agree with this – for example, Denmark's population is 86.9 percent natively Danish, which, presumably, means that they are Caucasian (Sawe, 2016). This would mean that the above-mentioned company whose services are directed at African Americans, such as a hair care brand specializing in coarse hair with very tight coil curls, would be made up of almost entirely Caucasians, who would not have first hand knowledge on the characteristics of African American hair.

One could then argue that a hair care brand specializing in 'Black hair' would not be necessary in Denmark, because only such a small percentage of Denmark's population is made up of African Americans. However, 13.1 percent of the Danish population is not natively Danish, which means they are likely to have different hair than the typical Danish blonde, straight hair. At the time of writing this, the population of Denmark is 5,786,865 (Denmark Population (LIVE), n.d.). This means that 13.1 percent of Denmark's population is 758,079 people, and this is a significant amount of people to leave out of something as simple as hair care.

Another argument why diversity should be a priority to companies might be that it can positively affect the company itself. Some of these benefits are, for example, increased creativity, productivity and quality of work (Stevens, Plaut & Sanchez-Burks, 2008, p. 118). While the fact that diversity is beneficial to the company itself may seem like an obvious

argument, it is not often reflected on how this happens – different backgrounds in regard to culture, religion, ethnicity, age, et cetera, will result in different perspectives, and it makes sense that different perspectives will lead to more creativity and higher quality of the company's work. This is because the different perspectives mean that, because different employees will look at the work differently, it is more likely that they catch any issues in the work before it is given to the client or made public, and it is more likely that brainstorming sessions will lead to a bigger variety in concepts and ideas. .

While it is, in Denmark, perhaps difficult to achieve racial diversity for everyone, because, as mentioned above, 86.9 percent of the Danish population is Caucasian, general diversity is something that companies should strive for – according to Huhman, not prioritizing diversity can have disastrous consequences for a company (2017). She mentions that even though some companies *have* diversity, if they do not prioritize and celebrate it, there could still be discriminatory behaviour present in their organization, which in turns makes it more likely that diverse employees leave their job faster because they do not feel welcome in the company culture. This highlights the fact that it is important to focus on onboarding as a company, and as previously discussed, diversity.

Onboarding is the process of bringing a new employee onboard with a company, and is one of the most important things to do when hiring new employees, according to Graybill, Hudson Carpenter, Offord Jr., et al. (2013, p. 201). It is the way that new employees are introduced to the company, and usually includes a probation period during which the employee and the company see if they are a good fit for each other before the employee is fully on board. Hence the onboard*ing* – the process of actively bringing an employee on board.

During the onboarding process, several things should be done for the new employee. The obvious ones are setting them up with IT and introducing them to the rest of the company – however, it is also important to give the new employee a proper introduction to the company's culture, communication methods and the work they will be doing (Graybill, Hudson Carpenter, Offord Jr., et al., 2013, p. 202). This is to ensure that they are going to fit in to the new company and to ensure that they can reach their full potential as quickly as possible after starting their work.

There are indeed many studies revolving around the onboarding process – such as the above mentioned Graybill, Hudson Carpenter, Offord Jr., et al from 2013, which focuses on the identification of best onboarding practices in ACRL libraries. More examples of

onboarding studies are Baur & Erdogan (2011), who studied the organizational socialization of onboarding new employees, and Kurnat-Thoma, Ganger, Peterson & Channell (2017), who studied onboarding and revitalized the onboarding program to reducing turnover in hospital and registered nurse staff. These studies focus on different fields and different types of work, however they all underline that onboarding is an important area to focus on. Because of this, I want to focus my thesis on onboarding as well. However, because of the many studies surrounding it, onboarding itself is not a topic that, on its own, warrants the focus of an entire master's thesis.

There are also many studies concerning diversity – such as Stahl, Maznevski, Voigt & Jonsen (2010), who studied the effects of cultural diversity in teams, Rhoads (2000), who studied student activism in an age of cultural diversity, and Patrick & Kumar (2012) who studied and discussed the issues and challenges of managing of workplace diversity. These all focus on different scenarios in which diversity is a factor – student activism, diversity in teams, and management of workplace diversity. While these are all different areas that may not impact each other, with the exception of cultural diversity in teams, diversity is at the centre of these studies. This is another subject that is important and has been studied in-depth, and while I want it to be an aspect of this thesis, it has been studied so in-depth that I cannot justify it as the main focus of a master's thesis on its own.

It would, however, be interesting to examine both of these, and to do this, I want to draw on both topics in this master's thesis. While most of the topics within both diversity and onboarding are relevant to what I want to examine in this thesis, I have not been able to find any journal articles or studies that combine these two topics into one; diversity onboarding. Because of this, this is what I want to focus on in this thesis: I want to examine companies who state that they prioritize diversity on their websites, and I want to focus on the onboarding process of these companies to examine the onboarding experience within these specific companies. I also want to discuss how this focus on diversity can be brought into the onboarding strategy and how the company should narrow down the cultural leanings of a new employee and take these into account when onboarding a new employee.

Therefore, I posit the following research question: *How do companies who publicly prioritize diversity maintain this focus while in the process of onboarding new employees, and how can a focus on diversity best be integrated into the onboarding process while still maintaining a focus on introducing the new employee to the company?*

Methodology

Data collection

In order to answer the research question stated in this thesis, *how do companies who publicly prioritize diversity maintain this focus while in the process of onboarding new employees, and how can a focus on diversity best be integrated into the onboarding process while still maintaining a focus on introducing the new employee to the company?*, I have used several theories to analyze interviews with employees from companies that state publicly that diversity is something that they value and focus on in their company. In order to conduct these interviews, I first had to find out which companies to use. I did this by looking up companies that I had heard of myself to find out if their websites stated diversity as a priority, and I emailed the ones that did.

I focused on companies that I had heard of and that have a significant presence in Denmark or are Danish companies. I did this because that would mean it might be easier to establish contact with the companies, and because once this contact was established, many people prefer to conduct interviews in person, and this would be easier for me to accommodate within Denmark without having to travel abroad.

After having emailed the companies I could think of myself, I looked up lists of large companies in Denmark, as well as looked up companies recommended to me by my mother and a family friend, and emailed the ones that met my criteria of publicly prioritizing diversity and having a Danish division in the company. Some companies' websites stated that they only helped students who worked with them, so of course I did not email those companies. In the end, I contacted nine different companies that were either Danish or had Danish divisions. These companies were: IKEA, Vestas, Carlsberg, Memox, Abena, Fertin, ISS, Lantmännen Unibake and Danish Crown. Some responded back saying that they, too, only worked with students who already worked in their companies, and some responded back opening dialog about the possibility of working with them but then I never heard more from them after that. In the end, the only two companies that responded and were willing to work with me were Abena and Memox. Each company allowed me to talk to two of their employees.

Theories

The theories I have used in this thesis were chosen based on what seemed most relevant. Knowing that I wanted to focus on diversity onboarding, it seemed logical to use these theories as a basis, and I went through definitions of both terms and onboarding theory as well as diversity management. This allowed me to build a basis to make it clear how each term would be used and so that I could first analyze whether each company fulfilled the criteria for effective onboarding in itself before adding the dimension of diversity and management of diversity. The universalistic approach was then used to compare this onboarding procedure with methods that are considered to be 'tried and true', so to speak, and consider whether these are also successful in the context of a diverse company with a focus on diversity, rather than just any company.

Once these dimensions were added, I used a combination of two different theories to analyze the specific situation in each company – organizational socialization was used to analyze the onboarding process as a socialization process, in order to consider this from not only the company point of view, but also the individual new employee's point of view, as they are likely to be more concerned with the socialization aspect than the company procedure in regard to onboarding. The second theory I used here was the psychological contract theory, which I used to examine how each employee viewed their obligations to the company they are working with. This is useful to examine because a company that focused on their onboarding of new employees is likely to have employees that build relationships with their colleagues, which, in turn, may cause them to view their jobs as more than something they do in order to receive payment, which may cause them to put more effort into their work.

When building the interview guide, which contains the questions I intended to ask each participant, I also leaned on the theories previously mentioned and which I then used in the rest of the thesis. While writing my theory section, I kept the interview in mind and wrote down a question to each significant part of each theory – for example, I asked a question about when each participant felt that the onboarding process had started for them, which relates to the psychological contract theory, and indicates when each participant established said psychological contract between themselves and the company they now work with. In addition to this, I also allowed for conversation in each interview and asked questions based on the answers each participant gave me – for example, I questioned Birgitte Hausted about what the intro plan she was given by Abena when she first started contained.

Limitations

While working on this thesis, Coronavirus became a reality in Denmark, where I have been the entire time I have been writing, as well as the rest of the world. This has, of course, caused some challenges that I have had to tackle throughout the thesis writing since early March. One of the ways this has manifested was that I was forced to stay with my mother in Vejle from approximately March 10 and until April 24 as it was advised to stay off public transport unless absolutely necessary. This, of course, made it more difficult to focus, but the biggest way Coronavirus has impacted my thesis is that it has been harder to find companies that would participate in my thesis. Some companies have not been open or forced to close down business due to Coronavirus, and some were working more than previously, making it harder for the employees to spare the time to be interviewed. Additionally, the interviews now had to be conducted digitally through Skype, phone call, or FaceTime, rather than in person. This meant that it took longer than anticipated – I had hoped to be done with interviews in April, but the interviews with Memox happened throughout May. This was also difficult to work with, because I had established contact with Memox through a family friend with a connection there, and had interviewed Majbritt Jensen in early May, and during this talk, she had said to email her some additional information and she would get back to me the following week about who else I could talk to at Memox. It then took two weeks for me to get a response about who I could talk to, and when I did, the person I was allowed to talk to kept pushing off our conversation, meaning that I did not get my final interview done until May 28. This was not only stressful, it also delayed part of my analysis.

This final interviewed being delayed was not only an issue due to the time I had left to finish this thesis. It was also an issue because this interview with Sattar Al Sami Kassem was the only interview I had been allowed that was with a person who was not ethnically Danish, meaning that I considered this my most important interview. The fact that I only had the opportunity to interview one person who was not ethnically Danish is also a limitation, because I was not in a position to decide who at the company I talked to, but, considering this thesis is diversity focused, the responses I got might have been different if I had been allowed to talk to more people who were of different ethnicities.

Literature Review & Theoretical Framework

Diversity Onboarding

When one searches for 'diversity onboarding' on Google, the first page has results relating to building an inclusive onboarding process for new employees. However, all of these focus on creating an onboarding procedure that has space for different cultures as well as different social identities such as gender and sexuality – none of these articles are focused specifically on the onboarding of diverse employees (Diversity Onboarding, n.d.a).

Similarly, when searching for 'diversity onboarding' on a database such as JSTOR, which is the one I have most frequently used in my university career, the journal articles that come up are focused on either diversity, like Exploring New Ways to Measure Diversity Value by Jem Pagan (Pagan, 2017), or onboarding, like Education: How training gets done at the Beya Stem Conference by Lango Deen (Deen, 2017). Again, all the journal articles or other types of academic sources produced when searching for diversity onboarding are linked to one of the two subjects rather than both (Diversity Onboarding, n.d.b).

In order to understand the term diversity onboarding, we must first understand the term 'diversity'. There are many ways to look at diversity, and diversity can be used to reflect many different things. For example, according to the Cambridge Dictionary, the definition of diversity is: "the fact of many different things or people being included in something; a range of different things or people" (Cambridge Dictionary, n.d.). As such, it is clear that diversity is not a very specific term.

In this thesis, I want to narrow down the way that I use the term diversity. The type of diversity and diverse environment I want to focus on is a work environment that includes different ethnicities. While it is possible to narrow this down further, this level is necessary in this thesis as I am examining companies in Denmark, and the population of Denmark is 86.9 percent Caucasian (Is Denmark the best Maine city for your business?, n.d.). This means that a diverse work environment on a business level may not include many different ethnicities, but perhaps only one ethnicity other than Caucasian – this could still be considered diverse in this context.

This begs the question, why does diversity in a work environment matter? As briefly mentioned previously, diversity can indeed affect a company, whether this is a noticeable difference for the outside world or not. While there are, as previously mentioned, several

benefits that will also be discussed, there are also challenges to a diverse work environment that should also be taken into consideration. As stated by Green, López, Wysocki & Kepner, having a diverse work environment requires more work than simply acknowledging people's differences – it also requires an understanding of how those differences can be a value to the company, and encouraging inclusivity among employees. In other words, to reap any of the benefits of diversity, a company needs to manage its diversity correctly. Another challenge to consider could be negative attitudes and behaviors from other employees, as well as communication barriers between different ethnicities. Negative behavior could include things like discrimination and stereotyping, which will lead to a negative environment for the employees being discriminated against and stereotyped, and will likely lead to a higher turnover rate (p. 2).

There are, however, also significant benefits to workplace diversity that a company should consider, such as increased productivity (Green, López, Wysocki & Kepner, 2002, p. 2). Saxena (2014) also states that diversity stimulates productivity, and adds several other benefits to diversity as well. This includes a company being better suited to cater to a diverse external clientele, as well as well as a diverse collection of skills and experiences such as different languages (p. 83). Saxena also points out that a diverse workforce is likely to result in better problem-solving skills and employees who are more used to discussing differing points of view and reaching agreements with people they may not necessarily agree with (2014, p. 83).

However, Kokemuller points out some negative effects a company might experience if its diversity is managed poorly and does not reach its full potential. These negative effects include poor communication, a high turnover rate, as well as the time and money a company has to put into replacing employees who leave because of the poorly managed diversity (Kokemuller, 2016). A reason that a company might experience poor communication can, for example, be language barriers, or differences in expectations from each other. If, for example, one employee is used to working tirelessly until the work is done, and another leaves at the same time each day regardless of whether their work is finished or not, this might cause some conflicts because one employee sees themselves as more hardworking and caring about their job, while the other has an unwavering belief that work-life balance is the most important thing. These conflicts can then lead to a higher turnover rate, because one of the employees is likely to leave if these conflicts are constant. Because of these factors, this thesis argues that a

company should focus on managing its diversity, so that they are more likely to gain the benefits from a diverse work environment rather than have to endure the negative effects of it.

The next part of diversity onboarding is onboarding. According to the Lexico dictionary, onboarding is "The action or process of integrating a new employee into an organization … " (Lexico, n.d.). This means that the onboarding process happens when a new employee starts working for a company, and involves introducing said new employee to the company culture, practices and the work they will be doing.

However, according to Byford, Watkins and Triantogiannis (2017), often, a company will not do much more than get the employee onboard simply by getting them set up with IT and introducing them to the other employees – after this, they are expected to figure out how to do their work with little to no guidance (p. 2). Therefore, they suggest using the term 'integration' instead of onboarding, as this is what onboarding is meant to be – an introduction to the company as well as guiding the new employee when they are working within a new set of cultural norms and with new people (p. 3). Doing this rather than simply onboarding the employee as mentioned above, would ensure a smooth transition and that the employee reaches their full potential as quickly as possible within the company.

While I agree that this is the more relevant term, I find that the onboarding term states clearly that the employee has recently started at a new company and is still being introduced. Therefore, when referring to onboarding in this thesis, it will be in the sense of integration that Byford, Watkins and Triantogiannis suggest, which includes introducing the new employee to not only their new colleagues, but also guide them to reach their full potential and to work with the dynamic of the current company culture.

Company culture refers to the way one would act within the company – the basis of company culture is shared values and goals and shared norms within the company. A thing that is also crucial to company culture is the company mission – if, for example, a company's mission is to spread awareness about a certain subject, it may be pertinent for the new employee to familiarize themselves with the subject and what knowledge they should have before contacting clients or even before they start work that does not involve clients, so that they give the right impression immediately. Giving the employee an introduction or an overview of the company culture gives them an idea of how to act around other employees, and what to expect when working with them (Doyle, 2020). It could also certainly be relevant to give a new prospect employee an overview of the company culture beforehand, in order to ensure that the

person the company hires is a good fit for the company culture, however many companies do not do this during the onboarding process, if at all.

One of the main theoretical works within onboarding is Bauer's identification of four levels of effective onboarding, as described by Meyer & Bartels (2017, p. 11). The levels of onboarding identified by Bauer are compliance, clarification, culture, and connection, and indeed describe the four levels of onboarding that an employee may go through while being introduced into a company. Bauer described compliance as the lowest level of onboarding, in which a new employee is educated on legal policies and regulations that the company has, such as reading an employee handbook with outlines regarding things like dress code. The next level, clarification is described by Meyer & Bartels to include clarification on the expectations of the new employee and the role they are fulfilling. They give the example of training the employee in the use of systems they will be using in their work (Meyer & Bartels, 2017, p. 11).

Meyer and Bartels continue on to describe the third level of onboarding – culture. The culture part of effective onboarding refers to the previously mentioned company culture, and introduces the new employee to company values, traditions, history and norms (p. 11). This ensures that the new employee is more likely to get along with their new colleagues, and that they know what to expect from these colleagues.

The final level of effective onboarding, which Meyer and Bartels describe as the most important level of onboarding, is connection. This level of onboarding allows the new employee to create relations, both formally and informally, within their new company. This can be achieved by introducing the employee to senior leadership, or having colleagues take the new employee out to lunch. Meyer and Bartels stress the fact that in order for the onboarding of a new employee to be effective, all four levels of onboarding must be included, and Bauer has stated that almost all company will naturally achieve the first level of onboarding, compliance, while only 50 percent of companies reach level two and three. The final level of onboarding, which has been described as the most important, is only reached by approximately 20 percent of companies (Meyer & Bartels, 2017, p. 11).

This theory of onboarding will also be used in this thesis, to examine the onboarding processes of each of the companies I have collaborated with – Abena and Memox. During all of my interviews with each company, onboarding has been the focus of the conversation, along with the company's diversity, and therefore this theory will be used to establish whether or not each company meets these four levels of effective onboarding.

Organizational Socialization Theory

One of the main theories I will use in this thesis is the Social Organization Theory as described by Cooper-Thomas & Anderson (2006). This theoretical model concerns itself with the onboarding experience as I have defined earlier in this, except it uses the term organizational socialization instead – referring to it as socializing a new employee into the company rather than simply bringing them on board.

As such, it describes the term organizational socialization as the "process through which a new organizational employee adapts from outsider to integrated and effective insider." (Cooper-Thomas & Anderson, 2006, p. 492). This can also be true of an employee switching departments within the same organization, because they would still be adapting from an outsider of that department to an integrated, and effective, insider.

This theory also emphasizes that organizational socialization can include changes in skill or learning new skills, knowledge, values, relationships et cetera (Cooper-Thomas & Anderson, 2006, p. 492). This is part of the reason that organizational socialization is so important: These changes are likely to mean that some training or socialization is warranted, so that the employee may be as effective as they can be as soon as possible, and thus will become a bigger asset to the company. This could be training in certain skills, such as a course on how to use a specific software or being taught how to file something to the organization's preference. However, it could also be socializing in terms of how to interact within or outside the organization, with clients or coworkers.

Cooper-Thomas & Anderson go on to explain why organizational socialization is important, and states five different reasons: Firstly, the lack of socialization of new recruits has, according to Cooper-Thomas & Anderson, proven to have negative impacts, such as newcomers having unmet expectations, which can manifest in poor attitudes, which then lead to higher turnover rates. Turnover rates refers to the rate at which organizations have to replace employees that leave their organization. Secondly, the new employees are hired for a specific reason – to fill a newly-established or needed role, or to contribute to a team. Socializing of the new employee is important for them to be able to fill these roles and contribute to the team as soon as possible, as well as ensuring that the new employee are aware of performance criteria, as well as the employee and their colleagues feeling that the new hire is making a valuable contribution (Cooper-Thomas & Anderson, 2006, p. 493).

Related to this is a third reason, which is that the new employee needs to learn how to function within the organization. This involves "learning the organization's values, norms, resource networks and politics" (Cooper-Thomas & Anderson, 2006, p. 493). This essentially means that the new employee needs to learn about the company culture, as well as how to function and interact within it. Fourthly, the effects of organizational socialization have been proven to last, giving both the newcomer and the organization better results long-term than if they had not been socialized. Lastly, the fifth reason outlined by Cooper-Thomas & Anderson is that "the increased frequency of workplace interventions and changes, ranging from the individual … to organizational levels … all require additional socialization of employees as they are cross-functional, hierarchical, and inclusionary boundaries" (2006, p. 493). This means that the many changes in a workplace that an employee or simply a work environment can go through all require specific socializing – for example, the employee may come from a lower position at a different firm and needs to be socialized in order to function in their higher capacity with more responsibility.

Cooper-Thomas & Anderson also suggest that the success rate of this organizational socialization is dependent on the individuals involved – both in regard to the newcomer, but also in regard to their new colleagues. It could be argued that the attitude of the individual who is being introduced to an organization is critical – if they do not wish to be socialized or attempt to learn the company culture, it is unlikely that the socialization process will be successful, and, in turn, it is unlikely that they reach their full potential while within the organization (Cooper-Thomas & Anderson, 2006, pp. 495-496). However, it is also critical how the colleagues feel about the socialization of the newcomer, or newcomers in general. If, for example, colleagues do not feel they need a new team member, or that the team member would not fit into the group, they may, intentionally or not, withhold information that could have enhanced the newcomer's performance. This is referred to as gate-keeping.

An interesting thing to note in regard to this attitude is a study mentioned by Cooper-Thomas & Anderson, which finds that individuals whose personal values objectively align with those of their new organizations, or are very similar, show quicker and better adjustment outcomes (2006, p. 496). This means that employees whose values and ideals are similar to the existing values and ideals of the company have a better and easier time adjusting, and are more likely to show positive results quicker. This, however, when considered in regard to this thesis topic warrants the question: What about people who are not inherently a good fit, such as in a

company that is not diverse, but is attempting to become diverse by hiring people who are not necessarily a good fit in terms of values and ideals?

According to Cooper-Thomas & Anderson, "differences in gender, age, education, and lifestyle" are related to lower job challenge, and lower work group fit (2006, p. 496), which means that newcomers that are different from the norm is not likely to fit well into work groups or the work environment. This is also likely to explain why companies with, for example, predominantly male managers is unlikely to have as high success with socializing female newcomers as they would when socializing a male newcomer, and therefore they may not strive as much towards gaining new female employees.

However, Cooper-Thomas & Anderson also state that the newcomer is, indeed, an active agent, who has the ability to influence group norms and performance outcomes (2006, p. 496). This means that even if, as mentioned above, a work environment is predominantly male, a female newcomer is an active agent who could influence the norms of this group and add another perspective to the group when doing their work. This, however, requires the newcomer to take an active part in the socialization process, rather than simply following the guidelines they are given, although one newcomer can only influence the group norms to a certain extent. This means that with the introduction of more female employees, the previously male-dominated company can become a company that listens and treasures its female employees, or at least encourages different perspectives. Therefore, if a company is focused on becoming diverse, it is possible to change the company culture to allow for diversity.

Next, Cooper-Thomas & Anderson talk about indicator of success in regard to organizational socialization – how to know whether or not you have succeeded in socializing your new employee. The first thing to note is that this is likely to differ from organization to organization, and success likely will not look the same everywhere. However, there are a few measures which one can use in most instances to examine whether one has had success in this area – for example levels of stress, lower intent of leaving and greater job satisfaction (Cooper-Thomas & Anderson, 2006, p. 497). As mentioned, these are all individual measures, that will be different from person to person, and as such, this means that the organization needs to have a continuous dialog with the new employee about these topics, where, for example job satisfaction, is discussed in detail.

Another thing to discuss during these dialogs could be personal and value change, to indicate whether the newcomer feels differently in regard to these topics. Feeling different

about values, for example, could indicate over-socialization, which means that the new employee has been molded to fit their new role and the organization in its current state so closely, that there is no room for growth or change within role or organization or they will no longer be the right person for the job (Cooper-Thomas & Anderson, 2006, p. 497). Room for growth and change is important because if, for example, a company develops from having 50 employees to having 500 employees, that requires significant change in the way one conducts themselves both inside and outside the company. Value-change is not necessarily a sign of this, however if an employee who previously disagreed with several of the values of the company or their department begins to agree with everything, it could be a sign of over-socialization.

The organizational socialization theory poses several measures that make up the newcomer's organizational socialization. This is, for example, role performance and extra-role performance. Role performance is something that the new employee in a firm should strive for, however there may be obstacles one must pass in order to achieve it. As previously mentioned, there may be a certain level of gate-keeping by the newcomer's colleagues, and as such, building a relationship with them can be key to achieving acceptable performance in the role the newcomer is now in. According to Cooper-Thomas & Anderson, learning from supervisors and peers is strongly related to role performance (2006, p. 503).

Extra-role performance, while related to role performance, is another subject. Extra-role performance concerns doing work that does not necessarily fall under one's new role in a company, as this can be a sign that the newcomer is willing to do work that furthers the organization rather than just their own role. However, this is often also included in the evaluation of the employee's performance, and will affect them positively if they do it. It is not unlikely that pushing past gate-keepers, as mentioned before, is related to one's extra-role performance – and that other employees will only help the newcomer's performance by giving them previously withheld information once they see the extra-role work that the newcomer is taking upon themselves. It is also suggested that this extra-role performance is learned from other employees, which is why the newcomer may not be entirely accepted until they engage in it (Cooper-Thomas & Anderson, 2006, pp. 503-504).

The next measure described by Cooper-Thomas & Anderson and the last one relevant to this thesis is that of social cohesion, which concerns itself with the newcomer being part of the work team or group, understanding the culture of the organization, as well as how to work

within the organization to get things done. This is achieved primarily through interaction with supervisors and colleagues (Cooper-Thomas & Anderson, 2006, p. 504).

Universalistic Approach

The basis of the universalistic approach is that there are some practices that always work. This is, for example, selective staffing and comprehensive training (Syed & Jamal, 2012, p. 50). The basis for saying that these practices always work is that there is a direct correlation between being selective in who is hired, and someone staying longer. This is because, when someone has been picked specifically, it is more likely to be the right fit for one's organization.

Comprehensive training is very much related to the above theory of organizational socialization, because that theory is very much based around the hypothesis that being successful in a new company is directly related to how much training the company gives the newcomer, how willing a newcomer is to be trained, and how willing the company's existing employees are to train the newcomer. It is also worth noting that comprehensive training is likely to have positive results because, while it does take more time for other employees or supervisors, the newcomer is likely to be more productive and effective sooner, so that the additional effort and time it took for other employees is made up for (Syed & Jamal, 2012, p. 50).

In this thesis, I will mainly use the universalistic approach to confirm some of the hypotheses put forward in organizational socialization. However, one criticism I personally have for the universalistic approach that claims that selective staffing is always effective is that it makes it easier for the company to choose someone who will fit seamlessly into the company culture. This might discourage companies to choose diverse new hires, because they are less likely to fit as seamlessly into the company culture due to their differences from the existing employees, such as race, age, gender, or religion. Therefore, the conclusions I draw will not be based solely on this approach, but rather this approach in conjunction with my main theory of organizational socialization.

Psychological Contract Theory

An additional theory that is relevant to this thesis is the Psychological Contract Theory as described by Thomas, Au & Ravlin in 2003. The term psychological contract refers to individual perceptions regarding an "exchange relationship between individuals and their organization." (Thomas, Au & Ravlin, 2003, p. 452). That is, relationships that involve an exchange of something of significance, such as an employee and their employer and organization, who exchange the employee's time and work for money and possibly employee benefits – in which case, there is a contract between organization and the individual. However, this physical work contract is not the one this theory in concerned with. As the name would suggest, this theory is in the field of psychology, and deals with the perceptions these individuals may have in such an exchange relationship, and the perception of a so-called contract that dictates things such as behaviour and roles that each of the parties must follow.

According to the Psychological Contract Theory, there are two main types of psychological contracts that such a contract may take – that is, whether the contract is transactional or relational. As stated by Thomas, Au & Ravlin, the transactional form of a psychological contract refers to the fact that each party has a limited involvement, and are short-term monetary obligations (2003, p. 452). This is the type of psychological contract that most think of when they think of work – in most cases, people are working in order to receive payment, and their obligations could be argued to be short-term because most employees are paid either on a weekly, bi-weekly or monthly basis. This could be argued to mean that each employee's obligations are only obligations until the next pay-day – and then they will have new obligations which will last until the pay-day after that.

Relational psychological contract, on the other hand, are long-term, socio-emotional obligations, and revolve around loyalty and commitment, as well as collective interest (Thomas, Au & Ravlin, 2003, p. 452). This type of psychological contract can also be between an employee and their company or their employer, especially when considering that company loyalty is something prioritized when a company decides who to let go during budget cuts, and generally something a company appreciates and prioritizes (OpenStax, 2018).

Thomas, Au & Ravlin also recognizes that there are fundamental differences between the two types of psychological contracts, in the way that the transactional relationships derive legitimacy from legal or pragmatic principles, which means that the legitimacy is outcome based and calculable, and is designed to derive positive outcomes for both parties (2003, p.

453). An example of this is that an employee surrenders their time and skills to provide the company with work force to put out their product or service, and in return, the company gives the employee a competitive salary.

Relational relationships, on the other hand, are based on moral legitimacy, in which each party feels compelled to do what is considered the right thing without regard to the immediate personal outcomes. In a relational psychological contract, moral responsibility is the motivation for meeting relationship obligations, rather than accountability for specific outcomes (Thomas, Au & Ravlin, 2003, p. 453).

As discussed throughout this theory section, both types of psychological contracts could be present in a contract between company and employee. A psychological contract between an employee and their company, or their employer specifically, govern acceptable behavior from both the employee and the company. This is also accepted by society, however, as society may impose restrictions on what a company can ask of an employee (Thomas, Au & Ravlin, 2003, p. 453) – for example, if the law states that an employee can work no more than 50 hours, a company cannot ask their employee to do so, even if it is not directly stated in the company's own rules and regulations. However, Thomas, Au & Ravlin also point out that companies themselves can influence this psychological contract they have with individuals by engaging in specific types of socialization into specific departments. This may mean that a specific company's employee and work force differs significantly from the larger society that the company operates in (Thomas, Au & Ravlin, 2003, p. 453). This is also something I will take into account in my analysis of the interviews I will conduct in connection to this thesis – I want to examine if the companies in question have socialized their employees to fit a different standard than what is expected in the Danish society, as this is where the employees I talk to are operating.

All of these societal and company specific factors are important in the establishment of these psychological contracts, because they serve as the frame in which each employee with establish this psychological contract. This is called the zone of negotiability, within which both the company and the employee are able to meet their obligations. Both the employee and the company have the right to negotiate terms within this zone of negotiability, and then find an alternative that is acceptable for both the employee and the company, which will then become part of the psychological contract and dictate terms going forward (Thomas, Au & Ravlin, 2003, p. 454). One of the ways society as well as companies can dictate conduct within the

company is in differences in culture – for example, whether the company is in a individualistic or collectivist culture, which, essentially, means whether the value is placed on the individual or on the community (Thomas, Au & Ravlin, 2003, p. 454-455). For example, a company might be located in a country where the culture is largely collectivist, but still put their focus entirely on individualistic accomplishments – or the other way around, and only reward people who contribute to the society within the company. This is a way that a company can create a work force that is entirely different than the larger society, and also a way that a company can dictate terms and future obligations tied to the psychological contract if it is obvious that in order to fulfil the obligations in the psychological contract, one must act in a specific way.

In this thesis, I will attempt to determine what type of psychological contracts the people I have interviewed have established psychologically between themselves and the company they work for, as well as compare each person's responses on this subject with the other people I have interviewed. I will then attempt to draw a conclusion based on these results.

Throughout this thesis, I will draw from each of the theories mentioned in this literature review and theoretical framework section – diversity management, the four levels of onboarding, Organizational Socialization Theory, Universalistic Approach, and Psychological Contract Theory. I will use these to theories to put together the questions I will ask in my interviews, and then I will use them to analyze the interviews afterwards and attempt to draw a conclusion regarding the onboarding employees in companies that state that diversity is a focus for them on their company website.

The Companies I Worked With

Abena

Abena is a Danish company that was founded in 1953, which manufactures and sells health care solutions and related products and operates in more than 60 countries worldwide. While most of Abena's products are related to health care solutions and incontinence, they also manufacture and sell related items like cleaning supplies, protective wear and glovs, as well as food service and paper. Abena mostly supplies to institutions such as doctor's offices, hospital, and nursing homes, however they also supply to individual consumers (Abena, n.d.a).

Abena states that they provide high quality products that are some of the best the market has to offer, while demonstrating care for the environment. Moreover, they state that their

mission is to make their consumers' lives easier by offering complete product solutions, making it unnecessary for their consumers to shop at different places for related products, and that their core values are those of "transparency, flexibility, social responsibility and good business ethics" (Abena, n.d.a).

Memox

Memox is a Danish company with headquarters in Copenhagen that provides multiethnic support and service to ethnic families in Denmark. Memox focuses on helping families who are not ethnically Danish find their way in the Danish society and settle into their new way of life (Memox, n.d.a).

Memox specializes in culture and cultural barriers that those who are not ethnically Danish experience when coming to Denmark. They state on their website that they focus on families, rather than individuals, to especially help children and teenagers get used to the Danish school system as well as the Danish society that may be widely different from what they and their family are used to, and so their families may not be able to give them advice on any issues they face (Memox, n.d.a).

Why these companies?

As previously mentioned, when researching companies to collaborate with, a focus for this thesis was that each company would have diversity as a value or focus listed on their website. This is because a company may have diversity without focusing on it, in which case it is not likely to have changed anything about how the company operates. However, this thesis would argue that if diversity is a focus of the company and they are willing to publicly state this, for example on their own website which their consumers or potential customers are likely to be visiting, this is likely something that they focus on themselves, and that they consider themselves to be strong in this area. Therefore, that was the criterion set in the research of companies to collaborate with for this thesis – that each company must list on their website that diversity is something they consider a strength or as part of their core values.

Both these companies meet this criterion. Abena states on their website, when one clicks on career at Abena, that they "need colleagues with diverse backgrounds …" (Abena, n.d.b).

One can also click on social responsibility, where Abena claims that they are an inclusive workplace (Abena, n.d.c). Moreover, if one visits Abena's Danish website and goes to the career section, they state here that, "Når du starter hos Abena, bliver du en del af en global virksomhed, hvor medarbejdernes kompetencer og baggrund er lige så forskellig, som de lande de repræsenterer." (Abena, n.d.d), which translates to, "When you start working for Abena, you will be part of a global company in which employees' competencies and backgrounds are just as different as the countries they represent." This clearly shows that Abena is aware of the diversity in their own company, and it could be argued that it also shows that they consider it a strength.

The website belonging to Memox also showcases this clearly. On their about page, they state that they know more than 80 different languages and dialects, and while this could simply be because their employees are educated, this thesis would argue that, as they describe themselves as a multiethnic company, it is more likely that they have many different ethnicities that each know several languages or dialects within the same language. They also state that "Forskellighed styrker os: I Memox er forskellighed en styrke, og vi ønsker at være så forskellige som muligt." (Memox, n.d.b), which translates to, "Difference is a strength: At Memox, difference is a strength, and we wish to be as different as possible." as one of their values, and even list this one as the first one. This means that not only does Memox consider this one of their core values, they appear to consider it their most important core value, which perfectly meets the criterion.

Analysis

In this analysis, the theories will be used one by one to analyze the interviews conducted with Birgitte Hausted, Runni Lunding Nielsen, Majbritt Jensen, and Sattar Al Sami Kassem. Finally, the results of each analysis will be compared in order to reach a conclusion.

The first theory that is to be used in this analysis is that of effective onboarding as described by Bauer. The lowest level of effective onboarding is that of compliance, in which the new employee is educated on legal policies and regulations in place at the company. This is mentioned by Birgitte Hausted, who talks about getting an employee handbook on the first day she worked at Abena, as well as by Ronni Lunding Nielsen, who mentions talking about how he would fit into the team he would work with during one of his several interviews, which is likely to include how to conduct oneself in the company (Appendix A, A2 & Appendix B, A1). Birgitte Hausted also mentions having a mentor who was responsible for her "… always knowing where and how everything was …" (Appendix A, A4). This indicates that the mentor Birgitte Hausted was given, had the responsibility to make sure she knew how to act in the company, and while Ronni Lunding Nielsen does not directly mention this, it is likely that a conversation about how he would fit into the team also includes educating him about how his team acts and how he would act within the team. This would suggest that Abena does, indeed, meet the lowest level of effective onboarding.

The next level of effective onboarding is that of clarification, which involves clarifying the expectations of the new employee and their new role, and the abovementioned quotes also show this. Ronni Lunding Nielsen mentions that he and his supervisor and an HR-employee talk about how he would fit into the team (Appendix B, A1), which also suggests that he has been told what he would be doing in his new role, which would clarify the expectations the company has from him. He also mentions that he was brought around the department and meeting other concepts (Appendix B, A1), and it could be argued that this is a tactic for the company to show him how to conduct himself within the company, because he sees how others conducts themselves. This is also true for Birgitte Hausted, who also mentions being introduced throughout the house (Appendix A, A2). This thesis would, again, argue that this a strategy for the company to show the new employee what is expected of them and how to conduct themselves within the company, by showing the new employee how other people who are

successful in the company are acting. This shows that Abena does, indeed, meet the second level of effective onboarding as well.

The third level of Bauer's effective onboarding is culture. This involves introducing the new employee to the company's history, values, norms and traditions. While neither Ronni Lunding Nielsen nor Birgitte Hausted mention this specifically, the abovementioned quotes about being introduced to the other people and concepts, as well as incorporated into their own team, could be argued to mean that this third level of effective onboarding is present as well, in the form of other employees mentoring new employees and helping them settle into the company. Ronni Lunding Nielsen does mention that there was a personality test (Appendix B, A1) and that he does share the same value that Abena has, and that he does not think he would have gotten the job if his values did not align with Abena's (Appendix B, A10). Birgitte Hausted also says that her values align with Abena's (Appendix A, A14). While it is possible that this is just something each person feels themselves, it is also likely that they have either been told about Abena's values or that they have experienced them themselves in the introduction into the company. This would suggest that Abena does also meet the third level of effective onboarding, culture.

The fourth level of effective onboarding as set by Bauer is connection. This is the level where employees are allowed and encouraged to form relations within the company formally and informally. Both Birgitte Hausted and Ronni Lunding Nielsen mentions that they were brought around to be introduced to other people and that they spent time getting to know their own teams as well (Appendix A, A2 & Appendix B, A1). While neither of them mentions that they have been taken out to lunch by coworkers or that there were any formal regulations that suggest one should do this, Birgitte Hausted mentions that when a substitute she onboarded was first introduced, she and her coworkers would make sure that he was coming to lunch (Appandix A, A6). While this does not appear to be a formally stated assignment, having lunch with the new employee does allow them to establish relationships with their new colleagues. This would suggest that, while it may not be something the company is aware of, Abena does meet the fourth and final level of effective onboarding, which Meyer and Bartels regarded as the most important. However, it is worth considering the fact that Abena might not be aware of this aspect of onboarding as a company, despite it being fulfilled by the current employees in Abena rather than an assignment given to a specific person when onboarding a new employee.

Now that it has been established that Abena meets the four levels of effective onboarding, whether fully intentionally or not, the next thing to consider is their management of the diversity employees they have. While I was not able to interview any employees from Abena that were of an ethnicity other than Danish, employees who work in a diverse environment are likely to notice it. As described in the theoretical framework, when diversity is managed, there are many benefits that a company can reap, however there are also challenges to managing this diversity that a company might consider too great. This appears to be the case for Abena, as Birgitte Hausted stated that she does not think it has any effect and that it is not something she has noticed (Appendix A, A12). Ronni Lunding Nielsen, on the other hand, states that he has had some challenges in regard to the diversity at Abena, such as communication barriers and differing work ethics (Appendix B, A8). This could indicate that, while Abena focuses on having diversity, which has already been established, they may not focus on managing this diversity – or at least they may be doing it poorly. As mentioned by Kokemuller, poor management of diversity can lead to poor communication, which Ronni Lunding Nielsen indicates that he experiences, despite the fact that he does not think it impacts the results of their work. This could indicate that Abena may only focus on having diversity because it is seen as a positive thing to have, and not to draw any benefits from this diversity.

The next thing to consider is that of the Organizational Socialization Theory. This theory states that in many cases of successful onboarding, it is necessary to train the new employee in some way – for example, in how to use specific systems or gaining new skills. Birgitte Hausted mentions that this is the case when she states that she is given a mentor to help her (Appendix A, A4). Ronni Lunding Nielsen also mentions having a mentor, in the form of the person on the team he was replacing, who was training him in the job (Appendix B, A1). In addition to this, he also mentions that he thinks the learning curve is quite steep and that most people need to make mistakes in order to understand how things work at Abena (Appendix B, A4). Organizational Socialization Theory also states that this type of socialization could also have to do with teaching the new employees how to conduct themselves within the company, and as previously mentioned, this is also the case with Abena.

Organizational Socialization Theory also goes on to say that one of the reasons this socialization is important is that when a person is hired for a specific role, they need to be trained or socialized into the role for them to be able to fulfil that role, such as contributing to a team if that is what they were hired for. Both Birgitte Hausted and Ronni Lunding Nielsen are working in teams, and mention that they spent a significant amount of time in their new

teams during their first day or first while at Abena, which suggests that Abena does consider this important as well (Appendix A, A2 & Appendix B, A1).

Organizational Socialization Theory also states that the attitude of the current employees that the new employee will be working with and socialization with is important, and state that if they were not intent on helping with the socialization of the new employee or had something against the new employee, it is unlikely that the new employee will have a good onboarding experience. As a result from this, the new employee may never settle in properly to the new company, or may take much longer in doing so, which means that they will not reach their full potential in their new role as quickly as they otherwise might. Both Birgitte Hausted and Ronni Lunding Nielsen, however, mention that they felt that their new colleagues were excited about them starting their new job, and that everyone has helped them settle in and find their way around when they needed help (Appendix A, A1, A2, A4 & Appendix B, A1, A4, A5). Organizational Socialization Theory also mentions that a study shows that employees whose own values and ideals align with the company's values and ideals have a tendency to settle in quicker, which, as has already been discussed, is the case for both Birgitte Hausted and Ronni Lunding Nielsen.

The Organizational Socialization Theory also states that a newcomer can be an active agent that changes things at the company they have just started at, such as doing things in different ways than they used to or bringing in a new perspective to consider that may change the way they look at the results they get. While neither Birgitte Hausted nor Ronnie Lunding Nielsen mention something specific they have changed while at Abena, Ronnie Lunding Nielsen states that Abena is very good at listening and open to doing things differently if there is a need for it (Appendix B, A13).

This theory also provides a few measures to examine whether a company's onboarding of a new employee has been successful. These measures are job satisfaction, levels of stress and intent of leaving. While I am not able to determine Birgitte Hausted and Ronni Lunding Nielsen's stress levels, during our interviews, they both indicated that they were happy with their jobs and, while Coronavirus makes everything uncertain, they would like to stay for a long time if they continue to be able to (Appendix A, A17, A19 & Appendix B, A14, A16). This indicates that Abena has, indeed, been successful in the onboarding of Birgitte Hausted and Ronni Lunding Nielsen. The theory also states that if a person has been over-socialized, they may not be able to grow with their position and the company as their role evolves and may

require different things from the employee. However, both Birgitte Hausted and Ronni Lunding Niesen state that they feel they have flexibility in their role and that they are able to grow with their obligations (Appendix A, A16 & Appendix B, A13) – Birgitte Hausted even states that she believes that Abena's employees have an obligation to adjust and develop according to what happens around it (Appendix A, A16).

The last measure in the Organizational Socialization Theory is that of social cohesion, which concerns itself with whether the new employee feels that they are part of the team or the group that they work with, with both Birgitte Hausted and Ronni Lunding Nielsen appear to believe that they are. This can be seen in the fact that they consider themselves to have settled in fairly quickly, and Birgitte Hausted also describes her team as "us" rather than simply "them" or "the team" (Appendix A, A6), which suggests that she considers herself part of the team.

The next theory to consider is the Universalistic Approach, which consists of a list of measures that are found to always work, so to speak. An example of this is selective staffing and comprehensive training, both of which Ronni Lunding Nielsen mentions are present in Abena. He calls the hiring process "quite extensive" (Appendix B, A1), which indicates that there may have been several candidates and that Abena was selective enough to go through several interviews with each candidate. Additionally, he is calling the learning curve at Abena steep, however also saying that there is plenty of help to make it easier (Appendix B, A5). Ronni Lunding Nielsen also states that he thinks the onboarding process is a standardized process, but that it was a good fit for him (Appendix B, A7), which indicates that he thinks the onboarding procedure at Abena is successful. This means that the measures mentioned by the universalistic approach, selective staffing and comprehensive training, are indeed successful at Abena.

The final theory to apply to the interviews with employees from Abena is that of the Psychological Contract Theory. In order to establish whether Birgitte Hausted and Ronni Lunding Nielsen have established a transactional or relational psychological contract with Abena, it is most useful to consider their motivations and their own perceptions of their role at Abena. In regard to this, Birgitte Hausted states that, while she believes that Abena's work helps people, her job there is just that – a job. She also states that she does believe her work helps Abena put out a better product, which helps people (Appendix A, A18). This could indicate that she may have established a contract that is a mix of the two, as the transactional contract is purely based on outcome, while the relational contract is based on moral legitimacy.

However, this thesis would argue that, as she does state that her job is just a job, it is more likely that the psychological contract she has established between herself and Abena is transactional than relational, and she simply regards Abena as a company to fulfill a moral obligation and not herself. As stated in the theory section about the Psychological Contract Theory, in a relational psychological contract, the parties are morally motivated to meet contract obligations, rather than accountability for a specific outcomes as is the case in the transactional psychological contract, and this thesis would argue that Birgitte Hausted appears to be motivated by accountability for outcomes rather than morally obligated to do certain things.

However, on the other hand, Ronni Lunding Nielsen states that he believes his work at Abena is aiding the people who need the products. While he does state that this is not something he considers in his daily life (Appendix B, A15), he also says that he feels that he is helping people who need it. This suggests that Ronni Lunding Nielsen has established a relational psychological contract with Abena, and that he feels morally obligated to fulfill contractual obligations, rather than simply responsible for particular outcomes.

While one of the other things that the Psychological Contract Theory emphasizes is that a company can influence the work force within their own company to differ from the larger society, for example by focusing on collectivist accomplishments rather than individualistic ones, none of the people that I have interviewed from Abena mentions this, which could mean that Abena does not do this – however, it could also mean that each employee simply does not think about this. Unfortunately, it is not possible to draw a conclusion from this.

The next thing to do in order to continue this analysis is examining the interviews conducted with Memox employees with the same theories used to analyze the interviews with Abena employees in order to compare the results. When analyzing the interviews with Memox, it is important to remember that the two people being interviewed are in two different positions, of a social coordinator and a freelance consultant, and this may give different results.

Once again, we must start by considering the onboarding procedure on its own, and the first of Bauer's four levels of effective onboarding is compliance, which is the lowest level of onboarding which educates the new employee on legal policies and regulations that the company has. While neither Majbritt Jensen nor Sattar Al Sami Kassem mention this directly, Majbritt Jensen mentions that during the onboarding of social coordinators in Copenhagen, they are introduced into different apartments and are "introduced to the processes that are

related to having a private company" (Appendix C, A1). While this is not explicitly stating that they are educated on legal policies or regulations, this thesis would argue that it is likely to have been part of this introduction to the processes. This means that, at least in regard to the onboarding of social coordinators, Memox does meet this lowest level of effective onboarding.

Sattar Al Sami Kassem, however, does not mention anything like this or that could be argued to have to do with this. While it is possible that this was included in the job interview, it is not possible to know for sure, and so it is impossible to say whether onboarding of freelance consultants meet this lowest level of effective onboarding. However, the next level of Bauer's effective onboarding is clarification, which concerns clarification of the expectations the company has of the new employees and the role that they will be filling in the company. While Sattar Al Sami Kassem does not explicitly mention this either, he does mention that he has had to call a coordinator in Copenhagen when he first started to work with them on the case (Appendix D, A2). Again, this is not explicitly stated, but it could be argued that this suggests that both of the lowest levels were simply completed over the phone rather than in person, as Majbritt Jensen also mentions this fact about freelance consultants being coupled up with a coordinator and onboarded through them rather than a formal onboarding process (Appendix C, A1). This would suggest, if this is accurate, that Memox' onboarding of freelance consultants does meet both of the lowest levels of effective onboarding. Majbritt Jensen, on the other hand, who has experienced and described the physical onboarding of coordinators at Memox, does not describe any clarification, and while it is possible that this has been a part of the job interview, this thesis would argue that if it had been part of the official and formal onboarding of new employees, it would have been described by Majbritt Jensen who has experienced the official onboarding, while Sattar Al Sami Kassem, who is a freelance consultant, has not experienced formal onboarding. Therefore, it would be expected that if it were present in the formal onboarding of new employees, it would have been mentioned by Majbritt Jensen. Because of this, this thesis would argue that, based on the interviews conducted with these two Memox employees, Memox does not reach the clarification level of effective onboarding with social coordinators, but may reach it with freelance consultants, though nothing in the interviews has explicitly stated that this is the case.

The next, third, level of effective onboarding is culture, which includes introducing the new employee to company values, norms and history. Majbritt Jensen mentions during the interview that Memox focuses on people being in groups of different ethnicities (Appendix C, A4). As stated previously, diversity is one of Memox' core values, and it could be argued that

this focus on placing people with different ethnicities together is a way of introducing them to that company value. Therefore, this thesis would argue that Memox does reach this third level of effective onboarding in regard to their social coordinators. Sattar Al Sami Kassem, however, mentions several times that Memox lacks a colleague culture when it comes to their freelance consultants – that is, the freelance consultants do not have an office that they go to every day or that they meet at or write their reports, like a person who was not freelance might expect to have, and he specifically says that he does not interact with other people from Memox on a daily basis (Appendix D, A6, A7, A12). While this does not explicitly state that he has not been introduced to Memox' values, it does indicate that he has not seen it in person. He might have been told that diversity, for example, is a value at Memox, but without seeing it or seeing people interact with each other, it is unlikely that it is something he considers quintessential for his everyday work. Additionally, he also mentioned that he sees people for how they act, rather than for their ethnicity, and while this could be argued to be a good philosophy, it does mean that the core value that Memox considers diversity to be is not centric in his work. Therefore, this thesis argues that while Memox reaches the third level of effective onboarding of their social coordinators, they do not reach it in the onboarding of their freelance consultants.

The final level of Bauer's four levels of effective onboarding is that of connection, in which the new employee is able to and encouraged to build relationships within the company, such as with management and coworkers. Majbritt Jensen mentions that she and her fellow coordinators are introduced during the onboarding in Copenhagen (Appendix C, A1) and that coordinators communicate with each other, at least about new consultants being hired (Appendix C, A8). This indicates that coordinators are encouraged to establish relationships with other coordinators during the onboarding and communicate with each other throughout their time at Memox, which indicates that Memox does reach this fourth and final level of onboarding in regard to their social coordinators. However, as mentioned, Sattar Al Sami Kassem mentions several times that there is no colleague culture, as he calls it, and that he does not communicate with other people from Memox on a daily basis, unless they are people he has previously worked with and who have also started working with Memox (Appendix D, A6, A7, A12). While it does not seem that Memox actively stops its freelance consultants from contacting one another and establishing relationships, the only time Sattar Al Sami Kassem sees other consultants is when they have personnel meetings every three months (Appendix D, A2, A6). This thesis would argue that this clearly shows that Memox has not focused on creating environments in which freelance consultants can establish relationships with other

people at Memox, which means that they do not meet this final step of effective onboarding in regard to their freelance consultants. This illustrates that there are some significant differences in the effectiveness of the onboarding at Memox, depending on which position the new employee is going to fill. This means that while levels one, three and four of effective onboarding is reached for social coordinators, none of the levels are reached for freelance consultants – at least there is some ambiguity about whether the first two are met, but it is certain that the last two levels are not.

The next thing to consider is the diversity aspect and the management of said diversity. As previously stated, diversity, when managed correctly, can have a lot of benefits that a company can make use of, such as higher productivity and better products, because more perspectives were involved. Poorly managed diversity, however, can result in poor communication and a high turnover rate. While both Majbritt Jensen and Sattar Al Sami Kassem see the diversity at Memox as an advantage (Appendix C, A11, Appendix D, A9), Sattar Al Sami Kassem also mentions that he does not feel this diversity in his everyday life (Appendix D, A10). Majbritt Jensen does, however, mention that she has more contact with multiethnic people than with people who are ethnically Danish (Appendix C, A7). Sattar Al Sami Kassem states that he believes that the diversity of Memox is part of why they work so well with families and that they come up with solutions as fast as they do (Appendix D, A9), and Majbritt Jensen says that she believes that the diversity of Memox is one of the reasons that Memox is so good at what they do (Appendix C, A11). This indicates that the diversity at Memox is being properly managed, as it is contributing positively to the productivity of Memox – if, as Sattar Al Sami Kassem said, they are able to come up with solutions faster than they otherwise would have, they are able to take on more cases in the time they would have otherwise spent working on solutions in current cases. Therefore, this thesis would argue that while Memox may not reach all four levels of effective onboarding, they do focus on their diversity enough to turn this into an advantage rather than a challenge for the company to deal with.

The next theory to consider is that of Organizational Socialization Theory. As stated previously, this theory states that it can be necessary to train employees in order for them to reach their full potential, and this does, to some extent, seem to be the case for the social coordinators at Memox. As mentioned, there is a formal onboarding in Copenhagen (Appendix C, A1), and Majbritt Jensen also mentions that she constantly learns new things in her work (Appendix C, A12). However, it could be argued that this is not the type of training that the

Organizational Socialization Theory means, as this is not a type of formal training for a new skill – rather, it is simply adaptability, which is also a good skill, but not something that is formally trained by the company. When speaking about starting at Memox, Sattar Al Sami Kassem says that he was given a case less than a week after the job interview. While this could be because he has worked as a family case worker before (Appendix D, A3), it does mean that he was not given any significant amount of training before he was given a case. While it could be argued that this could be because a freelance consultant has to be ready to take on cases, it does mean that there was no significant training in skills or systems for any of the employees from Memox interviewed for this thesis.

As mentioned previously, the success of the organizational socialization, or onboarding, depends largely on the individuals involved and whether the current employees are willing to help the new employee settle in at the company, rather than making it more difficult for the new employee to settle in. As mentioned, Sattar Al Sami Kassem does not feel that he has interaction with other Memox employees. While this does not necessarily mean that other employees have intentionally made it difficult for Sattar Al Sami Kassem to settle in, this thesis would argue that it means that he has not received support from other Memox employees, either. Majbritt Jensen, on the other hand, says that she learns something new every day from other consultants she works with at Memox (Appendix C, A12). This would indicate that social coordinators do have the support of other employees at Memox to help them settle in, which freelance consultants may not have the same level of support. It is also worth noting that the Organizational Socialization Theory states that when people are brought in who do not necessarily fit in with the rest of the group, such as because of ethnicity or age, is likely to lower the group fit and the group will not work together as well as they otherwise would have. However, Majbritt mentions that she has more contact with multiethnic people than with Danish people on a daily basis, and that the differences between the employees is purely a strength at Memox (Appendix C, A7, A13).

The Organizational Socialization Theory also states, as mentioned in the analysis of Abena, that individuals whose values align with their company's values have a better onboarding experience, and this is something that can definitely be seen in the interviews conducted with Memox employees. Majbritt Jensen brings up the fact that Memox believes that difference is a strength and states that that is how she feels as well (Appendix C, A13), which indicates that, at least in regard to diversity as a value, Majbritt Jensen's values do align with those of Memox. Sattar Al Sami Kassem also brings up that from when he heard about

Memox, he was happy that they were expressing the feelings of multiethnic people such as himself (Appendix D, A8), which indicates that the also shares this value with Memox and has done so even before he worked with Memox himself. While the onboarding of employees was not as effective as it could be, it could be argued that the fact that Sattar Al Sami Kassem and Majbritt Jensen's own values lining up with Memox' values to such a high degree makes up for it, and ensures that the employees have a good experience regardless of their poor onboarding.

According to the Organizational Socialization Theory, this means that both Majbritt Jensen and Sattar Al Sami Kassem should have a better onboarding experience and have settled in faster, however, as has already been stated, this thesis argues that Memox does not reach all the four levels of effective onboarding. While this thesis does argue that Memox has not been able to onboard new employees as effectively as they might be able to, according to the Organizational Socialization Theory, the fact that both Majbritt Jensen and Sattar Al Sami Kassem consider themselves happy with their jobs (Appendix C, A13 & Appendix D, A12) is an indication that they have been successful in their onboarding of these employees. In addition to job satisfaction, the Organizational Socialization Theory states that whether or not the employee has any intention to leave their job is also an indication of whether or not they have been successfully socialized into the organization, and both Majbritt Jensen and Sattar Al Sami Kassem state that they have no intentions of leaving Memox (Appendix C, A15 & Appendix D, A14). According to these measures of success in the organizational socialization of new employees, Memox has been successful in onboarding these two employees – however, there are several measures that Memox does not meet that are mentioned in the Organizational Socialization Theory. While it is, of course, possible to have a successful onboarding of new employees without completing all the levels identified by Bauer, it is likely that Memox could benefit from taking this into account when onboarding new employees in the future.

The final relevant thing to consider within the Organizational Socialization Theory is that of social cohesion, which is about whether the employee feels that they are part of the team rather than an individual working alongside a team. As stated in the theory section about the Organizational Socialization Theory, this is primarily achieved through interaction with supervisors and colleagues. Here, it is, again, relevant to consider the fact that Sattar Al Sami Kassem several times brings up the fact that he feels a lack of colleague culture at Memox as a freelance consultant, and that he only interacts with other consultants at their personnel meetings every three months (Appendix D, A6, A7, A12). While he does not explicitly state

that he does not feel like a part of a team, the fact that there has not been a significant amount of communication between himself and other Memox employees, as has already been established, means that he is unlikely to consider himself a part of a team at Memox. Majbritt Jensen, on the other hand, refers to coordinators as 'we' and 'us' (Appendix C, A8), which is language that indicates that she considers herself part of the team, rather than calling them 'them' or 'they', such as Sattar Al Sami Kassem does throughout the interview.

The next theory to consider is the universalistic approach, which concerns itself with practices that tend to always work in every company they have been implicated in – those practices are selective staffing and comprehensive training. As has already been established in regard to the four levels of effective onboarding and the Organizational Socialization Theory, Memox does not make use of extensive training in their onboarding process. Selective staffing does not appear to be present either, as Sattar Al Sami Kassem states that he applied to Memox, got an interview, and then had a family case less than a week after the interview (Appendix D, A1). Again, this does not necessarily mean that the onboarding at Memox is entirely insufficient, but this thesis argues that it does mean that Memox could be gaining more from their onboarding process than they currently are.

The final theory to use to examine the interviews with Memox employees is that of the Psychological Contract Theory in order to determine what type of psychological contracts each of the Memox employees that were interviewed have established between themselves and their company – transactional or relational. Both Sattar Al Sami Kassem and Majbritt Jensen also state that they consider the onboarding to be in progress after the job interview, which indicates that the psychological contract has already been established at this point, or at the very least is in negotiation with Memox, and therefore it is likely that the type of psychological contract they are going to establish with the company is already determined at the job interview, and because of that, it is interesting to see whether only transactional psychological contracts can be established so quickly or not. The measure that is easiest to determine based on the interviews are the motivations each employee has for doing their job. Majbritt Jensen does explicitly state that she does not consider her job to simply be a job, but that she thinks that Memox is used to speak up for people who might not otherwise have been heard (Appendix C, A14). This shows that Majbritt Jensen has established a relational psychological contract between herself and Memox, as there is no indications that she is motivated by reaching certain goals or gaining recognition or simply gaining a pay check. Sattar Al Sami Kassem states that he believes that Memox is helping people who need to helped, by helping these people express

their opinions and needs (Appendix D, A13). This indicates that he is motivated by morals rather than responsibility to meet a certain goal – that is, a belief that he is doing what is right regardless of any immediate personal consequences. This indicates that Sattar Al Sami Kassem has established a relational psychological contract with Memox, which means that he is motived by moral responsibility rather than by, for example, the money he is paid. This is emphasized by the fact that he does have some qualms about his job, such as the fact that there is no colleague culture. While this may not be significant to the work being executed, it is very significant for how a person feels about their daily life and their company – as has already been established, Sattar Al Sami Kassem does not feel that he is part of a team at Memox. This could be argued to be a reason to quit and find other work in a company where one could help people in the same way, but also have a colleague culture – however, based on the fact that Sattar Al Sami Kassem states that he intends to stay with Memox, this thesis would argue that this is proof that he is driven by moral responsibility and the belief that he is doing what is right, rather than simply considering it a job.

Comparison & Discussion

In order to discuss the results from the above analysis, we must first compare the results of the analysis of each company to the other. What is interesting in this case is that each company excels in one thing while seemingly failing at the other – in the case of Abena, they fulfill each level of effective onboarding and are successful according to the Organizational Socialization Theory, however they are experiencing challenges that are likely to be related to poorly managed diversity at their company. This means that while they consider themselves strong enough in diversity to publicly write about it on their website, they may not be focusing enough on the managing of said diversity, which would involve recognizing differences in the different cultures and ethnicities, and encourage these differences in a way that benefits the company. This could be recognizing that someone is from a collectivist culture, and as such, they thrive in an environment in which they consider themselves to be part of something bigger, and consider their role to be to contribute to the company rather than to gain personal recognition.

Memox, on the other hand, excel when it comes to diversity management and draws on the benefits that comes with it, like higher productivity in the way that it allows them to solve problems quicker and therefore have time for more cases. However, Memox does not meet the four levels of effective onboarding, and as such, has not drawn the benefits from this as they

have with their diversity management. For example, if the onboarding process was changed, their new employees may settle in faster and may be able to contribute significantly to the company sooner than they would with the current process, by being able to handle cases on their own sooner.

However, it is interesting that while Memox and Abena focus on different things and while Memox does not fulfill the four levels of effective onboarding and Abena does, when considering the Organizational Socialization Theory's measurements for success in onboarding, both Abena and Memox can be considered successful in their onboarding process because all the employees I have talked to from both companies are happy with their jobs and have no intention to leave.

This makes one wonder if it is really worth it for a company to focus on onboarding of new employees, rather than doing the bare minimum of introducing them and showing them how to use the basic systems they will be using. However, this thesis would argue that it is worth it because, when examining the interviews with Memox and, in particular, with Sattar Al Sami Kassem, who is arguably the person who has been given the least amount of onboarding, there are clear disadvantages to the lack on onboarding. The one we see most clearly in this interview is the lack of feeling like one belongs in a team and that one has built strong relationships with their colleagues, which can make someone feel detached from the company they work at.

Another thing to consider is that three out of the four people have established relational psychological contracts with the company they work for rather than transactional ones. Considering that such a high percentage of the interviews conducted gave the same response in regard to whether the contracts were transactional or relational, it may be worth considering that the Danish culture, within which each of these companies operates regardless of the addition of other cultures as well, may contribute to this. This is also worth considering particularly because three out of the four people interviewed for this thesis were ethnically Danish, which means that they are Danish people working in a Danish company that operates within the Danish culture and society, which could be a significant contributor to this fact if Danish culture encourages investing oneself in one's job rather than simply finding a job for a paycheck.

This might be an interesting thing to focus on in future research – whether the Danish culture encourages people to establish relational psychological contracts rather than

transactional psychological contracts. It is also possible that every person I have interviewed has actually established a transactional psychological contract, but are denying doing so, because there may be some sort of stigma related to having a job solely for the purpose of getting a paycheck. If it were possible to study this in depth, it would be useful to conduct a survey that people could answer anonymously, so that they are not concerned with what people may think about them.

Another thing that might be interesting to consider is that of ethics and whether it is ethical to base one's company's hiring practices on ethnicity and culture. Ethics refer to the standards of right and wrong that dictate what human ought to do, and usually considers societal expectations, fairness and obligations (Santa Clara University, n.d.).

One could argue that it would not be fair to hire for culture and ethnicity because it favors one ethnicity or culture over others – for example, if both a Hispanic person and a Caucasian person apply for the same job and the Caucasian applicant has slightly better credentials, but the company hires the Hispanic applicant in order to increase diversity, this might be considered unfair considering the fact that the Caucasian applicant has better credentials. In this case, hiring for diversity and thereby favoring one ethnicity or culture over another would not be considered ethical.

However, this thesis would argue that, based on the previously mentioned cases in which minorities have been discriminated against, it would not be unethical to hire based on ethnicity and culture, to a certain degree. This thesis would argue that it would not be wrong to hire a person because of their ethnicity or culture, as long as the credentials are comparable within reason, because the company would still get a good candidate. It would be wrong to hire the person who belongs to a minority if this person also has much lower credentials than, for example, a Caucasian Danish person. This argument is based on the fact that, as proven, there has been, and there still, is a lot of discrimination towards people who are part of minorities simply because they are minorities, and therefore it could argued that it is fair to rule in the favor of minority now as long as it is within reason. One must also consider that if the person who belongs to a minority was to be turned down for the position, it is likely that they will experience more discrimination during hiring processes at other locations, even if the rejection at this one particular company was not discriminatory. It could also be argued that it would be unethical to turn the person down with the knowledge that it is likely to cause more hardship in their life than it is likely to cause for the Caucasian applicant.

This does, however, create the new ethical question of whether this would be considered discriminatory towards the Caucasian applicant, because it could be argued that this would be discriminating against them for not having been discriminated against in the past. However, this thesis would argue that it would not be unethical to favor a minority with comparable credentials. It is, then, necessary to acknowledge that this would also be the case if it were the other way around, and that it would be acceptable for a company to choose the Caucasian applicant over a minority applicant with comparable credentials if the company was also doing this in order to become more diverse – for example in the case that the Caucasian applicant was Jewish, and therefore also a minority, or simply because the company also has entirely middle eastern employees, and bringing on a Dane, for example, would make the company more diverse. In short, if the credentials of both applicants are comparable, and one applicant also adds diversity to the company's workforce, it would not be unethical for a company to choose the applicant who adds diversity because of that fact.

Now that it has been established that it is ethical to hire based on culture and ethnicity, it must also be discussed whether onboarding and diversity can co-exist during the onboarding process, or whether a company has to choose one or the other to focus on as Memox and Abena has done. The most obvious and easiest way to add a dimension for diversity within a company's onboarding process would be to first consider how the company culture works and build a cultural profile for the company. This could be considering things mentioned previously, such as whether the company values individualistic or collectivist behavior, and then one could set up a personality test such as the one Ronni Lunding Nielsen from Abena mentions, and include scenarios that would reveal whether the potential hire leans more collectivist or individualistic. This would then make it possible to tailor this person's onboarding experience to that person, so that it addresses any cultural differences that they may have to adjust to. This can be an onboarding experience that simply allows the person to experience this difference themselves, or it could be something that is explicitly brought to their attention at a meeting with either the supervisor or an HR-employee.

While everyone is bound to be different and no two individuals are going to be the exact same, after onboarding a few different people with differing cultures or backgrounds, the company will have a set of onboarding procedures that is easily adjustable. It is also likely that once a profile for someone from South East Asia, for example, is built, this is likely to apply to other cultures as well as there are likely to be similarities between some cultures. Therefore, this would only require a significant amount of effort the first few times a new employee is

onboarded after this procedure is put into place. This would mean that each new employee at the company is given a unique onboarding process that is tailored to their needs to make them fit into the company and settle in as quickly as possible. While this process would need to be reviewed continuously through discussions with the onboarded employees, this thesis would argue that this is the process that is likely to give the best results from the company's point of view, and the best introduction experience from the employee's point of view. In short, the best strategy in order to onboard everyone effectively despite having different backgrounds, the best strategy would be to tailor this onboarding experience to each person's cultural leanings, which are discovered and recorded through a personality test such as the one Abena already has in place. The results of this personality test would then be used to create each person's unique onboarding experience.

Conclusion

In this thesis, I have worked towards answering the question of How do companies who publicly prioritize diversity maintain this focus while in the process of onboarding new employees, and how can a focus on diversity best be integrated into the onboarding process while still maintaining a focus on introducing the new employee to the company? To do this, I have made use of several theories – first, I made use of onboarding theory and diversity management to create a base. Then, I used the four levels of effective onboarding, the Organizational Socialization Theory, the Universalistic Approach, and the Psychological Contract Theory in order to build my interview guide, and then afterwards, all these theories were used to analyze the results that I got.

During my analysis of Abena's onboarding process, I found that Abena is one of the approximately 20 percent of companies that meets the four levels of effective onboarding, which means that, according to the theory, Abena has indeed managed to create an onboarding experience that is likely to help most new employees settle in faster and fulfill their role to its full potential sooner. However, I also found that Abena does not manage their diversity well, resulting in poor communication between employees.

Additionally, I found that Ronnie Lunding Nielsen and Birgitte Hausted both settled in well and quickly at Abena partly because they share the values that Abena also shares. This has ultimately lead to each employee having high job satisfaction and low intent to leave, and that this is accurate to the Universalistic Approach, which states that selective staffing and extensive training like Ronni Lunding Nielsen and Birgitte Hausted have experienced always has a positive effect on the company and the people, which would appear to be accurate in this case. Finally, I established that Ronnin Lunding Nielsen has established a relational psychological contract with Abena, meaning that he feels compelled to complete his work because it is the morally right thing to do to help people who need his product – incontinence diapers. Birgitte Hausted, on the other hand, has established a transactional psychological contract with Abena, meaning that she fulfills her obligations to the job because they are obligations, and to get general progress in the work she conducts, rather than because the work is morally right or wrong.

Following this, I conducted the same type of analysis on the interviews conducted with Memox employees, where I found that there were great differences between how an employee is onboarded in regard to whether they are a social coordinator or a freelance consultant. As for social coordinators, the first level of effective onboarding is reached, as is the third and fourth level, but the second level is not. In regard to freelance consultants, there is doubt whether the two first levels are reached, but a certainty that levels three and four are not. This means that the difference in how employees are onboarded is so great that three levels are met for one type of employee, but no levels can be confirmed to have been met for the other type of employee.

Next, I analyzed Memox' diversity and found that while they have not been successful at onboarding their employees, or at least their freelance consultants, they have focused far more on diversity, and managed to turn this into an advantage rather than a disadvantage as it was for Abena. This manifests in the fact that diversity has directly influenced Memox and their work to be more productive, meaning that they can take on more cases at a time.

When applying the Social Organization Theory, I also found that Memox' values of diversity being a strength is reflected strongly in both employees that I spoke to, which may explain why, while the onboarding experience was not as effective as it could have been, the employees at Memox that I have interviewed still have high job satisfaction and low intent to leave, which means that the onboarding has been sufficient. I also found that Memox employees in the positions of social coordinator are more likely to see themselves as part of the group and part of Memox, rather than an individual acting alongside a company, such as my analysis showed that freelance consultants may feel. When I turned to the Universalistic Approach, I found that both the practices listed in the universalistic approach to always be effective, were not present in Memox' hiring or training process, which may, again, explain why Memox fall so lowly on the onboarding of new employees.

When I conducted my analysis using the Psychological Contract Theory, I found that both Majbritt Jensen and Sattar Al Sami Kassem have established relational psychological contracts with Memox, indicating that they are conducting their work because of a moral obligation to do what is right rather than an obligation to do their job.

This means that three out of four of the people I have interviewed have established relational psychological contracts rather than transactional, which may be an interesting subject to examine in future research – whether it is Danish culture that has this effect when people are starting new jobs, or whether it is something completely unrelated, considering that one of the

people who established this type of contract, Sattar Al Sami Kassem, is not ethnically Danish despite the fact that he has been and worked in Denmark for a long time.

Throughout this analysis of both companies, what I found was that a company tends to focus on either diversity or effective onboarding – in the companies I have examined, neither of them had both as a strong enough focus to draw benefits from both.

I have also discussed the ethics of whether a company should hire based on ethnicity and cultural, and concluded that it is ethical to do so – as long as both candidates have comparable credentials, it would be ethical to hire one person over the other people it would add diversity to one's workforce.

After having established that it is ethical to hire based on culture and ethnicity to a certain extent, I have also proposed a way in which a company could combine its focus on diversity and its focus on effective onboarding in order to create what could be argued is an even more effective onboarding process.

Throughout this thesis, I have worked towards answering the research question of how companies who publicly prioritize diversity are able to maintain the focus while onboarding new employees, and what I found was that they were not able to do this – both companies I have examined have chosen to focus on diversity or onboarding, and not diversity onboarding. The second part of my research question was how a focus on diversity could best be integrated into the onboarding process while still maintaining a focus on introducing the new employee to the company, and I have responded to this by proposing a new way to conduct onboarding: First, the company must examine their own company culture and build a culture profile of this company culture, so that they, themselves, know what cultural leanings the company has. After this, each new employee would take a personality test that will reveal cultural leanings, such as whether a person leans towards being individualistic focused or collectivist focused. This will allow the company to build a cultural profile on this employee, and having already built a cultural profile on the company, this allows the company to see whether the new employee will fit in and if not, what they need to do to smoothly introduce this new employee.

Throughout my analysis and discussion I have found that while these companies focus on diversity in public and consider themselves strong on this subject, this does not necessarily reflect in their company onboarding processes – and if it does, it may be the only thing the onboarding process is focused on. In other words, these companies have not found a way to focus on both diversity and onboarding a new employee effectively. Throughout this thesis, I

have worked to consider how this might be done, and have presented a possible solution to this that may take effort to implement in a company, but is likely to be beneficial to both the onboarding process and the focus on diversity in the future, and, once implemented, is likely to take very little effort to adjust to the new employee who needs to be onboarded. My final conclusion is that it is, in theory, possible to have a focus on both those things, however it is difficult to know whether it would be advantageous in the real world.

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