

2017

A warm welcome for all refugees in the Netherlands



Advice and action plan concerning VluchtelingenWerk Oost Nederland's and other care worker's hospitality performance towards refugees

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2017

Hospitality experience of refugees in the municipality of Rheden and Rozendaal;
an action plan for VluchtelingenWerk Oost Nederland to optimize the integration,
participation and social inclusion.

Commissioned by
VluchtelingenWerk Oost Nederland



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Preface

This is a thesis report made to graduate the hospitality management education of Saxion University of Applied Sciences. This research and advisory report is commissioned by VluchtelingenWerk Oost Nederland.

The idea for this thesis subject arose during the NLDoet in 2016. This is a day organised by 'Het Oranjefonds'; a charity for local and social initiatives. All Dutch citizens can subscribe for volunteering at a local initiative. This day I was volunteering in the retirement home 'Het Rhederhof'. A high tea for the residents was organised. Two volunteers were fixed volunteers. They spoke Dutch quite well, however it was clear they were not from Dutch origin. By speaking to them I found out that they were refugees, who were doing volunteer jobs to learn the Dutch language a bit more. How interesting! It made me think about the opportunities we as Dutch people give refugees on the labour market and how we receive them. By doing some further research, the thesis subject was born.

All people that made this report possible are highly appreciated. Special thanks for the team leader of VluchtelingenWerk who was always available for questions and support, just like the first examiner who always believed in positive results.

Marjolein Kurk

Arnhem, 14th of September 2017

Summary

There has been a global displacement of people, who were forced to leave their homes due to war and conflicts. Especially from 2015 on a problem arose, as all these people entered other countries to build up a new and safe life. All these people ask asylum and protection of European countries. The Netherlands has to situate refugees and VluchtelingenWerk Nederland helps throughout the whole process. The goal of the research is to improve the integration of refugees. The integration relies on participation, social inclusion and possibly the hospitality performance of care workers. By studying the hospitality performance of care workers in the municipality of Rheden and Rozendaal, new insights are gathered so that the integration process can be optimized. The objective of this report is to create an implementation plan regarding the hospitality performance of the care workers in the municipality of Rheden and Rozendaal to improve the support process of VluchtelingenWerk Oost Nederland. The research is only focussed on the municipality of Rheden and Rozendaal. And only the interaction moments with direct personal contact are researched as hospitality performance.

Several types of research are done, literature research, quantitative and qualitative research. By conducting quantitative research the hospitality experience of refugees in this municipality is explored. Only refugees above 16 of age are questioned. Furthermore, relationships between variables were tested. Qualitative research amongst care workers resulted in a more detailed picture of the perception on their hospitality performance. By linking the results of these researches, an action plan concerning the improvement points for VluchtelingenWerk Oost Nederland was created. Advised is to start with a new project called 'Welcome'.

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1 Introduction

“Refugees didn’t just escape a place. They had to escape a thousand memories until they’d put enough time and distance between them and their misery to wake to a better day.” (Hashimi, 2017, p. 1).

In this chapter the background information of refugees and their guest cycle upon entering the Netherlands is discussed thoroughly. Furthermore, the reason for the thesis subject is discussed by looking at the organization VluchtelingenWerk Nederland and their mission, vision and goals. Afterwards, the new policy of VluchtelingenWerk Nederland (VWN) is argued and consequently the management question that arose. Furthermore, the objectives, the management and research questions of this thesis assignment are explained as well. To conclude a reading guide for the rest of the thesis is presented.

1.1 Refugee crisis Europe

There has been a global displacement of people, who were forced to leave their homes due to war and conflicts. Worldwide a problem arose, as all these people entered other countries to build up a new and safe life. From 2015 on the asylum seekers and refugees mostly come from Syria, Afghanistan, Eritrea and Somalia (UNHCR, 2016). In 2015 only, 1.25 million people asked asylum in Europe, which is twice as much as in 2014 (VluchtelingenWerk Nederland, 2016). According to the UN refugee organization UNHCR (2016) 88,536 of these refugees in 2015 came to the Netherlands. Not all these asylum seekers have got a residence permit.

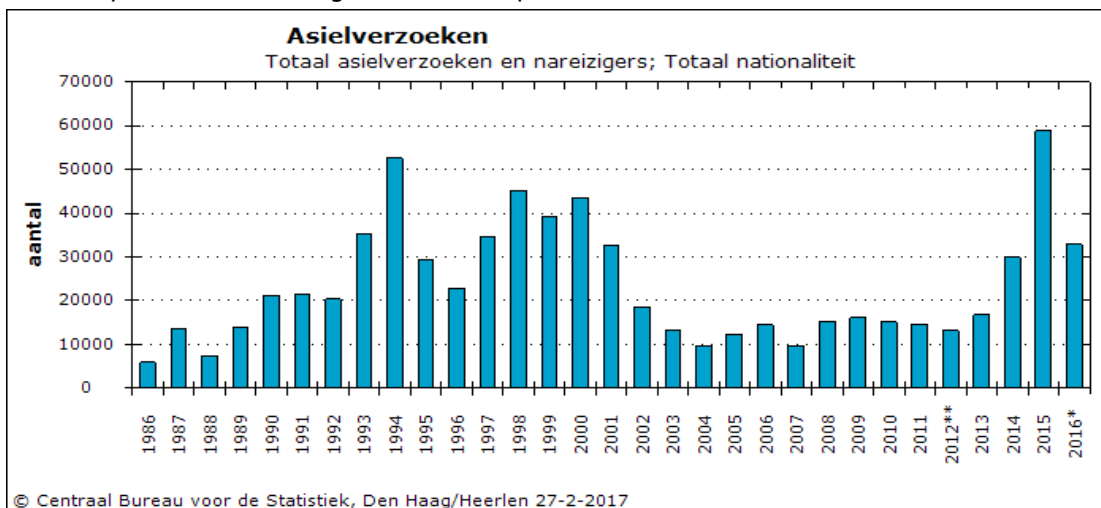


Figure 1. Asylum applications last 30 years (CBS, 2017)

There is a lot written in the media regarding the refugee crisis and the number of asylum applications all over Europe. In the last decades, rightwing parties and politicians have emerged all over Europe, such as Marine le Pen in France and Geert Wilders in the Netherlands (Polakow-Suransky, 2016). These rightwing parties create deftly fear by underscoring the importance of nostalgia and by responding to feelings of resentment. They are broadening their base all over Europe, but also other parts of the world. The new president of the United States, Donald Trump, also underscores the American culture towards the ‘others’, such as the Mexicans and illegals. Several of these rightwing

parties have effectively claimed to defend gay rights, women's equality and the Jews from anti-Semitism. They depict (Muslim) immigrants as the primary threat to society and encourage fearing the Islam, anti-immigration and border security measures (Polakow-Suransky, 2016).

"We need to help refugees not only to survive, but to thrive" (Ury, 2010, p.1)

This refugee crisis is relevant for all countries in Europe, as the crisis requires, among other things, a discussion on hospitality towards the refugees.

"Hospitality produces spaces to welcome foreigners in decent conditions but it also involves arbitrating between the emergency of help and the patience integration requires, and between the immediacy of fulfilling basic needs and the bureaucratic inertia associated with the institutions in charge of managing refugees and asylum seekers" (Boudou, 2015, p. 170).

As discussed before not all politicians are in favor of a hospitable welcome for refugees. Most refugees have left everything in their country of origin, meaning they have to build up a new life. The countries in which they are situated have to manage this integration process, which takes time.

1.2 Guest cycle refugees in the Netherlands

When an asylum seeker enters the Netherlands there is a certain guest cycle they will follow. In appendix II the guest cycle of asylum seekers who enter the Netherlands is shown (M. Wannet, personal communication, February 27, 2017). In the following paragraph the guest cycle will be described in detail. A 'stranger' who asks for asylum in the Netherlands, should report himself/herself in an 'aanmeldcentrum' (AC) of the 'immigratie- en naturalisatiedienst' (IND). The 'centraal orgaan opvang' (COA) takes care of the shelter of these people in the 'centrale ontvangstlocatie' (COL) in Ter Apel. After registration and the identity research of the 'Vreemdelingenpolitie' (AVIM), a tuberculosis control follows (COA, 2017). The asylum seeker will move to a 'procesopvanglocatie' (POL), where he can repose and prepare for the asylum application. The asylum seeker is hereby assisted by VWN and the 'Raad van Rechtsbijstand' for juridical support.

After this procedure, the asylum seeker will move to an 'asielzoekerscentrum' (AZC). If the asylum application is approved, the COA will assign the refugee to a region, in which he gets a house assigned (COA, 2017). Then the refugee will prepare for the naturalization exam, which they have to pass within three years. After five years there is a possibility to apply for conversion of the residence permit into a permanent permit, instead of a permit for several years. During the whole period after the housing the refugee will integrate and eventually look for a job.

1.3 VluchtelingenWerk Nederland

"The Dutch Council for Refugees is an independent organisation, standing up for the interest of refugees and asylum seekers. Together with several thousands of volunteers we support asylum seekers in reception centres and refugees in building up a new life in municipalities."

(VluchtelingenWerk, 2017, p. 1). VWN has the motto: from welcome to work (J. van der Werff, personal communication, February 20, 2017). What they exactly do, can be found in appendix I.

VWN supports asylum seekers and refugees during the whole guest cycle, which means during the asylum and integration process. VWN is one of the organizations that assist refugees within the Netherlands. VWN works nationwide as well as regionally. More information about the organizational structure can be found in Appendix I. VluchtelingenWerk Oost Nederland (VWON) assists with the integration process after the refugee is situated among other things in the municipality of Rheden and Rozendaal (eight villages).

In the Netherlands the term 'refugee' is only meant for people who have a residence permit to stay for a certain amount of years. Only these people will be situated in a municipality, as asylum seekers usually have to wait in the COA. For this research we focus on refugees, who have got housing in the municipality of Rheden or Rozendaal.

VWN is a foundation consisting of seven associations, divided over four regions. VWON is one of these associations, which operates in Overijssel and Gelderland. VWON includes 65 municipalities with their head quarter in Arnhem. They have 4500 volunteers and they only work with 200 paid employees (J. van der Werff, personal communication, February 20, 2017).

The mission of VWN is to serve the interest of refugees and asylum seekers in the Netherlands, from the moment they enter until they are totally integrated in the Dutch society. Their vision is that refugees should find more juridical and societal safety and that the Netherlands should contribute more to solving the refugee crisis (VluchtelingenWerk Nederland, 2017).

VWN works with three pillars to protect refugees: juridical safety, societal safety and international solidarity. According to VWN, the societal safety will only be reached, if the society welcomes the refugees and shows a certain degree of hospitality. As the refugees have a special background, the society should show extra effort to make them feel welcome. For this reason VWN advocates that the government, politicians and societal institutions should work together to create a warmer welcome for refugees (2017).

1.4 New policy

VWN works since 2006 with a new policy called 'integraal werken'. This involves custom made service, instead of the same service for all refugees. Before 2006 a problem oriented approach was the basis of all services, however VWN has acknowledged that problems kept arising. Therefore, they choose a more coaching approach in which the refugee should take initiatives and responsibilities as well. On top of that, the 'integral approach' is more 'guest' oriented, which is common within the hospitality industry. With all refugees having different needs, this new policy is considered to be more efficient and will eventually enhance the hospitality performance of VW (VluchtelingenWerk, 2013–2016). Unfortunately, the integration of this new policy does not really work in practice. Therefore, VWN would like to create insight into making the service more tailor-made. An important aspect in this is hospitality and personalization (M. Waldmann, personal communication, January 15, 2017).

VWN helps with the procedure, and supports the integration and participation of refugees in different regions. This research will only focus on the municipality of Rheden and Rozendaal, however certain outcomes might be useful for other regions as well. To improve the quality of services, VWN wishes refugees to have a positive experience with their services and services of other care workers. Furthermore they state that a warm welcome in the municipality is crucial for a good integration process. There has not been a lot of research on hospitality experience of refugees, although it is very topical. Since the elections in the Netherlands in March 2017, many political parties have a strong

opinion about the refugee topic. These elections could affect the way the Netherlands welcomes newcomers and even if the Netherlands will welcome or refuse these newcomers.

During the support process, VWN has noticed that the hospitality performance of care workers is of influence on the further integration of the refugee. Volunteers of VWN have reported certain issues and problems with refugees and their environment. The manager of the region Oost is therefore curious, whether there is a problem with these refugees or if other factors play a role as well. Hospitality plays a vital role in the protection of refugees, as the three pillars of VWN advocate (2017). Not only VWN acknowledges the importance of hospitality in this refugee crisis. Boudou (2015) states that the exceptional nature of hospitality faces difficulties of being routinized, due to the big amounts of refugees. To discover if VWN can offer some (preventive) assistance to minimize the problems that occur in certain neighbourhoods, they are interested in the experiences of refugees with the hospitality behaviour of several care workers (M. Waldmann, personal communication, January 15, 2017). This is why this thesis assignment is of great relevance for VWN, other care workers and probably also for the Dutch Government, so that refugee policies can be improved.

“Some refugees are a present and gift for our country.” (A. ten Have, personal communication, April 26, 2017).

1.5 Management question and objectives

The hospitality experience of refugees with several care workers is researched, in order for VWON to improve certain parts of the support process and to optimize the integration and hospitality experience of refugees. The management question is accordingly:

How can VluchtelingenWerk Oost Nederland improve their hospitality performance and the hospitality performance of all involved care workers in the municipality of Rheden and Rozendaal in such a way that the integration, participation and social inclusion of refugees can be optimized?

To answer this question several research questions have been formulated. The results of the research questions will give insight in the knowledge and skills needed to improve hospitality. Based on these results recommendations are formulated to improve the hospitality performance in order to optimize the integration, participation and social inclusion of refugees. The advice is in the form of an implementation and action plan, so that VWN has clear actions to take on how to improve the hospitality performance. Examples of actions are: a hospitality training in the basic course for new volunteers, a welcome package for refugees, a hospitality conference or a whole new hospitality training for VWN. Based on the results suitable recommendations are given.

The objective of this thesis assignment is consequently to create an implementation plan regarding the hospitality performance of the care workers in the municipality of Rheden and Rozendaal. This is done to improve the support process of VWON in order to optimize the integration, participation and social inclusion of refugees. To obtain the knowledge needed for solving the management question two core concepts are researched: the hospitality experience of refugees and the hospitality performance of the care takers. For this reason, the objective of the research is to get a better insight into how the hospitality performance of care workers is experienced by refugees in the municipality of Rheden and Rozendaal. This is why it is important to create insight into the perception

of the care workers on their hospitality behaviour in order to improve the hospitality performance towards refugees in the municipality of Rheden and Rozendaal. Before doing literature research on the core concepts of the research, the research questions are stated below.

1.6 Research questions

More information is needed about the experiences of refugees, as they are the ones experiencing the hospitality. Furthermore it is also relevant to investigate the experiences of VWON and other care workers to come to a good advice. The subject must be highlighted from different perspectives and therefore it is considered to be important to do a research amongst two parties. The two central research questions refer to these two parties. One question regarding the experience of refugees and another regarding the perception of care workers with their hospitality behaviour towards refugees. It is chosen to do research on these two 'research units' to see if there is a difference in the experience of hospitality and the perception of care workers on their hospitality performance (Verhoeven, 2011). The involved care workers are VluchtelingenWerk, the municipality, RadarUitvoering Oost and Vivare. Vivare is the housing company. The municipality involves also the Sociaal Wijkteam.

Because the refugees are from different origins, it might be the case that due to cultural differences for example, the hospitality is experienced differently (M. Waldmann, personal communication). Therefore, this is a testing sub question. Furthermore, other variables could be of influence on the perception of a hospitality experience. These questions are testing questions, as there is already an assumption that there might be a relationship (Verhoeven, 2011). The other questions are descriptive.

❖ What is the experience of the refugees who are situated in the municipality of Rheden and Rozendaal from 2015 up and until 2017 with the hospitality performance of care workers?

- Which characteristics of the hospitality performance of care workers are considered most important by the refugees in the municipality of Rheden and Rozendaal?
- What is the difference in experienced hospitality by refugees between the care workers in the municipality of Rheden and Rozendaal?
- To what extent is there a difference in hospitality experience of refugees offered by care workers between the different origins in the municipality of Rheden and Rozendaal?
- To what extent is there a difference in hospitality experience of refugees offered by care workers between the different cities or neighbourhoods refugees are situated within the municipality of Rheden and Rozendaal?
- To what extent is there a difference in hospitality experience of refugees offered by care workers between the 'first arrived refugees' and the 'after travellers' in the municipality of Rheden and Rozendaal?

- ❖ **What is the perception of care workers on their hospitality behaviour towards refugees who are situated in the municipality of Rheden and Rozendaal from 2015 until now?**
 - What is the perception of VluchtelingenWerk Oost Nederland on their hospitality behaviour towards refugees in the municipality of Rheden and Rozendaal?
 - What is the perception of the municipality on their hospitality behaviour towards refugees in the municipality of Rheden and Rozendaal?
 - What is the perception of the housing company Vivare on their hospitality behaviour towards refugees in the municipality of Rheden and Rozendaal?
 - What is the perception of RadarUitvoering Oost on their hospitality behaviour towards refugees in the municipality of Rheden and Rozendaal?

1.7 Reading guide

In the following chapter you will find the theoretical framework. The core concepts refugee, hospitality performance, inclusion, participation and integration will be explored. On top of that the hospitality performance of the Netherlands as a country is discussed and the concepts hospitality performance and integration are operationalized in order to create a starting point for the research.

In chapter 3 the research methods and the conceptual models are presented based on the literature research. The research is divided in quantitative research amongst refugees and qualitative research amongst care workers. After a complete overview of the research designs the results of the research are presented. The quantitative results are divided in a univariate and bivariate analysis. The results of the qualitative research are categorised by aspects of hospitality and the further context in which refugees live. Furthermore chapter 3 contains a discussion of the research results, the validity and the reliability of the research. Lastly, the conclusion of the research is presented by answering the research questions.

The last chapter contains the advice for VWON based on the literature review and the research results. Several solutions are presented for the management questions and one option is chosen. The implementation of the advice and financial consequences are discussed. Lastly, a conclusion of the advice is given. The report ends with an afterword, bibliography and some appendices.

2 Core concepts of the thesis

In this chapter the core concepts of the research will be explored; refugee and hospitality. There are two more concepts which are the bedrock of hospitality according to Boudou (2015) that will be analyzed; inclusion, and participation of those included. In addition, the concept integration will be unraveled, as the goal is to improve the integration of refugees by this research. On top of that the relations between the different concepts are discussed. Then, the hospitality performance of the Netherlands as a country is analyzed. Lastly, the operationalization of the concepts is presented. The approach of finding and evaluating the literature can be found in Appendix VIII. Below the definition of the concept refugee is argued.

2.1 Refugee

According to the Oxford Dictionary (2016), a refugee is a person who has been forced to leave their country in order to escape war, persecution, or natural disaster. According to VWN, 'het vluchtelingenverdrag' states what a refugee is. A refugee is someone who has left his home country with founded fear for prosecution (VluchtelingenWerk, 2016). Reasons for prosecution could be: race, religion, nationality, political opinion or sexual preference. In the Netherlands a refugee can ask for an asylum permit.

2.2 Hospitality performance

Hospitality is a rather complex concept as it is framed differently in social sciences as in managerial sciences. Firstly, the meaning and origin of hospitality will be analyzed. Then the current meaning will be explored. Thereafter the management and social approaches are discussed.

Part of the word hospitality is 'host', which has a double meaning. It comes from the Latin word 'host', 'hostis' and 'hospes'. Hostis means enemy, hospes means host. Therefore, hospitality has a positive and negative meaning according to Pakkert (2013). By translating the word hospitality in Dutch and German, you get 'gastvrijheid' and 'Gastfreundschaft'. After splitting the words, the meanings are guest and freedom/friendship. Therefore, Nouwen (1998, p. 49) came with the following definition of hospitality: *'primarily the creation of a free space where the stranger can enter and become a friend.'* (as cited in Lashley, 2015).

In the past, hospitality dealt with the obligation to offer shelter and safety to strangers, as described by the Koran and the Bible (Welten, 2011). Hospitality was seen as morally correct behavior. The philosopher Immanuel Kant describes hospitality as the right of the stranger not to be received as a stranger in the land of the host. Hospitality is not the right to stay permanently, but it is a right to visit, that all people have, as the earth is common property (Welten, 2011). On the other hand the host has the obligation to facilitate these visits. Lynch, Molz, McIntosh, Lugosi and Lashley (2011) mention that this was even a sacred obligation, which includes not only accommodating the guest, but also to protect the stranger. Pakkert (2013) suggests that offering hospitality is one of the core values of life, as you are only human if you are hospitable. By looking at the meaning and origin of hospitality, the suggestion is made that there is a certain possession of the host. Without possessions such as a bed, a meal etc. hospitality is not possible (Welten, 2011).

Nowadays, the Oxford Dictionaries define hospitality as '*the friendly and generous reception and entertainment of guests, visitors, or strangers*' (Oxford University Press, 2016). This definition does not mention the interaction between guest and host, while this is an aspect of hospitality.

2.2.1 Management approach

Brotherton and Wood (2007) address the fact that an interaction between guest and host is essential within hospitality. This interaction is based on hospitality as a form of social control. The interaction is controlled in a way that there are restrictions/rules in the way the guest is approached. Within this interaction there is certain reciprocity since the parties should delve into each other's context, as both expect to gain some benefit (Pakkert, 2016). Farrier (2008) advocates that hospitality is equated with recognition. He claims that hospitality is fundamentally conditional. The host always has the sovereign right to confer, deny or revoke hospitality.

According to Farrier, (2008) the definitions of hospitality range from codes to etiquette to an ethical treatment of strangers to provision of food and drink. This shows the separation between the management and social approach. Within the management approach the essence of hospitality is offering food, drinks and accommodation. An example is the definition of Cassee and Reuland (1983) "*a harmonious mixture of food, beverage and/or shelter, a physical environment, and behavior of staff*" (as cited in Farrier, 2008 p. 144). This definition refers to the hospitality industry, in which offering services is the core product. Within the hospitality business, hospitality is obviously conditional. Hospitality suggests that the guest is hosted and welcome, however they are only welcome if they pay the price (Lashley, 2015). Furthermore guests are expected to behave and dress according to the standards of that particular service. Since hospitality is not only conditional, the management approach can be considered too limited.

2.2.2 Social/ ethical approach

Nouwen (1998) states that "*genuine hospitality involves generous giving without concern for return or repayment*" (as cited in Lashley, 2015). This suggests that hospitality can be unconditional as well. As mentioned before, offering hospitality can be seen as a moral obligation. Within many religions the practice of hospitality is fundamental and defined as the feature of the best human behavior. Vijver (1996) demonstrates that hospitality is characterized by a certain degree of unselfishness and as the moral duty to do something for the other because it is good behavior. Furthermore, he states that hospitality is crucially important to the human quality of society. The French philosopher Jacques Derrida defines hospitality as inviting and welcoming the stranger (O'Gorman, 2006). This takes place on a personal and nationwide level. According to Derrida, hospitality is inherent ambiguous.

On the one hand, everyone is welcome, but on the other hand there are laws considering immigration. "*People may consider themselves to be practically hospitable, but they will not leave their doors open to all who might come, to take or do anything, without condition or limit*" (O'Gorman, 2006 p. 53) Bell (2010) also states that hospitality encourages "*good treatment of new arrivals and a positive self- perception on the part of the host community*" (p. 236) However, offering hospitality is also seen as an assertion of the sovereignty of the host country, so hospitality also has to do with power relations.

In essence hospitality is a 'self-limitation' built right, as it preserves the distance between the host and the guest/stranger (O'Gorman, 2006). Therefore, Derrida states that unconditional hospitality

is an ideality, because the stranger always has to meet the criteria of the host, in this case the country in which the refugees enter. O’Gorman (2006) shows this with the statement *‘Make yourself at home’*, which means: feel at home and act as if you are at home. However, this is not totally true, as this home is the hosts’ and the stranger is expected to respect this property. Within absolute hospitality the guest should not be forced or demanded to behave in any particular manner. So there is tension between the ethical and political concept of hospitality according to Derrida (Boudou, 2015). Boudou argues that hospitality is not only a concept, but something we do or provide. Bulley (as cited in Boudou, 2015) even states that hospitality should not only be the moment of encounter, but it should be kept open *‘once the threshold is passed’*. So this means during the whole integration process.

Now we have seen different definitions and approaches for the concept hospitality, the aspects of hospitality that are relevant for this thesis subject are discussed. As countries want to treat the refugees as sacred guests (Pakkert, 2016), they have to pay more attention to the aspects of hospitality. As Boudou (2015) emphasizes, there are good reasons to make political choices that involve hospitality. Welcoming refugees involves risks, however avoiding these risks, is almost impossible in Europe. European countries decided to offer shelter and sometimes asylum, although it is difficult to achieve this complex task. For this thesis the following components of hospitality are considered to be the most important.

2.2.3 Hospitality is...

* Interaction between guest and host	* Possible through the facilitating role of the host	* A moral obligation of the host	* In essence always conditional	* Crucially important to the human quality of society	* Important in the whole integration process of refugees
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Characteristics of hospitality

According to De la Mar, (2015) a hospitality experience can be created by focussing on tangible or intangible aspects. Tangible aspects are for example the house of refugees, the decoration/state of delivery, processes and products. Intangible aspects are the soft, human side, thus more or less the hostmanship and hospitality behaviour of care workers. Hereby Hokkeling and De la Mar (2012) see hostmanship as offering safety and comfort at your best, from your heart and with sincere attention (as cited in De la Mar, 2015, p.29).

De la Mar shows that there are five important characteristics of hospitality. Firstly, hospitality is the feeling of being welcome. Secondly, hospitality is a positive memorable experience worth sharing. This characteristic is closely related to exceeding the expectation. Then, hospitality is seen as a total experience. It is not based on one moment, but it is the whole guest journey from the beginning till the end of the service. In this total experience the behaviour of employees, the ambiance, the quality of the product/service and the speed of the process play a role. Fourthly, hospitality is tailor made, as every guest is different. Therefore, hospitality is the art of knowing the guest, his wishes, needs and expectations. Lastly, hospitality is excellent hostmanship. The attitude and behaviour of employees make a difference in the hospitality experience. This involves sincere attention, passion, representativeness, knowledge, tone of voice and knowledge of human nature and for refugees in particularly cultures (De la Mar, 2015).

Pijls, Groen, Galetzka and Pruyn (2015) also identified characteristics of the hospitality experience. They claim that there are nine dimensions of hospitality: welcome, safety, empathy, servitude, acknowledgement, autonomy, surprise, entertainment and efficiency. In addition *'the results showed that human interaction is the key factor for a hospitable experience'* (Pijls, Groen, Galetzka and Pruyn, 2016, p. 1). These nine dimensions focus on the interaction between guests and employees. Tasci and Semrad (2016) also acknowledge that the interaction is most important. They developed a scale of hospitableness with three factors: heart-warming (welcoming, courteous, respectful and kind), heart-assuring (trustworthy, honest, and reliable) and heart-soothing (generous, sociable and open). Another study identifies five dimensions of hospitality: personalization, warm welcoming, special relationship, straight from the heart and comfort (Ariffin & Maghzi, 2012). Apart from the comfort dimension, all the others factors refer to the behaviour of service providers.

'Gastvrijheid in bedrijf' has researched what their customers believe hospitality is (2015). According to them hospitality involves certain behaviour of employees such as: friendliness, politeness, clearness, warmth, patience, involvement, empathy, honesty, positivity and trustworthiness. On top of that giving trust to the customer, taking responsibility, being authentic and being service oriented is considered as crucial. It is also acknowledged that hospitality has to do with receiving guests, customers or people from other cultures with an open and positive attitude. Although most people are insecure, tensed or lack communicative skills they have a desire to be seen, heard and acknowledged. Besides the behaviour of the employee, the own experience of hospitality is influenced by feelings of warmth, cordiality, generosity and a good atmosphere. These own experiences are all perception, as everyone perceives these emotions different. These outcomes are used for the operationalization.

2.3 Social inclusion, participation and integration

Hospitality is a complex concept, which is now unraveled. The literature above shows that hospitality is closely connected to the following concepts: integration, participation and social inclusion. Social inclusion is linked to social connectedness, a link with the home culture, but also a link with the host and the other culture (Le, Polonsky and Arambewela, 2015). A broader description of social inclusion is: providing resources, opportunities and capabilities to all people in order to participate in society. This already shows the link between participation and social inclusion. Moreover, social inclusion and participation are necessary to integrate well, as there should be a connection to the environment to become less dependent on assistance.

VWN sees integration as 'naturalisation', which means that refugees should become a citizen of the Netherlands. Integration is an economic, social and cultural process in which refugees should become less dependent on assistance (Terzan & Kladarin, 2009). Refugees should participate in the social life of the Netherlands to experience inclusion and to integrate well. Important is that these are all two-sided processes according to VluchtelingenWerk (2017), in which both the refugee and the host should contribute. The government has given the responsibility for naturalisation ('inburgering' in Dutch) and integration to the refugees. With naturalisation the government means that the refugee should speak and read Dutch at A2 level and that they have basic knowledge about the Dutch society. Although, it is the responsibility of refugees, care workers can contribute to this naturalisation process to offer help and a degree of hospitality.

2.3.1 Social inclusion

Boudou states that inclusion and exclusion are fundamental to encounter with the outside (2015). According to Kennan, Lloyd, Quayyum and Thompson, (2011) inclusion can be best explained by the opposite word: exclusion. All definitions of exclusion refer to a lack of connectedness to social and physical environments. Vinson (2009) states that the risks of exclusion are: limited support networks, inability to access the labor market, alienation from society and poorer educational outcomes. Social exclusion is not only difficult for refugees, but also influences the community and economy negatively (Kennan et al, 2011). Popay et al. (2008) see social inclusion as an ability of individuals to participate in social activities. In this thesis the broader definition of inclusion is used: providing of resources, opportunities and capabilities to all people in order to participate in education and training, employment, local services and civic, cultural and recreational activities (Commonwealth of Australia & Australian Social Inclusion Board, 2010).

2.3.2 Participation

According to Marquez, Gonzalez, Gallo and Ming, (2016) civic participation is an indicator or social capital. Social capital means that resources are available through social connections/networks. *“Participation in civic groups provides opportunities for development of social capital by facilitating social interactions that translate to social network expansion”* (Marquez et al, 2016, p. 437). Hence social inclusion and integration are closely related to this concept, as participation increases social inclusion and fosters the integration.

The Kennisplatform Integratie & Samenleving has developed an ‘interventiewijzer’ to check the participation of refugees (2017). This tool gives an overview of interventions to increase the participation of refugees. The interventions are ordered by the following six living areas: taking care of others, to meet, to be self-reliant, to be financially healthy, to have a paid job and to contribute to society (Kennisplatform Integratie & Samenleving, 2017).

2.3.3 Integration

According to Terzan and Kladarin, (2009) naturalization is one of the most important components of integration. Naturalization means *‘becoming a citizen of the Netherlands’* (or the country the refugee entered) according to VluchtelingenWerk Nederland (2016). Integration is an economic, social and cultural process *‘in which refugees should grow less dependent on state assistance and become self-reliant’* (Terzan & Kladarin, 2009, p. 42). Furthermore, the refugees should contribute to the social life of the country of asylum. Integration of refugees and finding socio-economic cohesion within a society is a long process.

Phillimore and Goodson (2008) suggest that integration is not a one way process, but a two way interchange of culture and understanding. Not only the refugee, but also the ‘host’ community should adapt. In this point of view integration starts with arrival and ends only when refugees are in equal position to the majority (Brunner, Hyndman & Mountz, 2014). Geographer David Ley argues that integration is in practice just assimilation: the process of adaption to your environment (as cited in Brunner et al, 2014, p. 84). To conclude, social inclusion (social cohesion) and participation are conditions for integrating well, as there should be connectedness to the environment to become less dependent on assistance.

Aspects of integration

According to Brunner et al, (2014) aspects of integration are employment, housing, education and language. However, there is also social integration and social ties that function as support for refugees. This can be called social capital in the form of social support networks. The following social aspects, community cohesiveness and geographical concentration, shape inclusion and participation. Kennan et al (2011) state that information is of crucial importance to actively participate in society. Information poverty can affect the ability to extend social networks, gain employment, maintain health and improve educationally. The important aspects are shown below. For this research only the social aspects of the integration are researched.

* Language	* Education	* Housing	* Economical participation: employment	* Social aspects: community cohesiveness and geographical concentrations	* Information
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2.4 Hospitality performance of the Netherlands

The Holland Image Research in 2012 of NBTC Marketing and the Hotelschool The Hague shows the hospitality performance of the Netherlands and of Dutch citizens (van der Wielen, Wiegerink & Jonker, 2014). This research is focussed on the perspective of a potential foreign citizen to spend the holidays in the Netherlands. Nevertheless, many insights can be used to describe the hospitality performance of the Netherlands as a country and its citizens. The factors that play a role in the hospitality experience within this research could be useful for the field research.

The research has shown that 75% of the respondents indicate Holland as a hospitable country. But what do the respondents determine as a hospitality performance? According to them hospitality can be characterized by hardware, welcoming behaviour and atmosphere. The element welcoming behaviour (being-guest oriented, friendliness and attitude of employees) has more influence on the feeling of hospitality than atmosphere and hardware elements, this will be the focus for the field research. In addition to that, Dutch citizens are characterized as tolerant, open, friendly, hospitable and helpful (van der Wielen, Wiegerink & Jonker, 2014). In the Holland Image Research there is a stronger correlation between characteristics of Dutch citizens and hospitality experience, than between the characteristics of Holland and the perceived hospitality. Besides, the research shows that service providers with a high level of personal contact have a relatively stronger influence on the overall hospitality experience, than service providers with little personal contact. For this reason, the hospitality behaviour of care workers towards refugees will be researched, as they are in personal contact with refugees and therefore have a high influence on the hospitality experience.

2.5 Operationalization

To operationalize the core concepts hospitality and integration several tree diagrams were made. The found literature and earlier research are leading in the operationalization. As social inclusion and participation are part of the integration, they are not separately operationalized. The tree diagrams can be found in Appendix III. The tree diagrams are the basis for the interview guide and the survey. However, only the text in **bold** will be of interest for this research.

For the concept of hospitality this means that only the interaction moments with direct personal contact are researched. The choice to research only this aspect of hospitality is simply pragmatic. As the duration of the research is only 5 months, it is not possible to research the whole concept. Furthermore it is concluded in literature that the interaction moments are of biggest influence on the hospitality experience. Due to language issues and refugees who are analphabetic it is best to keep the survey as short as possible, to keep the attention span. On top of that it is also more approachable for refugees to participate in the research as it does not take that long. Therefore, the choice is made to investigate the interaction moments of hospitality in depth and the overall hospitality in general in order to create a more concrete advice.

3 Research

In this chapter the design of the research is described. The research is based on the research questions and set up to provide answers to the questions. In the following paragraph the research methodology will be discussed. Moreover, the setup of the quantitative and qualitative research is explained. Both paragraphs will be backed up by the chosen research strategy, observation methods, research units and the analytical methods. Then the research results are discussed, so that recommendations can be made. Followed by a discussion of the results, the validity and reliability of the research is presented. Lastly, the conclusion of the research is given.

3.1 Research methodology

Firstly, desk research is done to discuss the main concepts of the thesis. Desk research is an investigation of literature that already exists, so an overview of secondary data (Moventem, 2017). Literature research is the basis of a research design, as it gives insight in theoretical frameworks (Verhoeven, 2011).

Secondly, the first research question has been answered by doing quantitative research.

*** What is the experience of the refugees who are situated in the municipality of Rheden and Rozendaal from 2015 up and until 2017 with the hospitality performance of care workers?**

Next, the sub questions are answered by quantitative research as well. Quantitative research is chosen as the sample can be bigger in comparison with qualitative research (Verhoeven, 2011). In order to create a valid research regarding the experience of refugees, many respondents are needed.

Thirdly, the last research question will be answered by doing qualitative research, as this is more suitable for getting in depth answers.

*** What is the perception of care workers on their hospitality behaviour towards refugees who are situated in the municipality of Rheden and Rozendaal from 2015 until now?**

Qualitative research is chosen as the reliability of the whole research increases by taking a small sample and an intensive data collection method (Verhoeven, 2011).

This research will create insight in the perception of care workers in their hospitality performance. As the research is two sided, firstly the quantitative research amongst refugees will be described and afterwards the qualitative research amongst care workers will be presented. The first research part is quantitative, while the second part is qualitative.

3.2 Quantitative research

According to VWN, there has not been any research on the hospitality experience of refugees before. This has not been found either in the literature research. Therefore, the starting point for this research is the hospitality experience itself. A conceptual model is presented below for the main concepts which are presented in the sub research questions.

3.2.1 Conceptual model

Mirande Waldmann mentioned that there is a difference in hospitality experience based on origin, the different neighbourhoods that refugees are situated in and if they are the 'first arrived refugee' or an 'after traveller'. This is why these concepts are the main variables in the below-

mentioned conceptual model. In these models there is a dependent and independent variable. The dependent variable is the hospitality experience, as it might be influenced by the other variables.

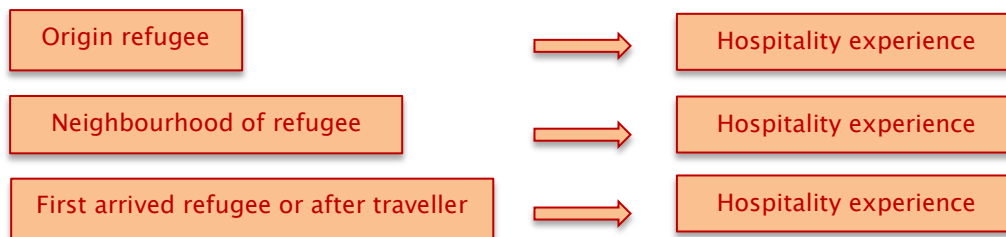


Figure 2. conceptual model

The following hypotheses are drawn:

H0: The above variables do not influence the hospitality experience.

H1: The above variables do influence the hospitality experience.

Therefore, the overall conceptual model is the following, as the research looks at the influence of hospitality performance of care workers on the hospitality experience of refugees. Furthermore, the research examines the influence of hospitality experience of refugees on integration.

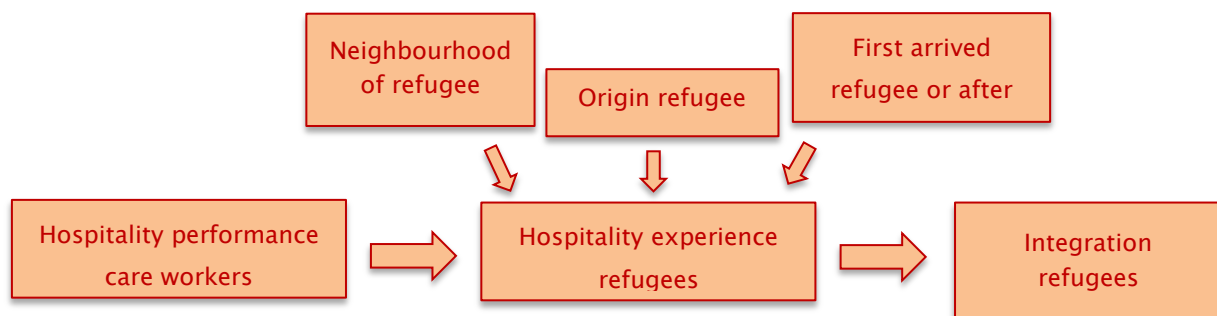


Figure 3. conceptual model

3.2.2 Research design

The research strategy for the refugees is quantitative, as the sample can be bigger in comparison with qualitative research (Verhoeven, 2011). This part of the research is focussed on the experiences of refugees in the municipality of Rheden and Rozendaal, so many refugees should participate. Every refugee has a different hospitality experience, as this is very personal. To explore these experiences in depth, research is needed in the form of interviews. Although interviews will give much detailed information, the research will not be reliable if only 3–5 refugees are interviewed. As a result, certain elements of the hospitality experience will be investigated by a bigger sample group, to get a deeper understanding of the overall experience. A survey is chosen to collect the data in order to contribute to a more reliable research.

Within quantitative research there are several data collection methods. *"The most frequently used method for measuring opinions, views, attitudes and knowledge of a large group of the people is the survey, also known as opinion poll"* (Verhoeven, 2011, p.112). As a survey can reach many refugees, this is chosen. The population of the research (sample) are refugees who are situated in the municipality of Rheden and Rozendaal between 2015–2017, as this is the period of the refugee crisis in Europe. Therefore, this is considered as a good time– frame, as well as the research should stay

actual. The sample group includes refugees above 16 of age since children go to school and this is quite different than their parents' experience. To get a good representation of reality, the percentage of origins and percentage of male/female participants should not deviate too much from reality. However, as there is only a small percentage of Eritreans, it can be decided to 'blow' this group, to get a representative number of respondents to do reliable statements about this group. This is depending on the response of all research groups. To reach the whole sample they were placed physically in the waiting room of VWON.

A questionnaire is chosen as a standardised measurement instrument, this means that the same data was collected from the sample. Since hospitality experience is a 'complicated' subject, one could eliminate opinions of people by using scales. The questionnaire is offered in Dutch, English and Arabic since not all refugees speak perfect Dutch. Some refugees from Eritrea are illiterate, so they cannot read the questionnaires at all. For them a translator will be arranged, so that they can fill out the questionnaire together. Unfortunately this has consequences for the reliability of the research. As the central concepts of the research are complicated, options are eliminated by using sub-questions and scales in the questionnaires.

The measurement procedure should be monitored to get reliable questionnaires. All participants are informed about the fact that their answers are stored and used for the research. Also the purpose of the research was made clear, so that the participants are aware of the importance of being honest. Furthermore, due to the language barrier, the layout of the questionnaire and the language is as simple as possible and the number of questions is limited to keep the attention and to increase the number of participants in the survey.

Verhoeven (2011) stated that the sample has to be big enough in order to carry out statistical analysis on it. Therefore, the result of the data collection has to be at least 50 filled out questionnaires, which corresponds to $\pm 25\%$ of the sample. The answers on the questionnaires will be statistical analyses by using SPSS. Based on all above information, it is decided that a survey is the best strategy for this research part.

The questionnaire can be found in Appendix VII and is made based on the tree diagrams. Furthermore some geographical questions are asked to see what kinds of respondents participate in the research.

3.3 Qualitative research

3.3.1 Research design

According to Verhoeven, (2011) there are three types of qualitative research: case study, interviews and observation. For this research amongst care workers the research strategy interviews is chosen. Qualitative research has been chosen as it is more flexible than quantitative research (Verhoeven, 2011). By doing qualitative research, the reliability of the quantitative research will be established. The method of data collection is intensive and the sample is small, as it is not possible to interview many people in a short period of time. An interview guide will be used based on the tree diagrams, so that all necessary aspects are covered during the interview. The interview is therefore structured as the questions are fixed.

The sample is not selected randomly, because experts in certain fields are needed to answer the research questions. Therefore, the type of data source the research focuses on is individuals. In

particular, an integration officer and the social district team of the municipality of Rheden and Rozendaal, an employee of Vivare (the housing company), an employee of RadarUitvoering Oost and two volunteers of VWON will be interviewed. Those individuals are chosen to provide insights into the core concepts from different viewpoints since people from different positions have different opinions and experiences. The interviews will be analysed and coded.

3.3.2 Interview

The interview guide can be found in Dutch in Appendix V and in English in Appendix VI. First some general questions are asked about the person and the position in the company. Secondly, some questions about hospitality. Thirdly, the tree diagram is used to ask some questions about the organizations perception of the hospitality (Appendix III). And lastly, some questions about hospitality and integration are stated. All interviews are recorded and transcribed in order to be coded.

3.3.3 Coding process

The tree diagrams for hospitality and integration are used for the coding, meaning no real open coding process is used. Many terms are already known from literature. However, some extra terms are created if they were found important as well. The completely transcribed and coded interviews can be found on the USB stick provided to examiners. After coding all interviews all quotes that belong to the same code are put together to make a summary per aspect. These summaries can be found in Appendix IX. The data was then analysed for the axial coding. The axial coding process was structured in such a way that all codes that were found important and relevant enough for the research were put together. The overlap of some codes is shown and new themes are created, which can be found in the results and conclusion section of the report. A relation between the neighbourhood and the attitude of citizens towards refugees is mentioned for example. Some other relations between hospitality and integration are mentioned during the interviews. They are used to give more insights in the cohesion of the variables. An example is that rules and procedures and the collaboration between the care workers influence the hospitality performance.

3.4 Results quantitative research

For the quantitative research SPSS has been used to analyse the results.

3.4.1 Process of data collection

A few experimental questionnaires were handed out to see if the questionnaire was clear for everyone. An example of an adjustment is the fact that scales were mentioned from 1–5. This seemed to be too complicated as many refugees did not understand the numbers. Therefore, it was changed in the words: Helemaal niet, nee, gaat wel, ja, ja heel erg. So in English: not at all, no, neutral, yes and very much. On top of that the questions about RadarUitvoering Oost were deleted as the respondents had never heard about this company.

After adjustment of the interview guide it was ready to be used. The questionnaires were placed in the waiting room of VWON and after consultation hours the volunteers would give them to refugees. The first questionnaires were handed out on the 30th of March 2017. To encourage people to fill in the questionnaire the researcher was present to give explanation if needed. Furthermore, there were always translators present to help and the volunteers of VWON also explained terms if they were

not clear. The strategy of being present during the execution of the research worked, as the last questionnaires were filled in the 18th of April. In total 49 questionnaires are collected. Which is 21.9% of the sample ($49/224 \cdot 100$). This is enough for the research to be reliable. However, four questionnaires will not be used for analysis, as they are not filled in consistent or multiple answers were crossed.

3.4.2 Univariate analysis

A univariate analysis is a description of one variable at a time. Several ways to present the descriptions are chosen, such as graphs and charts. There are several types of measures of central tendency which are statistical indicators that show easily the middle of a variable (Verhoeven, 2011). First of all the background characteristics will be presented, followed by the mean.

Background characteristics

In the questionnaire some background characteristics of respondents are asked. Their age, gender, origin and neighbourhood are inquired about. These types of questions give a complete overview of the research sample. The corresponding tables and charts of SPSS can be found at the USB stick for examiners.

Age

The age of 16–30 and 31–45 year are both 41.5% of all respondents. This means that the refugees who filled in the questionnaire were mostly of middle age (above 80% of the whole sample). Only 19% of the sample was 46 years or above.

Gender

68.3% of the respondents are men and 31.7% women. This can be explained by the fact that mostly men visit VWON and women stay at home, according to interviews with volunteers.

Origin

81.4% of the respondents are originally from Syria. Only 9.3% from Eritrea and 9.3% from 9.3% from Iraq and Libya.

First arrived refugee or after traveler

83.3% of the respondents are a first arrived refugee and 16.7% are after travelers.

Number per village and neighbourhood

Most of the respondents are situated in Rheden (40.9%), followed up by Velp (38.6%), Dieren (15.9%), Ellecom (2%) and Rozendaal (2%). There were no respondents from De Steeg, Laag Soeren or Spankeren. Within these villages there are several neighbourhoods, this is why below the distribution per village is mentioned.

Rheden: 94.4% of the respondents are situated in the centre of Rheden. Only 5.6% lives in Rheden West.
Velp: 41.2% lives in Velp Zuid below Waterstraat, 29.4% Velp Zuid below the railtrack, 17.6% in Velp Zuidoost and only 11.8% in Velp Noord. So this means that around 88% of the respondents are situated in Velp Zuid.

Dieren and Ellecom: 71.4% lives in Dieren Noord, 14.3% in Dieren Zuid and 14.3% in the forest area of Ellecom.

Hospitality experience

After the background questions several questions about aspects of hospitality experience were presented in the questionnaire. These questions were the same for the three companies: VWON , the municipality and Vivare the housing company.

Hospitality experience per aspect

According to the tree diagram, several indicators represent one aspect of hospitality experience, therefore more questions about one aspect were presented. By combining the questions that measure the same aspect an overview can be given of the scores per aspect. This is done on the overall hospitality experience and per company. In order to present a simple overview of the differences per aspect and per company the mean average is presented in the table below. The corresponding tables and charts of SPSS can be found on the USB stick provided to the examiners.

Aspect	VWON	Municipality	Vivare housing		Total
Kindness	4.5	4.2	3.9		4.2
Patience	4.1	3.9	3.9		4.0
Engagement	3.3	3.3	2.8		3.1
Acknowledgement	4.4	4.0	3.9		4.0
Take responsibility	4.2	4.0	3.8		4.0

Figure 4. Hospitality experience per aspect and per company

A Likert scale from 1–5 is used for these questions, so in this light the mean can be compared. It can be seen from the table, that kindness is the aspect that scores the highest of all aspects of the hospitality experience. Patience, acknowledgement and taking responsibility score equally. However, engagement scores just above neutral with 3.1, making it the lowest aspect of hospitality experience for the respondents.

Overall hospitality experience

The overall hospitality experience is measured by adding up all variables of the hospitality experience of VWON , housing company Vivare and the municipality. The mean of the total hospitality experience is 3.9 and the standard deviation 0.44. As a Likert scale of 1–5 is used, meaning that overall the respondents experienced the hospitality of the three companies as neutral towards positive. As the standard deviation is lower than 1, it is representative. The standard deviation shows that the variances in the answers were not that big and therefore close to the mean and reliable (Verhoeven, 2011). The figure below shows that the hospitality experience at VWON is the highest of all companies. Vivare the housing company scores the lowest on hospitality experience according to the respondents.

The total hospitality experience per company is also measured as shown in the table below.

Company	Mean hospitality experience	Standard deviation
VWON	4.1	0.40
Municipality	3.9	0.60
Vivare housing company	3.7	0.60
Overall hospitality experience	3.9	0.44

Figure 5. Results of hospitality experience of refugees

Important aspects of hospitality

Lastly a question about the importance of the several aspects of the hospitality experience was presented in the questionnaire. This was a multiple choice question, so respondents could pick more answers, with a maximum of three. Below the percentages of ticked boxes per aspects are given.

Aspect	% of ticked boxes
Kindness	28.7%
Patience	27.8%
Engagement	13%
Acknowledgement	4.6%
Responsibility	25.9%

Figure 6. Importance of aspects of hospitality experience

The table shows that the respondents believe kindness is the most important hospitable behaviour, followed by patience and responsibility. Engagement and acknowledgement are not that important in comparison to the other aspects.

3.4.3 Bivariate analysis

For the bivariate analysis two variables are needed, one independent and one dependent. As shown in the conceptual model, the origin, neighbourhood and the fact if a refugee is first arrived or an after traveler is the independent variable. Hospitality experience is the dependent variable as it might be influenced by these variables. To determine the measurement techniques, the measurement scales of the variables are determined. The measurement scales could be nominal, ordinal or scale (Verhoeven, 2011).

Origin and hospitality experience

Origin is a nominal variable and the hospitality experience is scale, as it is measured with the Likert scale from 1–5. As the independent variable is nominal and the dependent variable scale, the means are compared by using Eta, which runs from 0–1, from a very weak relationship to a very strong relationship (Verhoeven, 2011). All tables to proof the numbers can be found at the USB stick for examiners only. The Eta is 0.246, meaning there is a very weak relationship between the origin and the hospitality experience.

Looking at the above bivariate analysis a null hypothesis and alternative hypothesis are mentioned. H0: Origin does not influence the hospitality experience. H1: Origin does influence the hospitality experience. The next step is determining the significance level for testing the hypothesis.

The level is set at 5%, as this is quite common (Verhoeven, 2011). If the result of the p-value is under 5%, then H0 should be rejected. If the p-value is higher than 5%, then the H0 should not be rejected.

As the independent variable origin is nominal with more than two groups and the dependent variable is scale an F-test is used. If the P value is above 0.05, than the H0 hypothesis cannot be rejected. Below the outcomes of this analysis are shown.

Variable	Relationship (Eta)	T-test/ F-test	P value	Significant relationship?
Origin	0.246 very weak	1.085 F- test	0.369	No
Neighbourhood (cities)	0.468 weak	2.382 F-test	0.135	No
First arrived refugee or after traveller	0.103 very weak	-0.003 T-test	0.997	No

Figure 7. Significance tests

In this case there is no strong evidence that origin influences the hospitality experience. Concluded is that there is no significant relationship between these variables.

Neighbourhood and hospitality experience

For the variable neighbourhoods first of all the different cities are used to see if there is a significant relationship. If not, then it does not make sense to do the test for the different neighbourhoods within the cities itself. Neighbourhood is a nominal independent variable, such as origin. It has more than 2 groups, which is why an F-test is done and the Eta is calculated. The results are shown above in figure 7.

The Eta is 0.468, just below 0.5, which shows a weak relationship between neighbourhood and the hospitality experience. As the P value is above 0.05, the H0 hypothesis cannot be rejected, which means that there is no strong evidence that the city in which refugees live influences their hospitality experience.

First arrived refugee- after travelers and hospitality experience

The independent variable has two groups, which is why an independent T- test is done instead of an F-test. Furthermore, the variable is nominal, which is why the Eta is calculated to measure the strength of the relationship. The Eta is 0.103, so this shows that it is the relatively the weakest relationship with hospitality experience compared to origin and neighbourhood. The p value is a lot higher than 0.05, which means that also the relationship between first arrived refugee or after traveller and hospitality experience is not significant. The H0 hypothesis cannot be rejected and there is no strong evidence that the fact if a refugee arrives first or not has an influence on their hospitality experience.

3.5 Results qualitative research

Firstly, the aspects of hospitality behaviour will be dealt with. Secondly, other relevant themes from the interviews are presented in this paragraph.

3.5.1 Aspects of hospitality behaviour

Besides the aspects kindness, patience, engagement, acknowledgement and taking responsibility, several other aspects are mentioned as hospitality behaviour by the care workers. These aspects are considered as important for their perception of hospitality as well. Below a summary per aspect can be found, while all extended results per code are summarized in Appendix IX.

Kindness

The Sociaal Wijkteam and VWON mention that they are always friendly to everyone. Radar Uitvoering mentions that they are possibly friendlier towards refugees, as they are so friendly themselves. *“This makes you feel like listening to them”* (respondent D). The municipality addresses that being strict instead of friendly is necessary sometimes as well. If people do not obey the rules, they should be told friendly but compelling what they should do. Radar Uitvoering mentions that for hospitality only friendliness is not enough. If you are not trustworthy and do not stick to appointments, this has a negative impact on the hospitality experience. Many refugees have lost their trust in people, as promises are made but not always kept.

The municipality claims that they are polite towards all citizens, also refugees. They shake hands and ask if people want them to take off their shoes before they enter a house. Vivare mentions that they are polite, however they feel that they are not always aware of the cultural differences.

Acknowledgement

Especially VWON speaks of acknowledgement of the situation of the refugee. As every refugee is different, they acknowledge this and have to take into account that everyone reacts different on a certain situation, due to their experiences. The municipality also speaks of taking into account the situation. However, there should be a balance between treating them as any other and acknowledging the differences. Furthermore, other employees of the municipality emphasize that it is better not to talk about the situation in their country of origin. For many people looking back is harder than moving forward and they want to help them to build a new future in the Netherlands. Radar Uitvoering Oost also acknowledges refugees, however they focus more on the positive side and not on the problems. All care workers claim to always take refugees seriously. Although they question a refugee sometimes, they are still a client, which should be taken seriously.

Engagement

The municipality employees all mention that they are involved. However, the employees mention that you have to be careful that you do not become too personal. Certain professionalism is expected and if you become too personal refugees will invite you daily for dinner at their house. Meetings are never at home. Radar Uitvoering emphasizes that involvement is a personality as well. They often talk about daily life of refugees, making it hard to avoid involvement. However, a certain distance should be maintained. Business wise, the working hours should be taken into account as well. At VWON the personal involvement is relatively high as the contact is intensive during coaching. The volunteers visit refugees at home to get to know the whole family. The volunteers stress that sometimes it is hard to not have a meal with them. Another personal aspect are the financial situations that the VWON deals with. After the coaching during consultation hours the contact becomes less personal, but many volunteers are still quite involved as they have the possibility to visit people more

often than others if they became friends. This kind of personal involvement is not seen in the other organisations.

Engagement is seen as a skill that is personal, so not all employees are engaged. However, most care workers that are interviewed claim to be engaged towards refugees. They are open and try to connect with them by calling their name. Furthermore, some extra attention is given if this is necessary and help is given where possible even if this is not necessarily part of the job. Vivare also mentions that they are more compliant if there are problems with refugees. Radar Uitvoering Oost acknowledges that the goals for refugees were personally higher and that they tried to go the extra mile for them. They really tried to be flexible and to get to know the refugees well. VWON is really engaged as the volunteers also visit refugees at home during coaching. In the nature of the work as a coach you are engaged and the refugees are even able to contact the volunteer via WhatsApp leaving little distance.

Patience

All care workers believe they are patient towards refugees. The reason being that due to the language barrier it sometimes takes longer to understand the underlying question. Vivare and VWON address that they have enough time for refugees. The municipality explains that they are patient, however if they have explained something multiple times and the refugee just does not listen, then they might become impatient. Cultural differences are taken into account which is why simpler vocabulary and the technique of summarizing are used. Hospitality behaviour also involves openness according to all care workers. Radar Uitvoering Oost claims that being unbiased and listening makes people feel welcome which is why staying neutral and listening without judgment is important. VWON also addresses that being open without judgment and conviction is important to approach a refugee.

Take responsibility

The municipality mentions that they feel responsible for showing that refugees are a different subgroup of society for who extra knowledge is needed. All care workers feel responsible for the information they give refugees and if they make a mistake they feel responsible to rectify it. If a refugee is not able to take responsibility for his participation, then the municipality will refer to a welfare organization for suitable assistance. On top of that, refugees have the possibility to complain about the services of care workers.

The following aspects are also considered as important by the care workers for their perception on hospitality behaviour.

Feeling of being welcome

All care workers see hospitality as the feeling of being welcome. So that refugees feel that they are allowed to be here in the Netherlands. The municipality even mentions that refugees should not feel 'too much' in society and that they have the right to exist and live. VWON mentions that refugees should be at ease in the new environment. Offering a drink and a biscuit might help to let them feel welcome, however this is not always necessary. It is more about welcoming people at your level and in the area they are in.

Honestly/authenticity

The municipality stresses that being justified and honest is an important skill. By being honest and showing boundaries from the beginning, it is immediately clear what refugees can expect from the municipality and what is expected from them. This can be done firm and clear sometimes, as refugees sometimes need an honest and authentic reaction to understand what is meant.

3.5.2 Other relevant themes in interviews

Within the interviews several themes are discussed more often than others. The most relevant themes are discussed below by giving the results of the interviews.

Collaboration care workers

The collaboration between the different care workers has changed over the years. The municipality mentioned that their relationship with VWON used to be closer. Some care workers stress that VWON works with volunteers which sometimes leads to a lack of expertise. Furthermore, it is addressed that VWON should focus more on the self-reliance of refugees, instead of taking over many tasks. On the other hand it is mentioned that the municipality makes a lot of mistakes due to reorganizations. Steady connections between VWON and the municipality are needed to solve certain issues. The Sociaal Wijkteam and Radar Uitvoering Oost believe working together with all care workers would help to let refugees participate more often. As VWON has its own (commercial) projects, the collaboration with the other parties has become less. This is a pity according to other care workers, as they believe they are not competitors, but that they can work together to strengthen each other.

Rules and procedures

Furthermore, there are rules and procedures that have to be followed by the care workers that influence the hospitality behaviour. The Sociaal Wijkteam mentions that the municipality is a stiff organization with many rules and regulations. The municipality is a hierarchic organization and addresses addresses that they have more work, due to the shift in tasks from the government. There was a lack of transferring information, and therefore they have less control over integration. A high working pressure is experienced by employees of the municipality and for this reason they do not always have enough time for every citizen. As the municipality lost knowledge about refugees due to economization, this is at the costs of hospitality and mistakes have been made. Also Radar Uitvoering Oost acknowledges that they do not always have the time needed for refugees. They encourage citizens to help refugees participate. The Netherlands in general has a lot of paperwork making it complicated to arrange something which scares citizens to help refugees.

VWON works very human oriented, while the municipality is more process oriented. Therefore, the municipality is more distant in general, as they have to work according to guidelines, rules and their framework is way smaller. VWON works with big frameworks, with a lot of freedom for the volunteers providing room for their own input. Vivare has mainly to do with laws concerning income and rent. As refugees get a payment from the government, they will always be placed in houses with relatively low rent. These houses are situated in the same area and Vivare cannot scatter refugees more than they do now for this reason.

Neighbourhood and attitude of citizens

It is believed that citizens have a certain fear for foreigners. According to the municipality, people are suspicious in the beginning, which caused startup problems for refugee families as they were not welcomed hospitable. Families are considered to be less threatening. With single men there is more suspicion that women would be harmed or whatsoever, so they are seen as a threat. If refugees are situated in a neighbourhood in which foreigners are not welcome, they will not experience any hospitality. The amount of refugees that is situated in a city is a bigger problem than the neighbourhood itself according to the municipality of Rozendaal. Dutch citizens accept refugees to a certain extent, but not too many in the same place. If natives cannot speak their own language in their neighbourhood, this is a problem. Nevertheless the municipality has to deal with rules, which suggest how many refugees they have to situate. If they have to place 20 single refugees, this might cause problems in acceptance by other citizens. However they still have to meet their target of refugees that should be situated in the municipality. Radar Uitvoering Oost also experiences that people have prejudices. However, they also understand that people foresee some clashes that might occur, nuisance until late during Ramadan for example. So in that case it is understandable that people find it difficult to live with many multicultural families in their street.

As mentioned before most refugees are placed in the same area, as there are simply houses they can afford. Vivare also acknowledged the fact that placing too many refugees in the same street is not wise. Therefore, they take into account how many refugees are still living in a street, in the context of liveability. VWON believes that refugees are less hospitable welcomed because of the overload of refugees. They believe that the hospitality behaviour is different in cities and villages. In villages, such as Ellecom and Rozendaal, they have the experience that refugees are more helped by neighbours. However, the municipality of Rozendaal believes that citizens are very individualistic, which results in less hospitality. According to all care workers, neighbourhoods in Dieren, Rheden and Velp Zuid accommodate many refugees. This has two sides for hospitality, as they are in an environment with many people of their own culture, they might feel more welcome. However, the Dutch citizens in Velp Zuid are quite radical, which means they are not hospitable to refugees at all. The integration will go slowly, as refugees will stay in their own network in these neighbourhoods. If refugees are placed in small villages they are forced to integrate, as there are only natives around them. Nevertheless, Vivare hardly places refugees in small villages as there are limited facilities.

Communication with and about refugees

The public opinion and the attitude of citizens towards refugees are partly based on the negative media according to the municipality. This hinders their hospitality behaviour. The European immigrants, such as Moroccans and Algerians, dominate negative news, which has negative impact on the public opinion about refugees. In the media much is characterised as single Arabs. On top of that there is a lot of support for Wilders, the Dutch politician who is against other cultures. This makes it more difficult for refugees.

Communication with refugees is sometimes hard according to the different care workers. This has to do with cultural differences. Radar Uitvoering Oost experiences that refugees show up too late for activities, due to the fact that punctuality is not in their system. The Sociaal Wijkteam has experienced miscommunication with nodding yes. In some cultures they nod yes, while they mean no, so this causes misunderstandings. Lack of knowledge about other cultures results in wrong

interpretations. Therefore, Dutch can come across as direct and blunt, which is hard to deal with for refugees and influences the hospitality experience.

On top of that the language barrier is seen as a problem to communicate well. If refugees do not speak Dutch, English or German they can hardly communicate with employees of Vivare for example. Furthermore it is hard to communicate equally, as you do not understand each other verbally. The way of communication is also different. An employee of the municipality speaks of habits that a refugee repeats her name ten times within one phone conversation, to be polite. However, this leads to irritation. Non-verbal communication is also different with refugees. Shaking hands is seen as normal in the Netherlands, but this is not the case of all women of other cultures. It is acknowledged that everyone is different, so that all communication is different as well. Miscommunication can also occur due to different expectations of refugees according to VWON.

Integration and responsibility of refugee

During the interviews integration through hospitality was a core subject. The care workers mentioned employment, education and language acquisition as most important requirements for the (social) integration process. The care workers address that integration is mainly the responsibility of the refugee himself.

It all starts with language acquisition, which is crucial to participate. The municipality and Radar Uitvoering Oost address that the willingness to learn is important and that it should be encouraged. Refugees should be brought into contact with an environment where they have to speak Dutch, as it is hard for them to get in contact with natives. If refugees have children, they will be in contact with other parents more easily due to school. Furthermore children learn language way faster than adults is assumed by the care workers, so school is a perfect place for language acquisition. The municipality also mentions that families experience more hospitality than first arrived refugees, due to school where they meet other parents. Families have easier contacts due to children.

Refugees are responsible for their own integration exam, which is good in principle. However the municipality believes they should be addressed more often against their responsibility. Another responsibility according to the municipality, is the Dutch citizenship. Refugees have the same rights and duties as any other citizen. Therefore, they are responsible for the livability of a neighbourhood as well. The bedtime for children should be taken into account, so that there is no nuisance. The municipality mentions that the government has overestimated the self-reliance of citizens, therefore refugees should be steered in the right direction, without losing their own responsibility for integration. The rate of passing the integration exam is decreasing and the non-attendance at schools is relatively high, according to the municipality. As third parties give lessons, of which some are bad, this means the refugee gets problems with their exam.

Participation in the form of voluntary work or an internship is seen as a first step to find a job by several care workers. These are arranged by the municipality, VWN or Radar Uitvoering Oost. The municipality mentions that shaking hands is an important aspect of integration, as this is a Dutch habit during solicitations. To participate well refugees should learn that shaking hands, which could be a problem for women, is necessary in our culture. The step to work should go as fast as possible.

The participation of women is different according to the municipality, as women often stay at home. They believe this should be changed, because it takes too long to integrate. VWON also mention that women should leave the house more often to participate in society. VWON also thinks that it has

to do with the presentation of women. Somali women wear colourful clothes and big scarfs that cover their faces. They stand out with this, which makes it harder for them to socially integrate.

The municipality believes that the hospitality experience has an effect on the social integration, mainly because of contact with neighbours. Often this is initiated by VWN. According to the Sociaal Wijkteam, the government should do more to offer immediate opportunities for refugees to join the community in social point of view. VWN thinks that after travellers have an advantage as everything is already arranged for them by the first arrived refugee. They have access to a social network due to their own family.

So integration is mainly the responsibility of the refugee. There should be willingness to integrate and joining a sports club or whatsoever is seen as important. This shows that refugees want to become part of society and take their responsibility by looking for possibilities themselves. A nice quote from one of the interviews is: *"A guest and a fish stay fresh for three days"* (Respondent B). At a certain point refugees are no longer guests, as they become part of society. Then they are just citizens as any other and they should be treated this way as well.

Origin

During the interview differences in behaviour of refugees based on their origin are discussed often in relation to hospitality. The municipality suggests that people from Syria are more open than people from Eritrea. The people from Eritrea are also less educated than people from Syria. In comparison Syria was a better developed and prosperous country. Eritrea has no educational system, due to governmental issues. The Sociaal Wijkteam experienced differences in people from Afghanistan and Somalia. Afghanis were open in communication, while people from Somali were more oriented on their own culture and friends. They are passive and would not approach a care worker easily. Whereas Afghanis would attend many organized activities.

Also a difference in working attitude is mentioned by the municipality. People from Syria are eager to work hard, while the unemployment rate of people from Somalia is the highest of all groups in the Netherlands. In terms of integration the municipality feels that people from Eritrea, Ethiopia and Somalia have more problems to adjust to society. VWN also acknowledge the difficult integration of Eritrean refugees, as their own community is strong. As the culture of Syria, Iraq and Afghanistan is more similar to the Dutch, they have fewer problems with social integration.

If the different origins experience hospitality different is not known by the care workers. But VWN sees differences in the hospitality behaviour of the refugees from different countries. Arabic people, such as Syrians, welcome the volunteers very much. People from Eritrea are also welcoming, but only in the beginning. After the coaching a certain distance is there, while this is less with people from Syria.

3.6 Discussion

Firstly the research results will be discussed and links are tried to be made, so that they can be explained in the conclusion. Secondly, the validity and reliability of the research methods are described.

3.6.1 Discussion of research results

VWON is considered to be hospitable according to the refugees. Vivare and the municipality are relatively less hospitable. The question is if this has to do with the number of contact moments refugees have with these organizations?

The care workers describe hospitality as conditional, which is also mentioned several times in the literature review. They mention the same aspects of hospitality as mentioned in the literature, such as friendliness, acknowledgment and engagement. Nevertheless, engagement should be limited sometimes to protect the professionalism of the care workers. This is not mentioned in the literature review and therefore it is an insight of the research results.

Based on the research results, the whole context in which refugees interact can be described. Their hospitality experience is not only influenced by the hospitality performance of the care workers that are indicated by the aspects of hospitality. The aspects of hospitality of the tree diagram are mostly based on the aspects of Gastvrijheid in bedrijf (2015). Nevertheless, the neighbourhood in which the refugee is situated is of influence as well, even as the public opinion about refugees. As Vijver (1996) demonstrated, hospitality is a moral duty for the whole society. Therefore, the whole environment of refugees and all people in this environment are responsible for their hospitality experience.

The Netherlands has long had an image for tolerance, but this is slightly changing (Messing & van der Horst, 2006). Dutch citizens are worried and fear refugees who are coming to the Netherlands (Sociaal en cultureel planbureau, 2015). They fear tension in society and also fear for terrorism is a reason for the inhospitable attitude towards refugees. As media influenced the public opinion by mentioning the large inflow of refugees, the public opinion is negative about refugees. The question is how this public opinion of the neighbourhood influences the hospitality behaviour of the citizens and the liveability for refugees.

Furthermore refugees have to adjust according to the Dutch standard, but the question is how they experience this need for adjustment. The fact that care workers stress the importance of adjustment in the form of shaking hands, participation of women and joining Dutch (sport) clubs, could be experienced as negative.

On top of that, the rules and regulations that exist in the Netherlands, also known as bureaucracy, could influence their hospitality experience as well. It is questionable what refugees experience if they have to arrange something. To arrange something in the Netherlands might take a while and they have to do with many organizations, which makes it difficult. For refugees this might influence the hospitality experience as the Netherlands in general and governmental organizations particularly are process oriented.

Good communication and the language acquisition seem to be requirements for hospitality as well. The language acquisition is linked to rules and regulations, as the refugee is dependent on the information given by the municipality, VWON and their school. They can only start with learning the language when they are situated into a municipality. Good communication is difficult before they can verbally express themselves.

Refugees have to deal with many parties in their guest cycle within Dutch society. The question is therefore how to help them to make this easier for them and more hospitable so that they can integrate well.

3.6.2 Validity

Validity relates to generalizability and construct validity (Verhoeven, 2011). Construct validity has to do with the measurement instrument. As the measurement was standardised due to the interview guide and the questionnaire, this makes the research valid. No changes are made in the measurement method during the data collection. This is a strong point of the research. Due to the literature research and the tree diagram the hospitality behavioural aspects are specifically measured with the questionnaire. However, in the qualitative research it can be questioned if there is measured what was intended to measure. The respondents tended to say what they think are socially acceptable answers (Verhoeven, 2011). Some respondents even wanted to remove certain statements after they had seen the transcript. The subject 'refugees' is also a delicate subject, so people often restated their sentences, so that they would not be discriminative or too general about certain groups.

Generalizability could be considered as An example of an adjustment is the fact that scales were mentioned from 1–5. This seemed to be too complicated as many refugees did not understand the numbers. Therefore, it was changed in the words: Helemaal niet, nee, gaat wel, ja, ja heel erg. So in English: not at all, no, neutral, yes and very much. On top of that the questions about RadarUitvoering Oost were deleted as the respondents had never heard about this company.

a weak point of the research, as qualitative research often involves small groups (Brotherton, 2008). Furthermore the research is only focussed on one municipality, so it cannot be used for general statements about other municipalities. On top of that the number of participants in the quantitative research was valid according to the percentage of the groups that are situated in the municipality of Rheden and Rozendaal. However, as the representation of the sample of people from Eritrea was only represented by three respondents, it is questionable if their answers are valid for the whole sample. Therefore, it is not wise to be completely confident their answers represent the whole group and can be generalized. This can be seen as a systematic error, and therefore as a weaker point of the research. To improve the validity the group of Eritrean refugees should have been 'blown up'.

Validity also related to truth: to what extent are you confident that the outcomes agree with reality? As refugees are mostly not familiar with research, filling in questionnaires in their country of origin, this could threaten their objectivity. In regimes such as Eritrea, people are not used to giving their opinion, as they do not have freedom of speech. Therefore, it can be questioned if they have answered honestly. This is unfortunately something that will occur in all researches with these sample groups. To encourage the trust in the research for the respondents, the research was announced already a month in advance. Furthermore an explanation about the research was given during integration classes and the researcher was present at VWON in this period for questions.

3.6.3 Reliability

"Reliability is a prerequisite for determining the validity of your research" (Verhoeven, 2011, p. 186). There are many ways to enhance the reliability of a research. Multiple ways are applied. "The larger the sample size, the more accurate your statements will be" (Verhoeven, 2011, p.186). As 20% of the sample is reached with the questionnaire this is quite good. The number of participants in the research is seen as strong point of the research, as the sample was hard to reach. Via email the response rate would be low, as there are problems with the language. Furthermore the same questions are asked to the whole sample, as well in the questionnaire as interviews. The Likert scale is used in

the questionnaire systematically, so that all questions correspond with each other, so they should all be interpreted the same way.

A strong point to improve the reliability was the language of the questionnaires and the language spoken during the interviews. For the questionnaires there were three languages available: Dutch, English and Arabic, so that most refugees could understand the questions. The less random errors occur, the more reliable the research is (Brotherton, 2008). To prevent random errors the language was assimilated to the origins of the sample. However, some refugees are illiterate. This meant that the questionnaire is translated on the spot, by a translator. This is a weak point for the reliability, as you are never sure if the translation is accurate and if they respondents understood the questionnaire well. The questionnaire is made as unambiguous as possible, so that everyone would interpreted the questions in the same manner. A strong point is that the questions were specific. A weak point is that the terms used in the questionnaire were sometimes still too complicated, so that they had to be explained. This involves help during filling in the questionnaire, so that the privacy and therefore objectivity of the respondents decreased.

Strong reliable points for the qualitative research are that s An example of an adjustment is the fact that scales were mentioned from 1–5. This seemed to be too complicated as many refugees did not understand the numbers. Therefore, it was changed in the words: Helemaal niet, nee, gaat wel, ja, ja heel erg. So in English: not at all, no, neutral, yes and very much. On top of that the questions about RadarUitvoering Oost were deleted as the respondents had never heard about this company.

Several organisations are interviewed, even as several different positions within these companies. All interviews are held in Dutch, so that the respondents would understand the questions well. A weaker point is that these people or positions may be changed over time, so that they are replaced by others (Brotherton, 2008). But many of the interviewees already worked at the same position for a long time and therefore had a lot of experience with refugees. This is good for the stability and therefore the outcomes of the measurement if the research would be repeated. Stability is for this reason a strong point in the qualitative research.

The internal consistency of the questionnaire is measured in SPSS to check if the questions that measure the same variable are reliable. The Cronbach's alpha was above 0.6 for all variables, except for engagement (outcomes SPSS at the USB stick for examiners). This means that there is not enough evidence to measure engagement correct with these two questions.

3.7 Conclusion of the research

All research questions can be answered based on the research results. Below the conclusions per question are given.

3.7.1 What is the experience of the refugees who are situated in the municipality of Rheden and Rozendaal from 2015 up and until 2017 with the hospitality performance of care workers?

The overall hospitality experience in the municipality of Rheden is seen as positive, as it scores 3.9 on a scale of 5. This means that refugees experience the hospitality behaviour of the care workers in direct contact as good, so above average. They experience kindness behaviour the most during contact moments with care workers, so kindness is the best aspect of their hospitality performance. Patience, acknowledgement and taking responsibility are aspects of the performance that are experienced equally well, as they are experienced as good. The engagement is experienced as neutral,

so to say average, so this aspect could be improved. To conclude, refugees who are situated in the municipality of Rheden and Rozendaal from 2015 up and until 2017 experience the hospitality behaviour of care workers as positive.

3.7.2 Which characteristics of the hospitality performance of care workers are considered most important by the refugees in the municipality of Rheden and Rozendaal?

The most important characteristic or aspect of hospitality performance is kindness, closely followed to patience. Thirdly responsibility is seen as a characteristic that is important. Engagement and acknowledgement are not that important in comparison to the other characteristics. Acknowledgement is experienced the least positive of all aspects, however it can be concluded that refugees do not see this as an immediate problem, as this aspect is not that important for them. Kindness is the most important for them and luckily this is also experienced best by refugees.

3.7.3 What is the difference in experienced hospitality by refugees between the care workers in the municipality of Rheden and Rozendaal?

According to the results, refugees experience hospitality best at VWON. They score highest on their overall hospitality performance. The housing company Vivare has the lowest hospitality performance in comparison to the other care workers. Logically the performance of the municipality is between the performances of the other two care workers. The fact that the hospitality experience at VWON is the highest can be explained, as this is the company refugees has most contact with according to the questionnaires. The questions about housing company Vivare are filled in less than the other companies' questions, as refugees stated not always to be in touch with this care worker. This could be an explanation of the difference between the experienced hospitality, simply because not all refugees have a lot of contact with all care workers. Therefore, the hospitality experience can be relatively lower.

3.7.4 To what extent is there a difference in hospitality experience of refugees offered by care workers between the different origins in the municipality of Rheden and Rozendaal?

According to the results of the research, there is no significant difference in experienced hospitality based on origin of refugees. This means that refugees from Eritrea and Syria for example experience the hospitality behaviour of care workers relatively equal. It can therefore be concluded that care workers do not have to adjust their hospitality behaviour based in the origin of the refugees, as there is no difference in experienced hospitality.

3.7.5 To what extent is there a difference in hospitality experience of refugees offered by care workers between the different cities or neighbourhoods refugees are situated within the municipality of Rheden and Rozendaal?

The research has shown that the city in which a refugee is situated does not have a significant relationship with their hospitality experience. Also the neighbourhood does not make any difference for their experience in this municipality. This shows that care workers do not have to take the living place of a refugee into account if they want to improve the hospitality experience.

3.7.6 To what extent is there a difference in hospitality experience of refugees offered by care workers between the 'first arrived refugees' and the 'after travellers' in the municipality of Rheden and Rozendaal?

Based on the results, it can be concluded that first arrived refugees and after travellers experience the hospitality relatively equal. There is no significant relationship between when a refugee enters the Netherlands and their hospitality experience.

3.7.7 What is the perception of care workers on their hospitality behaviour towards refugees who are situated in the municipality of Rheden and Rozendaal from 2015 until now?

Due to privacy reasons the perception on the hospitality behaviour is summed up per subject and not per care worker. So all sub questions about the perception of hospitality behaviour are answered together. Besides the aspects kindness, patience, engagement, acknowledgement and take responsibility several other aspects are mentioned as hospitality behaviour by the care workers. These aspects are considered as important for their perception of hospitality as well.

Kindness

To conclude, kindness is seen as behaviour all care workers have, however strictness is necessary in certain situations as well, according to the municipality. Furthermore politeness is seen as culturally bound, so the Dutch politeness might be interpreted different by refugees, according to VWON.

Acknowledgement

To conclude, refugees are taken serious by the care workers and their situation is acknowledged. However, looking back is not seen as desired, as moving forward is the goal of the care workers. Therefore, not much attention is given to the experiences in the country of origin, only if they need referral to other organizations.

Engagement

To sum up, all care workers try to be engaged and involved in the personal life of refugees. However, a professional distance is taken into account, especially by Vivare, the municipality and RadarUitvoering Oost. Furthermore these care workers have less intensive contact with refugees than VWON, so their engagement is consequently lower.

Patience

All care workers believe they are patient towards refugees. Vivare and VWON address that they have enough time for refugees. The municipality explains that they are patient, however if they have explained something multiple times and the refugee just does not listen, then they might become impatient. Cultural differences are taken into account, simpler vocabulary is used, and the technique of summarizing.

Take responsibility

All care workers feel responsible for the information they give refugees and if they make a mistake they feel responsible to rectify it. If a refugee is not able to take responsibility for his participation, then the municipality will refer to a welfare organization for suitable assistance. On top of that refugees have the possibility to complain about the services of care workers.

The following aspects are considered as important by the care workers as well for their perception on hospitality behaviour.

Feeling of being welcome

All care workers see hospitality as the feeling of being welcome. VWON mentions that refugees should be at ease in the social environment. It is more about welcoming people at the same level.

Honesty/authenticity

The municipality stresses that being justified and honest is an important skill. By being honest and showing boundaries from the beginning, it is immediately clear what refugees can expect from the municipality and what is expected from them.

Overall hospitality behaviour

To conclude, all care workers believe they perform well on hospitality behaviour. Every care worker mentioned the aspects of hospitality in which they are best. The Sociaal Wijkteam claims to be good at engagement, friendliness and acknowledgement. The municipality of Rozendaal believes that they take responsibility and the municipality of Rheden speaks of engagement and patience. Taken all these aspects together for the municipality they are good at all aspects of hospitality behaviour. Vivare believes they score best on kindness and taking responsibility, as all other aspects are difficult sometimes as they have a limited role in the guest cycle of a refugee. Radar Uitvoering chose engagement as their best quality. VWON believes that a combination of engagement, kindness and patience is important to help a refugee best.

3.7.8 Additional conclusions based on qualitative research

Besides the answer on the research questions, some other conclusions can be drawn based on the results of the qualitative data. As a result of the interviews it can be concluded that the hospitality performance of care workers is influenced by the rules and procedures and collaboration with each other. As the collaboration between the care workers is not always smooth at the moment, this should be improved to increase the participation of refugees. Furthermore rules and procedures counterwork a human oriented way of working, such as the 'integraal werken' method of VWN implies. Especially the municipality and Vivare have to deal with many regulations, which they cannot influence. Unfortunately they do influence the hospitality behaviour.

Furthermore miscommunication with refugees occurs, through which mutual understanding is difficult. Miscommunication has often to do with the language barrier, but also with cultural differences. There is a lack of knowledge on the cultural differences of refugees and for this reason refugees are not always approached hospitable. All care workers address the own responsibility for integration of a refugee, however more guidance should be given in order to integrate well.

Apart from the care workers, the neighbourhood is of great influence on the hospitality experience of refugees as well. The overall attitude of citizens towards refugees is relatively negative, even as the public opinion. This has a negative impact on the hospitality performance. Especially in neighbourhoods where many refugees are placed, there can be a resistance towards them. For the care workers this is important knowledge, as improving the attitude of citizens towards refugees will improve the overall hospitality experience. Then the participation and integration process will be positively influenced as well, which is the ultimate goal of the care workers.

4 Recommendations

4.1 Introduction

In this chapter the advice for VWON is presented. The objective of the advisory part is to create an implementation plan regarding the hospitality performance of the care workers in the municipality of Rheden and Rozendaal to improve the support process of VWON, so that the integration, participation and social inclusion of refugees is optimized. The advice is focused mainly on improvement points for VWON, however the other care workers can be involved in certain actions as well. The management question that will be answered in the advisory part is: *'How can VluchtelingenWerk Oost Nederland improve their hospitality performance and the hospitality performance of all involved care workers in the municipality of Rheden and Rozendaal in such a way that the integration, participation and social inclusion of refugees can be optimized?'* Firstly several solutions are given to improve the hospitality performance and secondly a choice is made.

4.2 Solutions

Several solutions are given to improve the hospitality performance of VWON and other care workers. As VWON works with trainings for their volunteers, hospitality training could be added to the existing package of trainings. In this training the concept of hospitality should be explained based on the literature. Also the importance of hospitality for further integration should be addressed. Furthermore examples of daily practice should be given to start discussions about the topic. These could include discussions about personal involvement, politeness and the cultural differences involved with these topics. By offering hospitality trainings for volunteers of VWN, the understanding of the concept will increase and the performance of hospitality will improve. Volunteers can sign up for trainings themselves. If the volunteers do not acknowledge the importance of the training, they will probably not follow it, as it costs extra time as well. The team manager of VWON should therefore encourage volunteers to follow trainings.

Another option is to include the topic hospitality in the basic course of VWN that all volunteers are obligated to follow. By including it in the basic course the importance of hospitality in the organization is stressed and all volunteers will learn about it. However, the basic course of VWN already exists of many topics. Another topic added could result in overkill for the volunteers. As the basic course exists of two full days of training, it could be the case that if another topic is added the day will be too long to be effective. By offering these hospitality trainings the emphasis on 'integraal werken', so in short custom made service is stressed. As in the hospitality industry personal touch and attention is the essence of the service, this will be translated in the services of VWN as well, if volunteers know how to implement it.

The previous options will only help to improve the hospitality performance of VWON. However, of all care workers VWON scores highest on their hospitality performance. During the integration process refugees have to deal with all kinds of care workers and citizens. Therefore, it is advised to involve all parties, so that the overall hospitality experience of refugees can be increased and therefore also their integration, participation and social inclusion. Furthermore, engagement is an aspect on which all care workers score lowest according to the research results. Therefore, the advice should contain a certain degree of engagement of all parties to improve the hospitality performance.

4.3 Advice

A new way of collaboration and therefore a behavioural change of care workers is suggested to improve the hospitality performance. *"There can be a disconnection among disciplines as each staff member focuses on their specific specialties and objectives"* (Stearns, 2017, p. 169). Therefore, ongoing communication between the care workers is important, such as face-to-face, by phone or email. Samuels (2010) also addresses that collaboration in the workplace is effective for the service delivery. Collaborative activities such as giving help and assistance, exchange resources and information and give feedback to achieve a mutual goal. Therefore, all care workers should work together as a team to perform better. Effective ways to improve the performance of a team are training sessions or workshops to provide insights into various topics (Stearns, 2017).

For this reason, a new project in collaboration with Radar Uitvoering Oost and the municipality is proposed. This project can be called 'Welcome'. The goal of the project is three sided as refugees, citizens and care workers will learn from each other. The care workers will learn more about refugees, their background, their habits and the cultural differences. Interviewee D acknowledged that communication is sometimes hard due to cultural differences. Also interviewee A experienced miscommunication. Therefore it is important for care workers to create better understanding of the culture of refugees. Furthermore refugees will learn more about the Dutch society by joining meetings and discuss issues together with citizens and the care workers. Their language acquisition will increase, as they are put in a situation where they have the possibility to practice, which is mentioned by interviewee C in the research results. Language acquisition is seen as the most important requirement for integration by all interviewees. On top of that citizens of the villages in which refugees are situated will learn more about refugees, so that they can understand them better and the prejudices will become less. According to interviewee B citizens have negative prejudices about refugees, therefore it is important to facilitate connections between the two groups. So actually the project consists of meetings between refugees, care workers and the neighbourhood to create better understanding and improve the hospitality experience of refugees.

The project 'Welcome' is considered to be the best solution to solve the management question as it is effective in the sense that it involves all actors. Furthermore the project meetings will be held repeatedly, so that the impact is larger than only one meeting. As many actors are involved, the organization of the meetings can be divided, so that the time investment for every party is limited. Nevertheless VWON will be the initiator of the meetings. The project is all about knowledge transfer between the care workers and society, which will result in better understanding and more participation of all citizens.

"By working together across the agency and with community partners, strong and effective teams can be build when staff share expertise, knowledge and information, regardless of their program or level in the hierarchy. The results include better served clients, employers, and stakeholders as well as more motivated employees." (Samuels, 2010, p. 360) For this reason, the project is suggested, as the community and the care workers are engaged and work together to create mutual understanding.

The mission of VWN is to serve the interest of refugees and asylum seekers in the Netherlands, from the moment they enter until they are totally integrated in the Dutch society. This project will encourage refugees to integrate in Dutch society, as they are brought in an environment with all relevant actors. By offering societal safety to refugees by facilitating this project, the strategic goal of

VWN is taken into account. In the introduction was stated that VWN advocates that the government, politicians and societal institutions should work together to create a warmer welcome for refugees (2017). By starting this project this is exactly what they do, so it suits the company goals.

4.4 Project 'Welcome'

The title of the project speaks for itself. You are welcome to join, refugees, citizens and care workers. Every citizen is welcome to participate in society and together mutual understanding is created. The care workers are welcome to collaborate, so that the integration process is improved for refugees. Collaboration between the care workers is an important issue according to the results of the interviews with interviewee A, D and E.

By working together in this project, this can be accomplished. Furthermore meeting with each other is seen as more effective than changing rules and regulations, as this is the responsibility of the government, according to interviewee G. Furthermore, the element of welcoming behaviour (friendliness, being- guest oriented) has more influence on the feeling of hospitality than hardware elements (Wielen van der, Wiegerink & Jonker, 2014).

The project involves a meeting once every two months. The meetings are only generally set up as the purpose of the meetings is to learn from each other and to discuss. Only then knowledge is transferred and understanding between different parties is created. By increasing the understanding between different actors, the process of guiding a refugee could become more effective. A lack of time is seen as a problem by interviewee F, however if two parties understand each other better, less time will be needed in the future.

The meetings are clustered by themes, such as hospitality behaviour, cultural background of Syria, cultural background of Somalia, cultural background of other countries, government and their influence, working in the Netherlands, housing in the Netherlands, living in the Netherlands, cultural clashes and so on. VWON prepares the topics and invites the care workers, refugees and citizens to join. All parties should be invited for the meetings, however it could be the case that a care worker chooses to go to meetings that seem more relevant. The municipality has much to do with work, the government and hospitality for example, so they might choose not to go to other meetings. Nevertheless, VWON should try to involve all care workers by the meetings, so that they can collaborate better and increase understanding.

Radar Uitvoering Oost has close contact with citizens, so they should encourage people to join the project. Vivare has mostly to do with housing, but they can be inspired by the other topics as well. As the research results show their hospitality performance can be improved, so participation will help. As all care workers meet, their relationship will become closer and the lines shorter, so that they can contact each other fast with issues. This will bring the collaboration to a new level, which is needed according to the research results. Furthermore the engagement of the parties will increase, which is necessary to improve the hospitality behaviour, as the questionnaire shows.

Meetings can be held in the building of VWON, as they have a special room for classes. Coffee and tea should be provided as well to create a welcoming atmosphere. Specific refugees can be asked to tell a story about their experience with a certain topic, even as the care workers. Different theses should be prepared by VWON, so that a discussion can be started.

As the theoretical framework of this report shows integration is not a one way process, but a two way interchange of culture and understanding (Phillimore and Goodson, 2008). Not only the

refugee, but also the 'host' community should adapt. This project will ensure that all parties will understand each other's point of view. Furthermore this project prevents refugees from social exclusion, as this could influence the community and economy negatively (Kennan et al, 2011). The 'Kennisplatform Integratie & samenleving' (2017) also acknowledged that meeting is one of the tools to increase participation of refugees. This project combines the literature, research results and insights on how to effectively increase collaboration and team performance or the care workers to improve the hospitality behaviour towards refugees. To give a detailed insight in how a meeting will be, the theme 'cultural background of Syria' is taken as example.

Time	Activity
19.00 – 19.15	Walk in with coffee and tea
19.15 – 19.30	Introduction and welcome by VWON and explanation of the evening
19.30 – 19.45	Presentation by Syrian refugee about social and political systems and the war
19.45 – 20.00	Discussion about social and political system based on the statements: The international community should have acted earlier to prevent the Syrian war. Syrian refugees should have the same right to vote in the Netherlands as any other citizen.
20.00 – 20.15	Break with coffee and tea
20.15 – 20.30	Presentation by Syrian refugee about Syrian culture, gender differences and LHBT community
20.30 – 20.55	Discussion with the following statements: Syrian women may stay at home in the Netherlands if they have never worked in Syria. Members of the LHBT community from Syria should get extra protection and guidance. Big families with 5 or more children should take into account the Dutch habits to prevent nuisance by neighbours.
20.55 – 21.00	Closure

4.5 Implementation of the advice

To implement the advice certain concrete actions are needed. By using the PDCA model the actions can be monitored and the process can be constantly improved (Johnson, 2002). The PDCA cycle consists of four stages: plan, do, check and act. In the plan stage the team leader of VWON in Rheden and Rozendaal should arrange a meeting with the municipality and Radar Uitvoering Oost to discuss the project. Themes should be discussed for the meetings, the dates should be discussed, the location of the meetings and the division of tasks. It is advised to start the project only in this municipality first. Radar Uitvoering Oost could be in charge of promoting the project under citizens. VWON should promote the project under refugees and the municipality can have a supporting role. Marketing tools such as flyers should be made. The head office of VWN could assist the team leader by this matter. All care workers should distribute the promotion tools. The team leader of VWON should arrange some theses about the first subject and a refugee or care worker who can tell something about the theme by his own experiences.

Within the plan phase some goals for the project should be set. A goal could be for example that at least 20 persons should participate in the meetings of which at least one employee of the several care workers is present and at least seven refugees and seven citizens. This goal will measure if all parties are actively involved in the project. By setting this goal, the diversity of participants and the

effectiveness of the meetings can be measured. Another goal could be to improve the hospitality performance of the care workers, which can be measured by doing the same questionnaire from this report again after a certain period of time for example.

In the do phase the meetings will take place. Citizens, refugees and care workers come together to learn from each other by several themes. In the check phase, which could take place after two or three meetings, all care workers should come together to evaluate the meetings and the start of the project. The team leader of VWON should initiate this meeting. The effectiveness of the meetings should be evaluated. The number of participants per group should be measured, to ensure diversity and a bigger impact of the meetings. If not all groups are represented the goal of learning from each other cannot be met and measures should be taken to involve the missing parties. Furthermore, the themes of the meetings should be discussed. One topic could create more discussion than others and this can be taken into account for further meetings. By discussing the experiences of the meetings, improvement points will be created. In the act phase all care workers will implement the improvement points to create better meetings for the project. The cycle is continuously implemented, so that VWON and the other care workers can improve the project. Of course it should be evaluated as well after a year or so whether the project is seen as successful and if it could be implemented by other municipalities as well. This can be done by measuring the number of participants, the target group that is reached. But also by doing the questionnaire again to see if the hospitality experience of refugees is improved. VWON is leading in this evaluation as they facilitate the meetings and started the project. Together with the other care workers they will decide to keep the project going or to stop. Below an overview is shown of all separate actions and the responsibilities of the care workers.

Action	Responsibility	Time frame
Meeting with all care workers	Team leader VWON	Week 1
Goals for the project	Team leader VWON	Week 1
Pick dates and block accommodation	Team leader VWON	Week 1
Making promotion material	Head office VWN	Week 1–3
Promote meetings by refugees	Volunteers VWON	Week 3–5
Promote meetings by citizens	RadarUitvoering Oost and municipality	Week 3–5
Arrange speakers for several topics	Volunteers VWON	Week 4–5
Arrange coffee, tea etc. in the accommodation	Team leader VWON	Week 6
Prepare statements and agenda of meeting	Volunteers VWON	Week 5–6
Participate in meetings	All care workers	Week 7
Measuring participation	Team leader VWON	Week 7–24
Evaluating project	Team leader VWON	Week 25
Measuring participation	Team leader VWON	Week 25–51
Implement improvement points	All care workers	Week 25–51
Stop the project or implement in other municipalities as well	Head office VWN	Week 52

4.6 Financial implications

VWON does not have a funding as most businesses, as it is a non-profit organization. The funding of VWON is accordingly: 48% of municipal subsidy, 22% of VWN (postcodeloterij f.e.), 23% of refugees for their integration course and the last 7% from other projects and funds (J. van der Werff, personal communication, February 20, 2017). As this funding is quite dependent of societal funds and gifts, the advice should not have huge financial consequences for the organization. The project 'Welcome' will be set up by VWON. The team leader has time for several projects within her working hours, so this project will not necessarily cost extra money (Z. Laoukili, personal communication, September 12, 2017). The volunteers of VWN receive a volunteer compensation of €3.3 per day part. The volunteers that work for VWON now also work on projects within their fixed working hours. As the volunteer only has to prepare the meeting with some theses and arrange a speaker, this is considered to fit in the normal working hours according to Zahya Laoukili (personal communication, September 12, 2017). In this sense the financial costs for VWON are only the costs of coffee and tea and promotion material, as the location is already paid for.

Time wise the project needs some investments. Especially in the beginning the team leader should discuss thoroughly with the other care workers how to start the project. This will approximately cost twice a meeting of two hours. As all marketing is done by the head office the marketing tools used for the project should be designed there. This will cost a VWN employee around three hours to design. Promoting the project can be done during the consultation hours, so this will not cost extra time either. Actually the project can be integrated easily in the normal working processes of VWON, without high costs.

An estimation of the time needed to set up the project is four hours of meeting, three hours of designing promotion material and eight hours of promoting the project. Together this is 15 hours, so approximately four day parts of €3.3. This ends up in a total of €13.20 if the work is done by volunteers. Furthermore, eight hours once every two months are needed to prepare the meetings. On average another day part of €3.3 is needed a month. The first month the project will cost VWON €16.50 and later months it is only €3.3.

The time invested in the project is considered to be paid back by improvement of collaboration with all actors and a better relationship with refugees, which will improve the hospitality experience. On top of that the returns of the project are a faster integration process. Refugees might pass their integration exam faster and they will get a job more easily. The project results in this way in fewer costs for the government, as they have to pay less payment for refugees that are unemployed. If only one refugee would have one month less payment, this already exceeds the financial investment. So, overall the small investments are definitely worth the returns of the project.

4.7 Further research

Besides the new project, it is also advised to do further research on the hospitality experience of refugees. In this research refugees were participants in the questionnaire, which is quantitative research. Although, relevant insights are gained from the research, qualitative research would result in more detailed insights in how refugees experience the hospitality. Furthermore relations between variables that could not been proved by the quantitative research, could be discussed more detailed in

qualitative research such as interviews. By collecting personal experiences of refugees a more complete image of the hospitality experience can be drawn.

On top of that refugees from all over the country should participate in a hospitality research, so that the hospitality performance of the whole Netherlands can be investigated. By using a bigger sample, the research results become more reliable and differences between several groups can be investigated. The sample of this research was too small, to draw reliable conclusions about differences in different refugee groups. Therefore, it is advised to do further research on hospitality experience under refugees in the Netherlands, so that the service of VWN can be improved.

4.8 Conclusion advice

To conclude, VWON can improve the hospitality performance of themselves and all other involved care workers of the municipality of Rheden and Rozendaal by starting a new project 'Welcome'. This project is a joined project of VWON, Radar Uitvoering Oost and the municipality. The project involves meetings between refugees, citizens of the neighbourhood and care workers to create better understanding. By creating this mutual understanding the integration, participation and social inclusion of refugees will be optimized. Refugees are forced to speak the language and participate in the discussions. As integration is a two-sided process, the citizens and care workers will experience an interchange of culture as well. As the meetings are held once every two months and clustered by themes, all actors will learn new things about each other and lines become shorter, so that collaboration becomes easier. In short, by facilitating a safe environment in which everyone is welcome, people will learn from each other and the hospitality behaviour will consequently increase as there is mutual understanding. By inviting refugees they will feel included and they will participate, which will help them at further integration in society.

Besides the project further qualitative research is proposed to get a deeper insight in the hospitality experience of refugees. To improve the hospitality experience of VWN and other care workers all over the Netherlands a more widespread research on hospitality experience is suggested.

6 Afterword

6.1 Personal afterword

During the thesis period I have for the first time experienced working on a long term project. The detailed time planning of the thesis period can be found in Appendix IV. In the beginning of the project there was much contact with volunteers of VWON and refugees. As the company was completely new I started to participate in meetings and I joined consultation hours to see how VWON works. On top of that some trainings of VWN were followed, to create better understanding in the organisation and the cultures of refugees. Also integration lessons were followed with the refugees to get acquainted with the refugees and to gain trust. By being physically present at VWON many contacts are made with the participants of the research. I also made an announcement of the research for all refugees, so that they knew who I was, what I was going to do and that their collaboration would be highly appreciated.

During this period I felt part of the organization, as I also joined team meetings. On top of that I sat regularly with the team manager to discuss the progress of the thesis. The period in which literature research had to be done and the research set up went smooth. I felt confident about myself, as I had much experience with literature research from earlier courses. A meeting with the first examiner and the client, the team leader of VWON was also pleasant. I felt appreciated and if I was on the right track, furthermore everything went according to planning. The TPD defence also went fine, although I had some uncertainties about the research part itself. Analysing research results was a long time ago and therefore I was insecure about this part of the thesis. As I first had to do the research, I decided to focus on this and worry about the rest later. This is a weak point of my process, as I would have thought about it more thoroughly to not get problems with my planning later on.

Writing the questionnaire in Dutch and English was a piece of cake. However, the target group did not always speak these languages. Therefore, I decided together with the team leader that an Arabic version should be made as well. One of the translators of VWON offered to translate the questionnaire. It appeared to be Arabic with a certain dialect, of which I did not know the existence. Therefore, I asked a Syrian refugee to translate it for me. Before the translation was done a few weeks were past, which led to problems with my planning. I should have considered the exact language needed for translation. I could have chosen for a paid translation even, as this would have assured me of good quality.

Just before the quantitative research would take place the team leader of VWON quitted her job. This meant that I had to work with a different client. Luckily it was another employee of VWN, who I already knew a bit. An initial meeting with the first examiner was arranged to get to know each other. Furthermore, the new team leader was quite busy with all new tasks. Therefore, she told me to do my research and just to let her know if I needed anything. I worked individually as the new team leader did not even know exactly what the research involved. During the quantitative research all volunteers of VWON helped to hand out the questionnaires. This gave me the feeling that they took me serious. As many refugees did not understand the questionnaire completely, they needed help with explanation. This was a weak point, as I tried to make the questions as easy as possible, for this target group they were still too complicated. Personally I learned to anticipate even more on the perspective of the client or participant.

The interviews with the care workers were all very pleasant. The participants took the time for me and they were interested in my research. At my printed version of the interview guide I had the logo

of VWN, as this is my client. One of the interviewees was a bit sceptic, as they felt like this was not objective. I should have thought about this, so that the interviewees felt free to speak and say whatever they wanted about VWN.

After the research the analysis had to be completed. I did not realise before that doing quantitative and qualitative research would result in many data. Furthermore it takes a lot of time to process this data. Due to personal circumstances I decided to take some time for my family. This is why the first deadline of the thesis was not met. It was only two months later I started to work on the thesis again. The beginning was hard, as I was completely out of the subject. Furthermore I was insecure about the whole project, if the results were useful and how to analyse them. A learning point in this matter is to ask for help in an earlier stage, so that the thesis does not become a negatively loaded project. After a few weeks of trying and weekly contact with the first examiner my self-confidence came back a bit. Nevertheless, I feel like my outcomes are not as relevant for VWN as I hoped before.

So, this thesis project was a rollercoaster of emotions for me. The start was smooth and optimistic, while due to personal circumstances the project has had some delay. As I am a model student, I felt like I failed and this gave the project a negative load. This is why the last part of the thesis was hard to write. Nevertheless the support from the first examiner and the team leader of VWON was always pleasant and I felt safe and appreciated. By a next long term project, I would take more time to prepare the parts of the project which I find difficult. This will help to get more confident, so that negative emotions will not take the overhand in the project.

6.2 Value for the hospitality industry

This thesis acknowledges the need for a broader (societal) hospitality industry. Hospitality is *'the friendly and generous reception and entertainment of guests, visitors, or strangers'* (Oxford University Press, 2016). This definition shows that not only in the hospitality industry, hospitable behaviour is important. In hospitality business, hospitality is conditional, as guests pay a price (Lashley, 2015). However, Nouwen (1998) states that *"genuine hospitality involves generous giving without concern for return or repayment"* (as cited in Lashley, 2015). Therefore, hospitality can be unconditional, as it is seen as a moral obligation (Vijver, 1996). This does not mean there are no laws concerning integration, Derrida mentions hospitality is inherent ambiguous (O'Gorman, 2006). This thesis shows that hospitality is important in the integration process of refugees. Therefore, there is a need for tools to welcome refugees more hospitable. This thesis is an example of a tool that can be used within a certain municipality on a small scale.

Furthermore hospitality should become a societal topic as it is of crucial importance for the whole society. What should a society be without hospitality? A pleasant society to live in is a society in which citizens are social towards each other, a society in which they care about others and their environment. If there is no hospitality, all citizens would act individually, without caring for other persons, their environment or even the planet itself. The existing of society is therefore dependent on the social and hospitality behaviour of citizens. This thesis shows that intrinsic motivation and social engagement make the world a better and more hospitable place in which everyone is welcome to participate.

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Appendices

Appendix I Background information VluchtelingenWerk

What we do for asylum seekers and refugees

The Dutch Council for Refugees is an independent organisation, standing up for the interests of refugees and asylum seekers. Together with several thousands of volunteers we support asylum seekers in reception centres and refugees in building up a new life in municipalities. What exactly do we do? This is a summary.



IN FIGURES

The Dutch Council for Refugees works in all reception centres for asylum seekers and is active in 300 municipalities in the Netherlands.

13,000

trained
volunteers



300
municipalities

FROM ARRIVAL TO INDEPENDENCY AND BEYOND

The Dutch Council for Refugees supports asylum seekers and refugees from the moment they are welcomed and accommodated up to the point where they are able to continue their way independently.

Support to all asylum seekers

Give information on the asylum procedure:

- What can you expect?
- What are your rights?
- Prepare for the asylum procedure

Legal support and guidance

during the asylum procedure:

- Substantiate the asylum application
- Be present during interviews

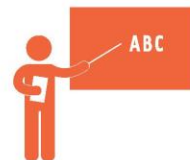


1

Support to refugees who are allowed to stay

Support and guidance on:

- Applications for family reunion
- Finding your way in society (social guidance)
- Civic integration
- Learning the language
- Finding a job



2

AND FURTHER

The Dutch Council for Refugees commits itself to improving the position of refugees and asylum seekers. One of the ways we do this is through advocacy: influencing the government's policy and the viewpoints of political parties and by creating a public support. Apart from that we organise and execute various projects.



Advocacy

Advocacy for the collective interests of asylum seekers and refugees:

- Signal problems in legislation
- React to legislative bills
- Make policy proposals
- Monitor the position of asylum seekers and refugees



Projects

- Music events in reception centres
- Holiday weeks for children
- Employment
- Prevention of debts
- Repatriation



Public support

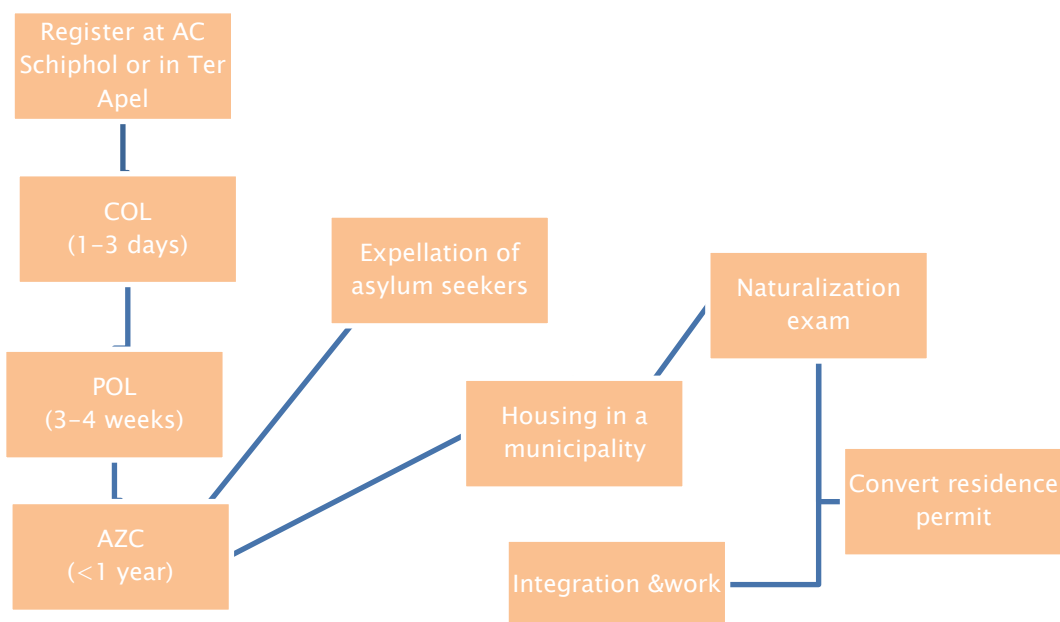
Create support for the asylum seekers and refugees in Dutch society:

- Organise campaigns
- Offer tutorial material for schools
- Provide information

Source VluchtelingenWerk 2017 (see bibliography)

Appendix II Guest cycle asylum seekers in The Netherlands

Below the guest cycle in short is translated in English. The Dutch version of the guest cycle is available as well.



Appendix III Tree diagrams

Hospitality

Tangible aspects (hardware)	Housing	Decoration/ state of delivery of the house		
	Efficiency	Speed of service		
	Quality of products/ services			
Intangible aspects (software)	Atmosphere	Heart- warming atmosphere	Feeling of being welcome	
			Feel comfortable	
			Feel relaxed/ at home	
	Experience in general	Experience exceeds expectation and is memorable (surprise effect)		
		Feeling of cordiality and generosity		
		Tailor made service		
	Behaviour of care worker	Heart- assuring behaviour	Kind and respectful	
			Trustworthy	
			Honestly/ authenticity	
			Reliability	
		Heart- soothing behaviour	Generosity	
			Social skills	
			Openness	
		Hostmanship of care worker	Offer safety	
			Offer clarity	
		Hospitality behaviour of care worker	Kindness	Friendliness
				Politeness
			Patience	
			Engagement	Commitment

				Involvement personal life refugee
			Acknowledgement	Recognition
				Taken Seriously
			Take responsibility	

Integration

Economic process	Employment
	Housing
	Education
Cultural process	Language acquisition
	Information
Social process	Participation/ contribution to social life
	Finding socio economic cohesion
	Social inclusion

Appendix IV Detailed time planning

Task Name	Mar			Apr			May			Jun								
	Feb 27	Mar 6	Mar 13	Mar 20	Mar 27	Apr 3	Apr 10	Apr 17	Apr 24	May 1	May 8	May 15	May 22	May 29	Jun 5	Jun 12	Jun 19	Jun 26
<div><input type="checkbox"/> Surveys</div>																		
Translate in Arabic																		
Send email to participants																		
Face to face																		
Analysis SPSS																		
Draw conclusions																		
<div><input type="checkbox"/> Interviews</div>																		
Create interview guide																		
Arrange meetings for interviews																		
Code interviews																		
Analyze and draw conclusions																		
<div><input type="checkbox"/> Validity/ reliability</div>																		
Validity analysis																		
Reliability analysis																		
<div><input type="checkbox"/> Solutions and advice</div>																		
Alternatives																		
Best solution																		
Action plan																		
<div><input type="checkbox"/> Implementation of advice</div>																		
VWON																		
Municipality																		
Vivare and RadarUitvoering Oost																		
<div><input type="checkbox"/> Personal reflection</div>																		
Planning and Organization																		
Value for VWON																		
<div><input type="checkbox"/> Fine tuning Thesis report</div>																		
Spelling and grammar check																		
Check APA																		
Check report guidelines																		

Appendix V Interview Guide Dutch

Hallo, hartstikke fijn dat ik vandaag bij u mocht komen voor een interview. Mijn naam is Marjolein Kurk en ik ben 4 de jaars student Hotel en Hospitality Management op Saxion Hogeschool in Apeldoorn. Mijn afstuderen doe ik voor VluchtelingenWerk in De Gemeente Rheden en Rozendaal. Het gaat over de gastvrijheidsbeleving onder vluchtelingen. Met mijn onderzoek hoop ik erachter te komen wat de gastvrijheidsbeleving is, hoe verschillende maatschappelijke organisaties (de Gemeente, Vivare, VluchtelingenWerk en RadarUitvoering Oost) gastvrijheid bieden en hoe dit alles verbeterd zou kunnen worden waar nodig. Het interview zal ik opnemen met mijn laptop/ mobiel, zodat ik dit later terug kan luisteren voor mijn onderzoeksanalyse. Als u dit wilt, kan ik u het gehele uitgetypte interview doen toekomen. Het interview duurt naar verwachting ongeveer 45-60 minuten. Gedurende het interview zal ik wat algemene vragen stellen over u en uw werk en wat dit te maken heeft met vluchtelingen. Daarna zal ik wat dieper ingaan op de gastvrijheid die u als organisatie aanbied. Als laatste zal ik ingaan op de integratie van vluchtelingen door middel van gastvrijheid. Heeft u nog vragen voordat we beginnen?

Algemene vragen

1. Wat is uw positie/ functie bij (Vivare, VluchtelingenWerk, RadarUitvoering Oost/ De Gemeente)?
2. Hoe lang werkt u al voor deze organisatie?
3. Is dit de eerste baan/ functie waar u in contact bent gekomen met vluchtelingen?
4. Wat voor contact heeft u binnen uw functie met vluchtelingen? (direct/ indirect)
5. Hoe ervaart u dit contact met vluchtelingen?

SAMENVATTEN

Gastvrijheid in het algemeen

6. Wat is uw ervaring met gastvrijheid ten opzichte van vluchtelingen binnen uw organisatie?
7. In hoeverre denkt u binnen een gastvrije organisatie te werken?
8. Wat houdt gastvrijheid volgens u in?

SAMENVATTEN

Gastvrijheid vanuit uw organisatie

Mijn onderzoek richt zich voornamelijk op het gedeelte van gastvrijheid waarin de vluchteling in direct contact staat met u als medewerker. De zogeheette contactmomenten. De volgende vragen gaan over de gastvrijheid van uw organisatie in het algemeen. Als u niet zo goed weet wat ik hiermee bedoel, dan kunt u antwoord geven vanuit uzelf met bijvoorbeeld concrete voorbeelden.

9. In hoeverre is uw organisatie vriendelijk naar vluchtelingen? (voorbeeld)
10. In hoeverre is uw organisatie beleefd naar vluchtelingen? (voorbeeld)
11. In hoeverre tonen de medewerkers geduld t.o.v. vluchtelingen? (voorbeeld)
12. In hoeverre zetten de medewerkers zich extra in voor vluchtelingen? (voorbeeld)
13. In hoeverre zijn de medewerkers betrokken bij het persoonlijke leven van vluchtelingen? (voorbeeld)
14. In hoeverre wordt de situatie van de vluchtelingen bewust erkend door de medewerkers?
15. In hoeverre nemen de medewerkers van uw organisatie verantwoordelijkheid voor hun daden en de informatie die ze verstrekken aan vluchtelingen?

16. In hoeverre nemen de medewerkers van uw organisatie vluchtelingen en hun situatie serieus?
17. Waar denkt u dat u als organisatie het beste in bent t.o.v. gastvrijheid? (bijv. vriendelijkheid, geduld, betrokkenheid, erkenning of verantwoordelijkheid nemen)

SAMENVATTEN

Integratie door middel van gastvrijheid

Integratie bestaat uit verschillende processen, een economisch proces, een cultureel en een sociaal proces. Mijn onderzoek richt zich op dit sociale proces. Met sociale integratie bedoel ik: participatie, sociale cohesie en inclusie.

18. In hoeverre heeft u het idee dat de gastvrijheidsbeleving van vluchtelingen effect heeft op hun sociale integratie? Zo ja, op welke manier?
19. In hoeverre heeft u het idee dat de origine van een vluchteling effect heeft op de gastvrijheidsbeleving (voorbeeld)
20. In hoeverre heeft u het idee dat de wijk/ buurt waarin de vluchteling woont effect heeft op de gastvrijheidsbeleving? (voorbeeld)
21. In hoeverre heeft u het idee dat er een verschil is in gastvrijheidsbeleving tussen eerst gearriveerde vluchtelingen en nareizigers? (voorbeeld)

SAMENVATTEN

Ik denk dat ik alle antwoorden van u heb, die ik op dit moment nodig heb om een uitgebreide analyse te kunnen maken.

Heeft u nog vragen over het onderzoek?

Vind u het goed om in contact te blijven, mocht ik toch nog een vraag voor u hebben?

Nogmaals, ontzettend bedankt voor uw hulp en zodra ik de onderzoeksresultaten heb, zal ik u hiervan op de hoogte stellen. Dit zal rond midden juni zijn waarschijnlijk.

Nog een fijne dag! ☺

Appendix VI Interview guide English

As all interview are held with native Dutch, it is chosen to do the interviews also in Dutch. Therefore, the Dutch interview guide is much more extended. The English version is only to show the translation of the questions.

General questions

1. What is your position at (Vivare, VluchtelingenWerk, RadarUitvoering Oost, De Gemeente)?
2. How long do you work in this position in the organisation?
3. Is this the first job in which you are in contact with refugees?
4. What kind of contact do you have with refugees in this function? (direct/ indirect)
5. How do you experience this contact with refugees?

Hospitality in general

6. What is your personal experience with hospitality towards refugees within your organization?
7. To what extent do you believe you work in an hospitable organization?
8. What does hospitality involve in your opinion?

Hospitality performance of your organization

9. To what extent is your organization friendly towards refugees?
10. To what extent is your organization polite towards refugees?
11. To what extent show the employees patience towards refugees?
12. To what extent are the employees (extra) committed towards refugees?
13. To what extent are the employees involved in the personal life of refugees?
14. To what extent do the employees acknowledge the situation of refugees?
15. To what extent do the employees take responsibility?
16. To what extent is the situation of refugees taken seriously by employees?
17. In which aspect of hospitality is your organization best? (friendliness, patience, engagement, acknowledgement or taking responsibility)

Integration through hospitality

18. To what extent do you believe that the hospitality experience of refugees has an effect on their social integration? If yes, in what manner?
19. To what extent do you believe that the origin of the refugee has an effect on their hospitality experience?
20. To what extent do you believe that the neighbourhood in which refugees are situated has an effect on their hospitality experience?
21. To what extent do you believe that there is a difference in hospitality experience between the first arrived refugees and after travellers?

Appendix VII Questionnaire Dutch and English

Beste heer/ mevrouw,

Dit onderzoek gaat over de gastvrijheidsbeleving onder vluchtelingen vanaf het moment dat ze een huis hebben gekregen in de Gemeente Rheden of Rozendaal. Het onderzoek wordt uitgevoerd door Marjolein Kurk, een 4^{de} jaars studente Hotel Management. Uw deelname wordt zeer op prijs gesteld en persoonlijke informatie zal niet voor andere doeleinden gebruikt worden dan voor dit onderzoek. Het invullen van de vragenlijst is anoniem. Allereerst zullen er wat algemene vragen worden gesteld, daarna wat gedetailleerde vragen over de gastvrijheidsbeleving bij verschillende organisaties. Geef u alstublieft maar 1 antwoord per vraag, tenzij het anders is aangegeven. Mocht u een vraag niet begrijpen of hij is niet van toepassing, dan kiest u *geen* antwoord en laat u de vraag open. Hartelijk dank voor uw deelname!

عزيزي عزيزتي،

هذا البحث يتعلق بموضوع معاشية كرم الضيافة من قبل اللاجئين بدأ من اللحظة التي يحصلون فيها على سكن في بلدية ريدين أو روزيندال . البحث يتم إجراؤه من قبل كارولين كورك، طالبة سنة رابعة إدارة فنادق . مشاركتك بهذا البحث تكون مقدرة جدا من قبلنا و معلوماتك الشخصية لن يتم استخدامها لأغراض أخرى . تعبئة الأسئلة هنا يتم بطريقة سرية أولا يتم طرح الأسئلة بشكل عام و بعدها عن معاشية كرم الضيافة مع أكثر من منظمة . الرجاء إعطاء فقط إجابة واحدة لكل سؤال إلا إذا طلب غير ذلك . إذا لم تفهم السؤال أو أن السؤال ليس ينطبق على حالتك اتركه رجا دون إجابة

Vragenlijst

شكرا لك على مشاركتك

Algemene vragen

الأسئلة العامة

1. Wat is uw leeftijd?

ما هو عمرك

- ☐ Jonger dan 16 jaar
- ☐ 16 – 30 jaar
- ☐ 31 – 45 jaar
- ☐ 46 – 60 jaar
- ☐ Ouder dan 60 jaar

هل هو اصغر من ١٦ س
سنة ١٦ - ٣٠
سنة ٣١ - ٤٦
سنة ٤٦ - ٦٠
اكبر من ٦٠ سنة

2. Wat is uw geslacht?

ما هو نوع الجنس هل هو ذكر او انثى

- ☐ Man رجل
- ☐ Vrouw أنثى

3. Uit welk land komt u?

من اي بلد انت

- ☐ Syrië
- ☐ Eritrea
- ☐ Afghanistan
- ☐ Somalië
- ☐ Anders, namelijk _____

سورية
إريتريا
افغانستان
الصومال
غير ذلك، بالتحديد _____

4. Sinds wanneer woont u in de Gemeente Rheden of Rozendaal?

منذ متى تسكن في بلدية ريدين أو روزيندال؟

- ☐ Voor 2015
- ☐ 2015

قبل ٢٠١٥
منذ ٢٠١٥

- 2016
- 2017

منذ ٢٠١٦
منذ ٢٠١٧

5. Bent u de eerst gearriveerde vluchteling of bent u een nareiziger? (via gezinshereniging)?

كيف قدمت الى هولندا هل عن طريق لم شمل او كلاجي

- Eerst gearriveerde vluchteling
- Nareiziger (via gezinshereniging)

وصلت أولا كلاجي
عن طريق لم الشمل

Uw wijk/ buurt

حيك، جوارك

6. In welk dorp woont u?

في أي قرية تسكن؟

- Velp (ga verder met vraag 7)
- Rheden (ga verder met vraag 8)
- De Steeg (ga verder met vraag 8)
- Dieren (ga verder met vraag 9)
- Ellecom (ga verder met vraag 9)
- Laag Soeren (ga verder met vraag 9)
- Spankeren (ga verder met vraag 9)
- Rozendaal (ga verder met vraag 10)
- Ik weet het niet, mijn adres is:

فيلب (اذهب السؤال السابع)
ريدين (اذهب السؤال الثامن)
دينستيغ (اذهب السؤال الثامن)
ديرين (اذهب السؤال التاسع)
إليكوم (اذهب السؤال التاسع)
لاخسورن (اذهب السؤال التاسع)
سبانكرن (اذهب السؤال التاسع)
روزيندال (اذهب السؤال العاشر)
لا أعلم، اسم شارعي هو

7. In welke wijk/ buurt woont u in Velp?

هل تسكن جنوب الحي او شمال الحي او شرق الحي او غرب الحي؟ طبعا في فيلب

- Velp- Noord noordelijk van het spoor
- Velp- Zuid zuidelijk van het spoor
- Velp- Zuid zuidelijk van de 'van Waterstraat'
- Velp- Noordoost
- Velp- Zuidoost
- Ik weet het niet, mijn adres is:

شمالي السكة
جنوبي السكة
جنوبي فيلب جنوب شارع واترسترات
فيلب الجهة الشمالية الشرقية
فيلب الجهة الجنوبية الشرقية
لا أعلم، اسم شارعي هو

8. In welke wijk/ buurt woont u in Rheden of De Steeg?

في أي حي تسكن في ريدين أو ديستيغ

- Rheden Centrum
- Bosgebied Rheden
- Rheden- West
- Verspreide huizen Rheden
- De Steeg Centrum
- Bosgebied De Steeg
- Ik weet het niet, mijn adres is:

مركز ريدين
منطقة الغابة ريدين
غرب ريدين
البيوت الموزعة ريدين
مركز ديستيغ
منطقة الغابة ديستيغ
لا أعلم، اسم شارعي هو

9. In welke wijk/ buurt woont u in Dieren, Ellecom, Laag Soeren of Spankeren?

في أي منطقة بالتحديد تسكن في ديرين، إيكوم، لاخسورن أو سبانكرن

Dieren ,Ellecom,Laag Soeren او Spankeren?

- Dieren- Noord noordelijk van het spoor

ديرين نورد

- Dieren– Zuid zuidelijk van het spoor
- Dieren– West noordelijk van het spoor
- Ellecom Centrum
- Bosgebied Ellecom
- Laag Soeren Centrum
- Bosgebied Laag Soeren
- Spankeren
- Ik weet het niet, mijn adres is:

ديرين ساود
ديرين الغربية
مركز اليكوم
منطقة الغابة اليكوم
مركز لاختسورن
منطقة الغابة لاختسورن
سبانكرن
لا أعلم, اسم شارعي هو

Maatschappelijke organisaties

منظمات المجتمع المدني

Maatschappelijke organisaties zijn organisaties die u tijdens het inburgerings en integratie proces helpen en ondersteunen. In dit onderzoek staan de volgende organisaties centraal: VluchtelingenWerk, de Gemeente Rheden en Vivare. Bij de volgende vragen mag u 1 antwoord omcirkelen.

منظمات المجتمع المدني هي المنظمات التي تساعد خلال التجنيس و تؤمن الدعم خلال الدراسة، والمنظمات هي : مركز مساعدة اللاجئين و شركة فيفارا وبلدية ريدين. الرجاء هنا تحديد إجابة واحدة

- 1 betekent: helemaal niet
2 betekent: nee
3 betekent: gaat wel/ neutraal
4 betekent: ja
5 betekent: ja heel erg

رقم ١ يعني ليس كثيرا/جيد جدا
لا
رقم ٣ يعني وسط
نعم
رقم ٥ يعني كثير/جيد جدا

VluchtelingenWerk



Heeft u weleens contact met deze organisatie?

هل سبق وان تواصلت مع هذه المنظمة؟Vluchting werk الى

- Ja (ga verder met de volgende vraag)
- Nee (ga verder met de vragen over de gemeente Rheden)

(نعم) اذهب الى السؤال التالي
(لا) اذهب الى الأسئلة حول بلدية ريدين

10. Zijn de medewerkers vriendelijk?

كيف عايشت لطف الموظفين هناك

Helemaal niet nee gaat wel ja

ja heel erg

11. Hebben de medewerkers geduld?

هل كان الموظف صبور معك

Helemaal niet nee gaat wel ja

ja heel erg

12. Zijn de medewerkers betrokken?

هل كان الموظف متعاون معك

Helemaal niet nee gaat wel ja

ja heel erg

13. Wordt uw situatie erkend door de medewerkers?

هل كان يحترم مشاكلك

Helemaal niet nee gaat wel ja

ja heel erg

14. Nemen de medewerkers verantwoordelijkheid?

هل حمل هو المسؤولية؟

Helemaal niet nee gaat wel ja

ja heel erg

15. Zijn de medewerkers beleefd?

هل كان مودب معك

Helemaal niet	nee	gaat wel	ja	ja heel erg
16. Zijn de medewerkers ongeduldig?				هل كان غير صبور معك
Helemaal niet	nee	gaat wel	ja	ja heel erg
17. Mengen de medewerkers zich op een positieve manier in uw prive leven?				هل تتدخل في حياتك الشخصية؟
Helemaal niet	nee	gaat wel	ja	ja heel erg
18. Voelt u zich serieus genomen door de medewerkers?				هل تشعر بجديه الموظف بالتعامل معك
Helemaal niet	nee	gaat wel	ja	ja heel erg
19. Gedragen de medewerkers zich verantwoordelijk?				هل الموظف متحمل المسؤولية لحل الامور
Helemaal niet	nee	gaat wel	ja	ja heel erg

De Gemeente Rheden

بلدية ريدين

gemeente Rheden



Heeft u weleens contact met deze organisatie?

هل سبق و تواصلت مع

هذه المنظمة؟

- Ja (ga verder met de volgende vraag)
- Nee (ga verder met de vragen voor Vivare)

نعم اذهب الى سوال التالي

لا – اذهب الى أسئلة فيفارا

20. Zijn de medewerkers vriendelijk?

كيف عايشت لطف الموظفين هناك

Helemaal niet	nee	gaat wel	ja	ja heel erg
---------------	-----	----------	----	-------------

21. Hebben de medewerkers geduld?

هل كان الموظف صبور معك

Helemaal niet	nee	gaat wel	ja	ja heel erg
---------------	-----	----------	----	-------------

22. Zijn de medewerkers betrokken?

هل كان الموظف متعاون معك

Helemaal niet	nee	gaat wel	ja	ja heel erg
---------------	-----	----------	----	-------------

23. Wordt uw situatie erkend door de medewerkers?

هل كان يحترم مشاكلك

Helemaal niet	nee	gaat wel	ja	ja heel erg
---------------	-----	----------	----	-------------

24. Nemen de medewerkers verantwoordelijkheid?

هل حمل هو المسؤولية؟

Helemaal niet	nee	gaat wel	ja	ja heel erg
---------------	-----	----------	----	-------------

25. Zijn de medewerkers beleefd?

هل كان مودب معك

Helemaal niet	nee	gaat wel	ja	ja heel erg
---------------	-----	----------	----	-------------

26. Zijn de medewerkers ongeduldig?

هل كان غير صبور معك

Helemaal niet	nee	gaat wel	ja	ja heel erg
---------------	-----	----------	----	-------------

27. Mengen de medewerkers zich op een positieve manier in uw prive leven?

هل تتدخل في حياتك الشخصية؟

Helemaal niet	nee	gaat wel	ja	ja heel erg
---------------	-----	----------	----	-------------

28. Voelt u zich serieus genomen door de medewerkers?

هل تشعر بجديه الموظف بالتعامل معك

Helemaal niet	nee	gaat wel	ja	ja heel erg
---------------	-----	----------	----	-------------

29. Gedragen de medewerkers zich verantwoordelijk?

هل الموظف متحمل المسؤولية لحل الامور

Helemaal niet	nee	gaat wel	ja	ja heel erg
---------------	-----	----------	----	-------------

Heeft u weleens contact met deze organisatie?

- Ja (ga verder met de volgende vraag)
- Nee (ga verder met vraag 40)

هل سبق و تواصلت مع شركة البيوت؟

نعم متابعه باقي الأسئلة
لا, اذهب الى سؤال 40

30. Zijn de medewerkers vriendelijk?

كيف عايشت لطف الموظفين هناك

Helemaal niet nee gaat wel ja ja heel erg

31. Hebben de medewerkers geduld?

هل كان الموظف صبور معك

Helemaal niet nee gaat wel ja ja heel erg

32. Zijn de medewerkers betrokken?

هل كان الموظف متعاون معك

Helemaal niet nee gaat wel ja ja heel erg

33. Wordt uw situatie erkend door de medewerkers?

هل كان يحترم مشاكلك

Helemaal niet nee gaat wel ja ja heel erg

34. Nemen de medewerkers verantwoordelijkheid?

هل حمل هو المسؤولية؟

Helemaal niet nee gaat wel ja ja heel erg

35. Zijn de medewerkers beleefd?

هل كان مودب معك

Helemaal niet nee gaat wel ja ja heel erg

36. Zijn de medewerkers ongeduldig?

هل كان غير صبور معك

Helemaal niet nee gaat wel ja ja heel erg

37. Mengen de medewerkers zich op een positieve manier in uw prive leven? هل تدخل في حياتك الشخصية؟

Helemaal niet nee gaat wel ja ja heel erg

38. Voelt u zich serieus genomen door de medewerkers?

هل تشعر بجديه الموظف بالتعامل معك

Helemaal niet nee gaat wel ja ja heel erg

39. Gedragen de medewerkers zich verantwoordelijk? هل الموظف متحمل المسؤولية

لحل الامور

Helemaal niet nee gaat wel ja ja heel erg

Belang van kenmerken gastvrijheid

أهمية ميزات حسن الضيافة

40. Welke van de volgende kenmerken van gastvrij gedrag zijn het meest belangrijk voor u?

Meerdere antwoorden zijn mogelijk, maar u mag er maximaal 3 aankruizen.

أي من الصفات التالية هي الأكثر أهمية بالنسبة لك؟
إجابات متعددة ممكنة، ضع ثلاثة علامات على الأكثر.

- Vriendelijkheid/ beleefdheid
- Geduld
- Betrokkenheid

اللطف / مجاملة

صبر

مشاركة

- | | |
|--|----------------|
| ○ Erkenning | اعتراف |
| ○ Verantwoordelijkheid van de medewerker | مسؤولية الموظف |

Dit is het einde van de vragenlijst!

نهاية الأسئلة والأجوبة

Als u geïnteresseerd bent in de resultaten van het onderzoek, schrijf dan hier uw emailadres:

(Uw email zal niet voor andere doeleinden worden gebruiken dan voor het delen van de onderzoeksresultaten)

إذا كنت مهتم بنتائج هذا البحث يمكنك كتابة بريدك الإلكتروني لتبقى على اطلاع بنتائج البحث (لن يتم استخدامه لأغراض أخرى)

Bedankt voor uw tijd en nog een fijne dag verder! ☺

شكرا على وقتك وأتمنى لك نهارا سعيدا

Dear Sir/ Madam,

This research is about the hospitality experience of refugees from the moment that they are assigned to the municipality of Rheden and Rozendaal. The research is conducted by Marjolein Kurk, a fourth year's student Hotel Management. Your participation is highly appreciated and your personal information will not be used for other purposes than this research. Completing the questionnaire is totally anonymous. Firstly, some general questions will be asked, then some detailed questions about your hospitality experience at the different care workers are stated. Please select one answer per question, unless indicated otherwise. If you do not understand a question or the question is not applicable, please *do not pick an answer*.

Thank you very much in advance for your collaboration.

Questionnaire

General questions

1. What is your age?

- ☐ Below 16 years
- ☐ 16 – 30 years
- ☐ 31 – 45 years
- ☐ 46 – 60 years
- ☐ Older than 60 years

2. What is your gender?

- ☐ Man
- ☐ Woman

3. What is your country of origin?

- ☐ Syria
- ☐ Eritrea
- ☐ Afghanistan
- ☐ Somalia
- ☐ Other, namely _____

4. Since when do you live in the municipality of Rheden or Rozendaal?

- ☐ Before 2015
- ☐ 2015
- ☐ 2016
- ☐ 2017

5. Are you the first arrived refugee or an after traveller (via 'gezinshereniging')?

- ☐ First arrived refugee
- ☐ After traveller

Your neighbourhood

6. In which city do you live?

- Velp (go on with question 7)
- Rheden (go on with question 8)
- De Steeg (go on with question 8)
- Dieren (go on with question 9)
- Ellecom (go on with question 9)
- Laag Soeren (go on with question 9)
- Spankeren (go on with question 10)
- Rozendaal (go on with question 10)
- I do not know, my address is:

7. In which neighbourhood do you live in Velp?

- Velp– North northern of the railroad
- Velp– South southern of the railroad
- Velp– South southern of the 'van Waterstraat'
- Velp– Northeast
- Velp– Southeast
- I do not know, my address is:

8. In which neighbourhood do you live in Rheden or De Steeg?

- Rheden Centre
- Forest area Rheden
- Rheden– West
- Scattered houses Rheden
- De Steeg Centre
- Forest area De Steeg
- I do not know, my address is:

9. In which neighbourhood do you live in Dieren, Ellecom, Laag Soeren or Spankeren?

- Dieren– North northern of the railroad
- Dieren– South southern of the railroad
- Dieren– West northern of the railroad
- Ellecom
- Forest area Ellecom
- Laag Soeren
- Forest area Laag Soeren
- Spankeren
- I do not know, my address is:

Care workers

Specific questions about the different care workers are asked. Please answer again by circling 1 answer per question.

1 means not very much/ good

2 not much/ good

3 neutral

4 much/ good

5 means very much/ very good

VluchtelingenWerk

Are you in contact with this organization?

- ☐ Yes, go on with the next question
- ☐ No, go on with the questions about de Gemeente Rheden



10. How do you experience the friendliness of employees?

1 2 3 4 5

11. How do you experience the patience of employees?

1 2 3 4 5

12. How do you experience the commitment of employees?

1 2 3 4 5

13. Do you experience acknowledgement and recognition for your situation?

1 2 3 4 5

14. How do you experience the level of responsibility of the employees?

1 2 3 4 5

15. How do you experience the politeness of employees?

1 2 3 4 5

16. How do you experience the impatience of employees?

1 2 3 4 5

17. How do you experience the involvement of the employees in your personal life?

1 2 3 4 5

18. Do you feel like the employees take you serious?

1 2 3 4 5

19. How do you experience the level of responsibility taken by the employees?

1 2 3 4 5

Are you in contact with this organization?

- ☐ Yes, go on with the next question
- ☐ No, go on with the questions about Vivare

20. How do you experience the friendliness of employees?

1 2 3 4 5

21. How do you experience the patience of employees?

1 2 3 4 5

22. How do you experience the commitment of employees?

1 2 3 4 5

23. Do you experience acknowledgement and recognition for your situation?

1 2 3 4 5

24. How do you experience the level of responsibility of the employees?

1 2 3 4 5

25. How do you experience the politeness of employees?

1 2 3 4 5

26. How do you experience the impatience of employees?

1 2 3 4 5

27. How do you experience the involvement of the employees in your personal life?

1 2 3 4 5

28. Do you feel like the employees take you serious?

1 2 3 4 5

29. How do you experience the level of responsibility taken by the employees?

1 2 3 4 5

Vivare

Are you in contact with this organization?

- ☐ Yes, go on with the next question
- ☐ No, go on with question 40



30. How do you experience the friendliness of employees?

1 2 3 4 5

31. How do you experience the patience of employees?

1 2 3 4 5

32. How do you experience the commitment of employees?

1 2 3 4 5

33. Do you experience acknowledgement and recognition for your situation?

1 2 3 4 5

34. How do you experience the level of responsibility of the employees?

1 2 3 4 5

35. How do you experience the politeness of employees?

1 2 3 4 5

36. How do you experience the impatience of employees?

1 2 3 4 5

37. How do you experience the involvement of the employees in your personal life?

1 2 3 4 5

38. Do you feel like the employees take you serious?

1 2 3 4 5

39. How do you experience the level of responsibility taken by the employees?

1 2 3 4 5

Your order of importance

40. Which of the following characteristics of hospitable behaviour are most important for you?

Several answers are possible, although a maximum of 3 answers please.

- ☐ Kindness (friendliness, politeness)
- ☐ Patience
- ☐ Engagement (commitment, involvement)
- ☐ Acknowledgement (recognition, being taken seriously)
- ☐ Responsibility of care workers

You are now finished with the questionnaire!

If you are interested in receiving the results of the research, you can leave your email here:

(Your email address will not be used for other purposes than for the results)

Thank you for your time and I wish you a pleasant day! ☺

Appendix VIII Approach of literature review

To find relevant literature the snowball method is used, because articles mostly refer to related and relevant theories and articles. Firstly the concept hospitality is searched for, with the use of Google scholar, EBSCO Full text and Hospitality and Tourism Complete from EBSCO. The following search terms are used: 'definition of hospitality', 'hospitality AND experience', 'hospitality AND refugees', 'hospitality AND performance' and 'aspects AND hospitality'. Then refugee is explained by definitions of the Oxford Dictionary and by the definition of VluchtelingenWerk. Social inclusion, participation and integration are explained by the help of the website of VluchtelingenWerk and the above mentioned search engines by using the snowball method.

To evaluate the search results, the source has been checked on: reliability (is it an article in a scientific magazine), references (how often other authors refer to this source), relevance (is the article in line with this research) and if the information is up to date (Verhoeven, 2011).

Appendix IX summary of codes qualitative research

Kindness

The Sociaal Wijkteam and VluchtelingenWerk mention that they are always friendly to everyone. Radar Uitvoering mentions that they are possibly friendlier towards refugees, as they are so friendly themselves. “*This makes you feel like listening to them*” (respondent D). The municipality addresses that being strict instead of friendly is necessary sometimes as well. If people do not obey the rules, they should be told friendly but compelling what they should do.

The municipality claims that they are polite towards all citizens, also refugees. They shake hands and ask if people want them to take off their shoes before they enter a house. Vivare mentions that they are polite, however they feel that they are not always aware of the cultural differences. In some cultures not looking into the eyes is normal for women, however they still try to get a dialogue. VluchtelingenWerk also addresses that politeness is very cultural bound. Politeness is an interpretation, so we are polite from own Dutch culture. We believe it is impolite if a woman does not want to shake hands for example.

To conclude kindness is seen as behaviour all care workers perform, however strictness is necessary in certain situations as well. Furthermore politeness is seen as culturally bound, so the Dutch politeness might be interpreted different by refugees.

Acknowledgement

Especially VluchtelingenWerk speaks of acknowledgement of the situation of the refugee. As every refugee is different they acknowledge this and have to take into account that everyone reacts different on a certain situation, due to their experiences. The municipality also speaks of taking into account the situation, as they have probably experienced horrible things. However, there should be a balance between treating them as any other and acknowledging the differences. Furthermore other employees of the municipality emphasize that it is better not to talk about the situation in their country of origin. For many people looking back is harder than moving forward and they want to help them to build a new future in the Netherlands. Radar Uitvoering Oost also acknowledges refugees, however they also focus more on the positive side and not on the problems. The care workers have a signaling function, so if refugees face health issues due to their experiences, they have to be referred to health providers.

All care workers claim to take refugees always serious. Although they question a refugee sometimes, they are still a client, which should be taken seriously. Furthermore VluchtelingenWerk mentions that they might be emotional sometimes. Even then, they should always be taken serious.

To conclude, refugees are taken serious by the care workers and their situation is acknowledged. However, looking back is not seen as desired, as moving forward is the goal of the care workers. Therefore, not much attention is given to the experiences in the country of origin, only if they need referral to other organizations.

Engagement

The municipality employees all mention that they are involved. However they often have only one or maybe two meetings with a refugee. In these intakes or meetings the personal life of refugees can be discussed if it is relevant for the meetings purpose. However, the employees mention that you

have to be careful that you do not become too personal. Certain professionalism is expected and if you become too personal refugees will invite you daily for dinner at their house. At integration meetings at the municipality it stands out that Syrian people are more open than people from Eritrea. To find out why things do not go well, they have to dig deeper. Meetings are never at home. Radar Uitvoering emphasizes that involvement is a personality as well. They often talked about daily life of refugees, so it is hard to avoid involvement. However, a certain distance should be there as well. From their own experience, they felt that they became too personal involved as they arranged internships in their own network. Business wise the working hours should be taking into account as well.

At VluchtelingenWerk the personal involvement is relatively high as the contact is intensive during coaching. They volunteers visit refugees at home to get to know the whole family. Sometimes it is even hard to not have a meal with them, the volunteers stress. As financial situations are also dealt with at VluchtelingenWerk, this is also personal. After the coaching during consultation hours the contact becomes less personal, but many volunteers are still quite involved as they have the possibility to visit people more often than others if they became friends. This kind of personal involvement is not seen in the other organizations.

Engagement is seen as a skill that is personal, so not all employees are engaged. However, most care workers that are interviewed claim to be engaged towards refugees. They are open and try to connect with them by calling their name. Furthermore some extra attention is given if this is necessary and help is given where possible, also if this is not necessarily part of the job. Vivare also mentions that they are more compliant if there are problems with refugees. Radar Uitvoering Oost acknowledges that the goals for refugees were personally higher and that they tried to go the extra mile for them. They really tried to be flexible and to get to know the refugees well.

VluchtelingenWerk is really engaged as the volunteers also visit refugees at home during coaching. One volunteer is even good friends with some of the refugees, so he is very engaged to their life. However the other volunteer mentions that it is not possible to really involve in their personal life, as it would simply cost too much time to have coffee everywhere. Every volunteer has his boundaries what they do and what not. In the nature of the work as a coach you are engaged. The refugees are even able to contact the volunteer via Whatsapp, so there is little distance. Another way of showing engagement is working extra hours to finish something for a refugee. This happens regularly at VluchtelingenWerk. Some refugees get a bit more attention than others, due to their demand of help. This has to do with becoming self-reliant, but it is also subjective sometimes.

To sum up, all care workers try to be engaged and involved in the personal life of refugees. However, a professional distance is taken into account, especially by Vivare, the municipality and Radar Uitvoering Oost. Furthermore these care workers have less intensive contact with refugees than VluchtelingenWerk, so their engagement is consequently lower.

Patience

All care workers believe they are patient towards refugees. The reason for this is that it takes sometimes longer to understand the underlying question, due to the language barrier. Vivare and VluchtelingenWerk address that they have enough time for refugees. The municipality explains that they are patient, however if they have explained something multiple times and the refugee just does not listen, then they might become impatient.

Take responsibility

The municipality mentions that they feel responsible for showing that refugees are a different subgroup of society for which extra knowledge is needed. All care workers feel responsible for the information they give refugees and if they make a mistake they feel responsible to rectify it. If a refugee is not able to take responsibility for his participation, then the municipality will refer to a welfare organization for suitable assistance. On top of that refugees have the possibility to complain about the services of care workers.

The following aspects are considered as important by the care workers as well for their perception on hospitality behaviour.

Feeling of being welcome

All care workers see hospitality as the feeling of being welcome. So that refugees feel that they are allowed to be here in the Netherlands. The municipality even mentions that refugees should not feel 'too much' in society and that they have the right to exist and life. VluchtelingenWerk mentions that refugees should be at ease in your own environment. Offering a drink and a cookie might help to let them feel welcome, however this is not always necessary. It is more about welcoming people at the level you are and in the area they are in.

Honestly/ authenticity

The municipality stress that being justified and honest is an important skill. By being honest and showing boundaries from the beginning, it is immediately clear what refugees can expect from the municipality and what is expected from them. This can be come firm and clear sometimes, as refugees sometimes need an honest and authentic reaction to understand what is meant.

Trustworthy

Radar Uitvoering mentions that for hospitality only friendliness is not enough. If you are not trustworthy and do not stick to appointments, this has a negative impact on the hospitality experience. Many refugees have lost their trust in people, as much is promised, but nothing is arranged for them.

Efficiency

To increase the hospitality by efficiency the municipality, Vivare and VluchtelingenWerk arranged that refugees can do their intake and rental contract on the same day. This is more convenient for refugees, as they often have to travel long and otherwise have to come several times with the whole family.

Openness

Hospitality behaviour involves openness according to all care workers. Radar Uitvoering Oost claims that being unbiased and listen makes people feel welcome. You should be neutral and listen without judgment. VluchtelingenWerk also addresses that being open without judgment and conviction is important to approach a refugee.

Tailor made service

The municipality and the Sociaal Wijkteam mention that they do not have a maximum of

meetings with refugees. So they can take time to do something extra for them, if they need this attention. Furthermore it is acknowledged that there is a difference in approaching refugees. Cultural differences are taken into account, simpler vocabulary is used, and the technique of summarizing. This is all tailor made service for refugees.

Limitations for hospitality

There are certain limitations that discourage hospitality behaviour. Firstly there are limitations within the companies. The municipality mentions that they experience a high working pressure and therefore do not always have enough time for all citizens. On top of that many municipalities have lost their knowledge about refugees and integration, due to economizing money. This is at the cost of hospitality sometimes. For integration there is a limited amount of means, so choices have to be made. As there are certain safety regulations, taking off shoes in a house is not recommended. This could be experienced by refugees as impolite. Vivare mentions that they only see refugees during the key transfer. Furthermore they send letters to renters, which are always in Dutch. If refugees have questions they can call, but there is a queue sometimes, which is not hospitable. Of course they can make an appointment, but walking in is not possible.

Radar Uitvoering Oost also acknowledges the fact that they cannot always take all time needed for refugees. Sometimes they avoid certain personal topics on purpose as they know it will take too much time otherwise. Another issue is that in the Netherlands there is a lot of paperwork and bureaucracy. Sometimes citizens want to help refugees, but they are discouraged by all the rules. On top of that there is a community centre that organized events, but if refugees show up too late, then the event is already over. The refugee might not understand this punctuality. For VluchtelingenWerk a limitation for hospitality could be the commercial targets. They could give tension and conflict of interest by informing the refugee the best. Furthermore they address that there are boundaries refugees should respect. They cannot do whatever they want, so if lines are crossed the hospitality becomes less.

Secondly the attitude of citizens limits the hospitality behaviour according to the municipality. It is believed that citizens have a certain fear for foreigners. According to the municipality people are suspicious in the beginning, which caused startup problems for refugee families as they were not welcomed hospitable. Families are considered to be less threatening. With single men there is more suspicion that women would be harmed or whatsoever, so they are seen as a threat. If refugees are situated in a neighbourhood in which foreigners are not welcome, they will not experience any hospitality. The amount of refugees that is situated in a city is a bigger problem than the neighbourhood itself. Dutch citizens accept refugees to a certain extent, but not too many in the same place. If natives cannot speak their own language in their neighbourhood, this is a problem. Radar Uitvoering Oost also experiences that people have prejudices. However, they also understand that people foresee some clashes that might occur, nuisance during Ramadan for example until late. So in that case it is understandable that people find it difficult to live with many multicultural families in their street. Vivare also acknowledge the fact that placing too many refugees in the same street is not wise. Therefore, they take into account how many refugees are still living in a street, in the context of liveability.

Lastly the image of refugees in media hinders hospitality behaviour. Especially the municipality talks about the negative media. Many other cultures, such as the European immigrants, such as Moroccans and Algerians dominate negative news, which has negative impact on the public opinion

about refugees. In the media much is characterized as single Arabs, which is already an awful word. On top of that there is a lot of support for Wilders, the Dutch politician who is against other cultures. This makes it more difficult for refugees.

Rules and procedures

Furthermore there are rules and procedures that have to be followed by the care workers. The Sociaal Wijkteam mentions that the municipality is a stiff organization with many rules and regulations. It is a hierarchic organization, so decision making takes longer than in other organizations. Due to safety regulations for example, shoes cannot be taken off in a house, which limits the politeness and hospitality behaviour. No policy exists on cultural differences. The municipality mentions that they have more work, as there has been a shift in task from the government. They do not always have influence on how things are arranged. If they have to place 20 single refugees, this might cause problems in acceptance by other citizens. However they still have to meet their target of refugees that should be situated in the municipality. The municipality admits that with the changes in tasks, there has been a lack of transfer. There is less control over integration, due to externalization and for a longer period employees did not get time to deal with refugees and their integration. Therefore, problems arose, which now should be dealt with. The participation law is quite strict, also for refugees. It involves the shortest path to work, so this is the focus at the municipality.

Vivare has to work with laws concerning income and rent. As refugees get a payment from government, they will always be placed in houses with relatively low rent. These houses are situated in the same area and Vivare cannot scatter refugees more than they do now for this reason. They also have to deal with the fact that if refugees reject a house, that they have to leave the country. Refugees should be aware of this rule, as it has major consequences.

VluchtelingenWerk mentions that they work very human oriented, while the municipality is more process oriented. The municipality is more distant in general, as they have to work according to guidelines, rules and their framework is way smaller. Therefore, they can be less engaged than VluchtelingenWerk. VluchtelingenWerk works with big frameworks, with a lot of freedom for the volunteers, so they can give their own input. However, they also have to deal with rules from government. Sometimes a request of a refugee is simple chanceless, while the refugee still wants to do the request. In this situation they collaborate, although they know and told the refugees it is not going to work.

Collaboration

Collaboration between the different care workers is discussed often during the interviews. VluchtelingenWerk works with volunteers and therefore they sometimes lack expertise to solve certain issues. Therefore, it is important that they work closely together with other care workers such as the Sociaal Wijkteam, Radar Uitvoering Oost and the municipality. Other care workers praise VluchtelingenWerk with the work they do to overcome language barriers. This helps them often in their own work processes. The municipality has mentioned that their relationship with VluchtelingenWerk was more closely before the law changed for integration. As the integration is now done by third parties, they have less control and contact with VluchtelingenWerk, which is a pity according to them.

VluchtelingenWerk informs refugees well and give good guidance according to the other care workers. Nevertheless they should focus more on the self-reliance of refugees sometimes. Nowadays VluchtelingenWerk takes over some tasks of refugees, such as calling, emailing etc. However, some

care workers believe they should do a bit less to increase the self-reliance of refugees. On the other hand it is mentioned that the municipality makes a lot of mistakes. As they are reorganizing not everything is clear and mistakes are made. Therefore, steady connections between VluchtelingenWerk and the municipality are important to solve issues.

Another issue is the fact that VluchtelingenWerk has become more commercial. They are offering more and more products and services, so their field is expanded. As they have their own projects, collaboration with other parties becomes less. This is a pity according to other care workers, as they believe they are not competitors, but that they can work together to strengthen each other.

Communication

Communication with refugees is sometimes hard according to the different care workers. This has to do with cultural differences. People from Somalia are oriented on their own culture and friends. They are passive and would not approach a care worker easily. Whereas Afghans would attend many organized activities. On top of that the language barrier is seen as a problem to communicate well. If refugees do not speak Dutch, English or German they can hardly communicate with employees of Vivare for example. Furthermore it is hard to communicate equally, as you do not understand each other verbally. The way of communication is also different. An employee of the municipality speaks of habits that a refugee repeats 10 times her name in one phone call, to be polite. But this leads to irritation. Non-verbal communication is also different with refugees. Shaking hands is seen as normal in the Netherlands, but this is not the case of all women of other cultures. It is acknowledged that everyone is different, so that all communication is different as well. This is also the case with other people, so not specifically refugees.

In communication with refugees miscommunication occurs easily. VluchtelingenWerk believes it has to do with different expectations of refugees about the content of their work. If they have miscommunication about what they can offer, refugees might become mad. If there is no understanding from both sides, then there is a clash. Other miscommunication arises due to cultural differences. Radar Uitvoering Oost experiences that refugees show up too late for activities, due to the fact that punctuality is not in their system. The Sociaal Wijkteam has experienced miscommunication with nodding yes. In some cultures they nod yes, while they mean no, so this causes misunderstandings. Lack of knowledge about other cultures results in wrong interpretations. Therefore, Dutch can come across as direct and blunt, which is hard to deal with for refugees and influences the hospitality experience.

As a result of the interviews it can be concluded that the hospitality performance of care workers is influenced by the rules and procedures and collaboration with each other. Furthermore miscommunication with refugees occurs, through which hospitality behaviour is difficult.

Integration

During the interviews integration through hospitality was a core subject. The care workers mentioned employment, education and language acquisition as most important requirements for the (social) integration process.

Employment

To achieve integration, employment is crucial to build a good life. If there are no opportunities for work it is hard to achieve social integration according to the Sociaal Wijkteam. Voluntary work or an internship is seen as a first step by several care workers. These are arranged by the municipality, VluchtelingenWerk or Radar Uitvoering Oost. The municipality mentions that shaking hands is an important aspect of integration, as this is a Dutch habit during solicitations. To participate well refugees should learn that shaking hands, which could be a problem for women, is necessary in our culture. It is stated that people with a bigger distance to the labour market get heavier means to achieve getting a job. However, often the person with a smaller distance to the labour market is helped first, so that the rest of the family can provide of his/ her prospects. This also has to do with time issues of the municipality.

Education

Refugees get education to pass their integration exam and to get a certain level of Dutch. DUO is responsible for the integration instead of the municipality and for this reason there is less control by the care workers. The rate of passing the exam is decreasing and the non-attendance on school is relatively high, according to the municipality. Third parties give lessons, but also VluchtelingenWerk. Some of these parties are bad and this means that refugees get problems with their exam. The level of education determines also the time a refugee needs to integrate. If a refugee is illiterate, they need to learn first how to change verbal language into written text, before they can even learn Dutch. So this will take much longer.

Language acquisition

All care workers believe the Dutch language is crucial to participate. The municipality and Radar Uitvoering Oost address that the willingness to learn is important and that it should be encouraged. Refugees should be brought into contact with an environment where they have to speak Dutch, as it is hard for them to get in contact with natives. If refugees have children, they will be in contact with other parents more easily due to school. Furthermore children learn language way faster than adults is assumed by the care workers, so school is a perfect place for language acquisition.

Social integration process

All care workers believe that if the hospitality experience is bad, this has a negative effect on the social integration process. The municipality believes that the hospitality experience has an effect on the social integration, mainly because of contact with neighbours. Often this is initiated by VluchtelingenWerk. According to the Sociaal Wijkteam the government should do more to offer immediate opportunities for refugees to join the community in social point of view.

VluchtelingenWerk believed that if people are not welcomed hospitable, then they will counterwork. They might feel discriminated and disadvantaged. So in general hospitality has an effect on their social integration and participation. VluchtelingenWerk thinks that after travellers have an advantage as everything is already arranged for them by the first arrived refugee. They have access to a social network due to their own family. The municipality also mentions that families experience more hospitality than first arrived refugees, due to school where they meet other parents. Families have easier contacts due to children. Radar Uitvoering Oost has a different opinion. As the after travellers have less social contacts made by themselves, they will integrate less. The need for external contact is simply less, as the first arrived refugee already made these contacts.

The participation of women is different according to the municipality, as women often stay at home. They believe this should be changed, because it takes too long to integrate. VluchtelingenWerk thinks that it also has to do with their presentation. Somali women wear colourful clothes and big scarfs that cover their faces. They stand out with this, which makes it harder for them to socially integrate.

Vivare and the municipality also believe that if your hospitality experience is good, you will be more open to participate. The more contact they make the more they grow economically as well. Radar Uitvoering Oost believes that it is their biggest task to let people participate in society. They do this by gaining trust, so that people go outside, stick to appointments and participate. As participation takes time, we have to take the 'participation staircase' step by step.

Some other topics are discussed during the interviews. They are described below.

Responsibility of refugee

Refugees are responsible for their own integration exam. This responsibility is good in principle, however they should be addressed against it more often according to the municipality. Furthermore they should become more independent by trying and not let everyone else do things for them. In this matter it is their own responsibility if they grow in independency. Another responsibility according to the municipality is the Dutch citizenship. Refugees have the same rights and duties as any other citizen. Therefore, they are responsible for the livability of a neighbourhood as well. The bedtime for children should be taken into account, so that there is no nuisance. Furthermore VluchtelingenWerk and the municipality mention that refugee women should leave the house more often and participate in society so that they can also integrate. Participation in the form of voluntary work, joining a sports club or whatsoever is also seen as important. This shows that refugees want to become part of society and take their responsibility by looking for possibilities themselves. The municipality mentions that the government has overestimated the self-reliance of citizens, therefore refugees should be steered in the right direction, without losing their own responsibility for integration.

Origin of refugee

During the interview differences in behaviour of refugees based on their origin are discussed often in relation to hospitality. The municipality suggests that people from Syria are more open than people from Eritrea. The people from Eritrea are also less educated than people from Syria. In comparison Syria was a better developed and prosperous country. Eritrea has no educational system, due to governmental issues. The Sociaal Wijkteam experienced differences in people from Afghanistan and Somalia. Afghanis were open in communication, while people from Somali were more oriented on their own culture and friends.

Also a difference in working attitude is mentioned by the municipality. People from Syria are eager to work hard, while the unemployment rate of people from Somalia is the highest of all groups in the Netherlands. In terms of integration the municipality feels that people from Eritrea, Ethiopia and Somalia have more problems to adjust to society. VluchtelingenWerk also acknowledge the difficult integration of Eritrean refugees, as their own community is strong. As the culture of Syria, Iraq and Afghanistan is more similar to the Dutch, they have fewer problems with social integration.

If the different origins experience hospitality different is not known by the care workers. Although, VluchtelingenWerk sees differences in the hospitality behaviour of the refugees from

different countries. Arabic people, such as Syrians, welcome the volunteers very much. People from Eritrea also in the beginning, but this becomes less. After the coaching a certain distance is there, while this is less with people from Syria. The Sociaal Wijkteam experiences that people from Somalia were more passive, so that they waited until you approached them. They also never attend organized activities, while Afghanis did.

Neighbourhood

Due to rental issues, most refugees are placed in the same areas, as there are simply houses they can afford. VluchtelingenWerk believes that they are less hospitable welcomed because of the overload of refugees. They believe it the hospitality behaviour is different in cities and in villages. In villages, such as Ellecom and Rozendaal, they have the experience that refugees are more helped by neighbours. However, the municipality of Rozendaal believes that citizens are very individualistic, which results in less hospitality. According to all care workers neighbourhoods in Dieren, Rheden and Velp Zuid accommodate many refugees. This has two sides for hospitality, as they are in an environment with many people of their own culture, they might feel more welcome. However, the Dutch citizens in Velp Zuid are quite radical, which means they are not hospitable to refugees at all. The integration will go slowly, as refugees will stay in their own network in these neighbourhoods. If refugees are placed in small villages they are forced to integrate, as there are only natives around them. Nevertheless, Vivare hardly places refugees in small villages as there are limited facilities.

Equality

In all interviews equality is mentioned in the sense that refugees are not different than any other citizen. Hospitality behaviour is seen as something that is given equally to every client. Nevertheless the municipality addresses that it is not always possible to treat them equally. Refugees have a specific background and a small social network. However, time for clients is divided as honest as possible between everyone. Vivare also shows the equality with the example of making a house ready for the new renter. They do this always the same as they do not know who the new renter will be a refugee or not. Therefore, refugees get the same treatment as everyone. A nice quote from one of the interviews is: *"A guest and a fish stay fresh for 3 days"* (Respondent B). At a certain point refugees are no longer guests, as they become part of society. Then they are just citizens as any other and they should be treated this way as well. Communication is necessary to overcome major cultural differences.

Hospitality actions



Several care workers try to improve their hospitality by offering specific services. The municipality works with hostesses in the city hall to approach citizens actively and welcoming. They also offer courses of own language– Dutch for citizens and translator services. The municipality works on several projects related to hospitality, so they are aware of the importance. In the municipality of Rozendaal citizens got a letter about the placement of 2 refugee families. Because at that time refugees was a social issue and these families were accommodated in a short time. As Rozendaal is a small municipality they are already personally focused. Vivare also works with hostesses. They always welcome you, however without appointment they cannot do much for you. So there is hospitality with conditions. Radar Uitvoering Oost works with an app for translating in Arabic to help refugees a bit

more. As Radar is the entrance for many other organizations, they latterly open the door for people and welcome them to open other doors or different organizations.

Hospitality improvement ideas

Some ideas from the interviewees to improve hospitality is to have a training about intercultural differences. By discussing situations more often, you can learn from each other's experiences. Knowledge about refugees and their situation should be distributed more among employees. Furthermore the municipality feels that they have to start working on integration faster, so that the integration process is facilitated well from the beginning on.

Appendix X Declaration of own work statement

University of Applied Sciences		<h3>Declaration of own work statement</h3>
<p>I hereby declare that:</p>		
<ul style="list-style-type: none">- I am fully informed about the Thesis C assessment criteria;- all the work I have conducted to fulfill these criteria is entirely my own;- I have not been assisted by any other person, except the coaching offered within HBS guidelines.		
<p>Name: Marjolein Kurk Date: 16th of October 2017</p>		
<p>Signature: </p>		
<p>Step up to Saxion</p>	<p>saxion.nl</p>	