

**An investigation as to how Diversity management is
affecting the Performance of employees in 4 and 5 star
hotels in Dublin**

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Abstract

In recent years Dublin has become a haven of a diverse rich culture, something which we enjoy celebrating on days such as Pride, Dublin's celebration of the Chinese New year and festivals such as Dublin's Greek film festival, to name just a few. Despite this unfortunately from the author's perspective, some organisations have been slower to embrace change. Despite having such a diverse workforce in the hospitality industry, the operation of diversity management is not what it should be.

The literature review in this dissertation will attempt to showcase some topics around why diversity isn't being managed as well as it should be, and how that is affecting employee performance in 4 and 5 star hotels. Focusing on areas such as the benefits of a diverse workforce, managing performance and multinational organisations to name some of the topics discussed, will aim to back up the findings of this research.

The author feels it is vital to get the perspective of both management and employees on such a topic as they may have complete different outlooks and answers to how they feel it is being managed in their organisation. The information found will then be analysed against the literature review and recommendations will be formed for future researchers and Human resource managers in hotels.

The author has 6 years of experience working in 4 and 5 star hospitality organisations, some of which have celebrated diversity, some where there wasn't a mention of the word. Some actively manage diversity, thus improving overall outcomes. They feel it is something that needs serious consideration in organisations as it can make someone who may not be in their comfort zone feel appreciated and included, thus encouraging them to work to their best ability and improving overall workplace performance.

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Table of Contents

Contents

An investigation as to how Diversity management is affecting the Performance of employees in 4 and 5 star hotels in Dublin	1
A dissertation proposal presented for MA Human Resource Management	1
Presented to the School of Business and Management, National College Of Ireland	1
Abstract	ii
Acknowledgements	iii
Table of Contents	iv
Table of Figures	vii
1.1 Chapter One: Introduction	2
1.2 Chapter Two: Literature Review	2
1.3 Chapter Three: Research Methodology	2
1.4 Chapter Four: Findings and Analysis	2
1.5 Chapter Five: Discussion	2
1.6 Chapter Six: Conclusion and Recommendations.....	2
Chapter Two: Literature Review	3
2.1 Introduction.....	4
2.2 Diversity Management.....	4
2.3 Managing performance	5
2.4 The hospitality industry	6
2.5 Multinational organisations	7
2.6 Diversity management in the hospitality industry	7
2.7 Performance Management in the Hospitality industry	7
2.8 Human Resource Management in the Hospitality Industry.....	8
2.9 The benefits of a diverse workplace	8
2.10 Performance management measurement tools.....	9

2.11 Employee motivation and satisfaction	10
2.12 Cultural challenges V Workplace culture	12
2.13 Conclusion	14
Chapter Three: Research methodology.....	15
3.1 Introduction.....	16
3.2 The Research Process	16
3.3 Identifying and quantifying the problem	17
3.3.1 Research Questions and objectives.....	17
3.3.2 Rationale for choosing a mixed method approach.....	17
3.3.3 Research rationale	18
3.4 Determining a research design.....	18
3.4.1 Research methodology and methods	18
3.4.2 Research Sample & Sampling Methods	18
3.5 Data Collection and Design Sample	18
3.5.1 Primary.....	18
3.5.2 Secondary.....	19
3.5.3 Sample.....	19
3.6 Limitations	19
3.7 Research ethics.....	20
3.8 Conclusion	20
Chapter Four: Findings and Analysis	21
4.1 Introduction.....	22
4.2 Overview of the investigated organisations	22
4.3 Findings.....	23
4.3.1 The current departments of the respondents	23
4.3.2 The length of time participants have been working in the organisations	24
4.3.3 The home country of participants	25

4.3.4 The participants understanding of diversity and performance management	26
4.3.5 The participants opinions on inclusion programs	28
4.3.6 The respondents opinions on how diversity management can affect the departments, do managers see any day to day issues with having diverse teams and do they feel like diversity management is a priority.....	29
4.3.7 The participants opinion on job satisfaction	31
4.3.8 The associates views on the hotels Human Resources' engagements levels.....	32
4.3.9 The employee and management opinions on the link between performance management and diversity management.....	33
4.4 Conclusion	33
4.5 Secondary findings.....	34
Chapter Five – Discussion	35
5.1 Introduction.....	36
5.2 Objective 1	36
5.3 Objective 2	38
5.4 Objective 3	42
Chapter Six – Conclusion and Recommendations.....	44
6.1 Introduction.....	45
6.2 Objective 1	45
6.3 Objective 2	46
6.4 Objective 3	46
6.5 Recommendations for further research.....	47
CIPD requirements for this research paper	48
Recommendations for managing diversity and performance in hotels.....	48
Implementing a diversity management plan in a Dublin hotel	49
Personal Learning Statement	51
Bibliography	53
Appendix B – Employee survey questions	58

Table of Figures

Figure 1 Maslow's theory of needs.....	11
Figure 2 What department do you work in?	24
Figure 3 How long have you been working for this organisation?.....	25
Figure 4 Where are you originally from?	25
Figure 5 What does diversity management mean to you?	26
Figure 6 Do you think diversity management is practised in this company?	26
Figure 7 Does this organisation have any inclusive programs or practices that you know of?	28
Figure 8 If management do practice diversity management do you think this would have positive effects on your teams performance?.....	29
Figure 9 How does performance management affect you every day job satisfaction?	31
Figure 10 Do you feel your HR team keeps in touch with staff progress and performance management in your organisation.....	32
Figure 11 Do you feel that there is a direct relationship between positive diversity management and performance management.....	33
Figure 12 Email response from a manager interveiwed	60

Chapter One: Introduction

1.1 Chapter One: Introduction

The introduction presents the reader into the research paper that they will read, as well as research questions and objectives which will be analysed later in the paper.

1.2 Chapter Two: Literature Review

In this chapter academic literature surrounding the topic that this dissertation is based around, will be discussed. This chapter aims to provide the reader with some context from which the information such as diversity management, the hospitality industry, performance management as well as many more has been gathered.

1.3 Chapter Three: Research Methodology

This chapter outlines the method of analysis that will be used for this paper. The research question, the methods of data collection and limitations are discussed.

1.4 Chapter Four: Findings and Analysis

This chapter aims to display the results from the questionnaires and interviews which will lead to the findings.

1.5 Chapter Five: Discussion

This chapter aims to gain a connection, investigate and analysis the relationship between the academia in the literature review and the findings found through the questionnaires and interviews.

1.6 Chapter Six: Conclusion and Recommendations

This chapter combines the main outcomes from this research paper as well as the guidance for any Human Resource team involved in the hospitality industry and the people who will examine this topic in the future.

Chapter Two: Literature Review

2.1 Introduction

The purpose the literature review is to investigate the journal articles in which the author has researched for the theme of this dissertation topic. The author will be discussing some of the findings of authors from past journals who have spoken about similar issues regarding how diversity management is affecting the performance of employees in 4 and 5 star hotels in Dublin.

The aim of this chapter is to analysis references that the author has chosen around such themes as performance in hotels, diversity management, the hospitality industry and more.

People from diverse backgrounds or those living modern lifestyles (e.g. where there may be only one parent in a family unit), are not being managed effectively and from the researchers experience this has led to high turnover rates and very unhappy employees, who may be capable of being high performers but feel there is little room for flexibility so are under high levels of stress, thus do just enough to get by. With a strong emphasis on employee well-being in today's work place, the researcher is keen to investigate the reasons as to why the hospitality industry is lagging in the consideration of diversity management.

2.2 Diversity Management

Azam bin Arif (2011) has defined diversity as a change in characteristics or differences in factors between people or groups in society and within organisations. There is a growing diverse work force in Ireland. Organisations must prepare for this however possible. Policies and training programs should be in place to initiate and implement the change to a more diverse workplace. Inclusion programs should also be in place so that people do not feel left out, as this can subsequently hinder work performance and leave an employee feeling unmotivated. Kalargyrou and Costen (2015) similarly address how when evaluating diversity management people are naturally going to be put into further sub sections. People from all over the world are put into sections such as gender, colour, creed, ability and nationality just to name a few categories. Kalargyrou and Costen go on to mention how unfortunately in some countries females often face discrimination which is something that will be further explored in this research paper.

According to Bassett-Jones (2005) having a diverse workforce can be a competitive advantage against other organisations. Organisations that are more diverse tend to be more creative and as a result have more satisfied and happy employees. Equally the company

looks more inviting and accepting as it has more cultures and a welcoming and equal workforce. Kersten (2000) examines the way in which diversity management functions and its place in different societies. Kersten looks upon Habermas idea of the public sphere and dialogue to investigate how race dialogue can affect the diversity process. Kertsten elaborates that a multicultural society contains groups of people with equal rights, and a place where people are all given the opportunity to grow up with little discrimination based on their families' culture. Kersten explains how people would have the chance to confront those who are discriminating for those reasons. The concept attempts to abolish discriminations in any form. All people should be able to question this but also come up with their own traditions themselves.

Von Bergen, Soper and Foster (2002) explain some negative impacts of diversity management when it is not implemented correctly. They illustrate how sometimes the person implementing diversity often lets their own idea of diversity take control, this can become a very hostile environment. If the manager creates a set style of diversity management that may not help a situation at all especially when he/she have not gotten any employee opinions or input. Another thing that they explain can go wrong when managing diversity is that if managers are just doing it to do it as it may be trendy in organisation. It can be very obvious when a manager has no passion about the diversity or desire to change and is only paying lip service so as to be able to say that diversity as a concept is being included in all management policies and decisions. The final point that Von Bergen, Soper and Foster mention is that the training for diversity management can be rushed, if an organisation is too late to the game, or that they are bringing in the diversity concept to help diffuse a current situation in a company this can lead to a negative emphasis on diversity management when employees hear the word.

2.3 Managing performance

According to Amaratunga and Baldry (2002) to manage performance means to give advice and criticism based on one's tasks given in an organisation. Managing performance in the workplace is crucial to measure the success of the employee's work, strengths and weaknesses and what element of their performance is going smoothly and what can be improved on.

Halachmi (2005) has said in the past that monitoring performance in a simplistic manner is not going to provide any improvements in the current performance of employees. Halachmi

believes that in order to increase the performance of an organisation there needs to be direct guidelines as to how to manage performance rather than just observing performance.

Halachmi mentions how performance management can be interpreted in many ways, for example measuring effectiveness and efficiency, or managing the performance of employees to ensure they are fulfilling their roles. Interestingly Halachmi says that the company's culture may have an effect on the organisations performance.

Similarly Smirnova et al. (2016) says how the key to performance management is measuring performance management. Smirnova discusses how it is all well and good documenting figures and information about the company's performance but if it is not analysed, interpreted and results put into action it is useless and was a waste of time and money.

2.4 The hospitality industry

Tracey and Hinkin (1994) have described the history of the hospitality industry as one of stable and constant growth; however in recent years it mentions how it had become increasingly complex. Factors such as a recessions, diverse workforce, mergers, and labour shortages have resulted in astronomical changes within the industry.

In addition Tews and Hoof (2011) have addressed how the industry is one that is work intensive and that the people working in the hotels, bars and restaurants are integral to the service industry. The employees in the organisations connect the guests with the business, so it is truly important to manage them correctly to ensure business is carried out to a high standard. Tews and Hoof mention how unfortunately there are often gaps in the management practices dealing with industry employees. The human resource departments of the companies can often face challenges. Some example of challenges in which Tews and Hoof have provided are that the industry has always had a bad history with high personnel turnover rates, and has issues retaining qualified and skilled employees. Another challenge is that hotels can often be tight with their money when it comes to management level employees, so often have one manager taking care of too many employees, resulting in poor communication and over worked staff. Similar to the second challenge hotels can be restrictive to what benefits they offer staff in comparison to other industries, thus managers find it hard to motivate and encourage performance in their staff. To conclude on the hospitality industry Tews and Hoof state how it is key that managers in the industry are well educated on behaviour towards employees, leadership and Human resource management.

2.5 Multinational organisations

There are multinational organisations popping up most weeks in Ireland. Pesalj (2011) describes how multinational companies (MNCs) which first started to grow in the 1960's have been the 'main actors' of business, financing and global economies. Pesalj goes on to mention how from when the MNCs first appeared they had a lot of attention, people were excited and wanted to be a part of the new concept. Not only did they get attention from potential employees, theorists and scientists quickly wanted to build a concept of how the MNCs would be managed and what the benefits of this style of business would be. An example of an MN hospitality organisation in Ireland would be Marriott, which owns 7 properties in Ireland and just short of 7,000 hotels worldwide.

2.6 Diversity management in the hospitality industry

Dawson et al (2010) has said that there is a great need for future managers in the hospitality industry to understand the advantages of diversity coaching and to be able to lead their diverse work force. They also mention how important it is to grasp the looming challenges that come with a diverse team in an organisation. Language barriers are often an issue in the industry, Dawson et al explains how there is 62% of Hispanic people in America prefer speaking a language other than English. If they choose to communicate in a different language they can exclude other employees and isolate themselves, this could cause rifts in the workplace. Their paper conducted research on a restaurant and concluded that diversity guidance and coaching is imperative in this industry as the number of multinationals in the industry is increasing rapidly.

Devine et al. (2007) have said that cultural diversity in organisations is often down to shortages of national employees and non nationals coming in to meet the needs of a company. The incentive for the non national employees is often down to economic issues in their own countries. Devine et al. mentions how often the non-national employees may be highly skilled in other industries but tend to enter their working lives in their new country in the hospitality or construction industries. The rise in cultural diversity in the industries personnel results from a mixture of global and international elements, from both the new host country and the country from which the new employees have left.

2.7 Performance Management in the Hospitality industry

Akgunduz (2015) explains how role confusion and role vagueness can cause job performance levels to decrease as the employees can be less motivated if then their role becomes too wide

spread and not what they had initially signed up for. Akgunduz suggests that hotel managers can control and minimise this effect if they ensure role descriptions are clear and tasks given to employees are not outside of the description unless previously agreed. Establishing clear job descriptions should increase performance as employees know and have confidence in what role they should be undertaking, this in turn should decrease employee stress, which can be rampant in the hospitality industry around busy periods such as Christmas or the wedding summer season.

2.8 Human Resource Management in the Hospitality Industry

Similarly to Tews and Hoof, Altarawneh and Aldehayyat (2011) have described the hospitality industry as an industry that is challenging and demanding for employees and managers, and that the success of organisations within the industry relies on the service, social and technical abilities of their staff. The researchers mention how it is correct when people say the employees of an organisation within the industry are an organisations best asset. The next question the researchers ask is how one can attract '*Outstanding personnel*'? The process of recruiting in the industry is often up to Human Resource teams, although unfortunately Altarawneh and Aldehayyat mention that this department in hotels is often underdeveloped and lagging. Altarawneh and Aldehayyat explain how an organisations long term business goals can often help a personnel department to construct a plan of their own for the future of the organisations employees. It is then up to the HR department to align their own plan and goals to that of the business.

Altarawneh and Aldehayyat go on to discuss how HR managers or supervisors need to be able to ensure managers of departments are fully aware of the importance of Human Resource practices, to lead the pathway for the overall success of the business.

2.9 The benefits of a diverse workplace

There can be a lot of benefits for organisations when they have a diverse workforce. Cox (1994) has said that a diverse work force can drive creativity in businesses. He has said creativity can come in all shapes and sizes such as unique problem solving skills and the ability to communicate with a wide customer audience. These new innovative ideas can then lead to a boost in performance in the company. Having a diverse perspective on concepts and ideas can help to sculpt the best result or product for a client.

Crockett (1999) describes how some companies use their diverse work force as a competitive advantage in the market. She describes a particular company named Allstate, which has a strategy with a strong commitment to ensuring there is a diverse work force. Allstate insists this is not to be trendy or politically correct but to provide resources and the best working environment it can for everyone it can. Crockett explains how in Allstate their drive and encouragement for diversity is used as a competitive advantage because everyone gets a chance to develop and further themselves in the company, people aren't afraid to bring their brilliant ideas to the table.

2.10 Performance management measurement tools

In this study the author will be focusing on a particular hotel group in Ireland. The hotel group that will be studied has a performance management system that covers all departments from the accounts and finance team to housekeepers.

The performance management tool consists of 3 reviews – the 3 month job chat form which includes topics such as the employee's job knowledge's, the employee's quality of work, the employee's attendance and punctuality and the employees initiative and willingness to work. Each topic is rated from fair to excellent and employees are asked to leave comments on each point and to sign off on it. The 6 month review is the next and most important as it is the deciding factor as to whether employees pass their probationary period. This form consists of topics such as the employee's integrity and ethic in the workplace, different aspects of the employee's communication skills between their team members and guests, the employees willingness to adapt and be flexible, how the employee works within the team and how the employee manages health and safety in their job. The 6 month review is marked on a points system and the employees need a minimum requirements of 23 points to pass probation, if employees do not receive these points their contracts may be terminated following a meeting with their line manager, their line manager may place them on a performance management plan (PIP) if there was a their failure was within reason. The next performance review is the annual performance assessment. This is conducted with the employees line manager and includes subjects such as one step ahead program, an embracing your own ideas program and a strategic management assessment to see how the employee or management has planned ahead for their role or for their team. This section also includes a *Whats next?* section. Within the, *Whats Next?* section, the line manager and employee or manager must discuss where the employee would like to progress to.

2.11 Employee motivation and satisfaction

In the article '*Putting the customer second*' Burke, Graham and Smith (2005) have explained how there can be a connection between employee satisfaction and positive customer experience. Similarly they address how morale can be boosted when employees in the service industry have a good experience with guests they may be serving. Ulrich et al. (1991) describe how these factors can thus boost the organisations overall climate and that there can be a direct link between satisfied employees and the performance and success of a business. Interestingly Hussinki, H., Kianto, A., Vanhala, M. and Ritala, P., (2019) have investigated how happy employees equal happy customers. Burke, Graham and Smith (2005) also reported that employees who felt respected and happier in their organisations rated there supervisors and management teams highly.

Joo and Lee (2017) have investigated how an employee's satisfaction and happiness is connected with their working environment, an employee's relationship with their managers, there career developments such as promotions within an organisation, there job description and how well being is taken seriously in the workplace. Joe and Lee have emphasised that although these concepts can interlink between each other, they can each solely have their own impacts. Joe and Lee emphasis' how high levels of employee engagement equal to motivated employees, as they are more engrossed in their occupation and they work more effectively as they have better communication and typically better relationships with their other colleagues. Judge (1999) has investigated how employees who have great communication with colleagues and managers and are happy in their role are overall happier in their lives. Judge also explains how ones career satisfaction can help to explain a person experience in a job. Gattiker and Larwood (1988) describe having satisfaction in your job as representation of a person's self evaluation and how much they expect to be paid, how much time they are willing to devote to their job, how much work life balance they expect and how much they wish to climb their career ladder

According to Matzler and Renzl (2006) being trusted in the work place has become a major factor in ones workplace satisfaction. They have found that if employees are being trusted they will have a positive experience, and that micro-managing can often lead to unproductive employees who feel they are not respected. The level of trust an employee is given can impact workplace behaviour, commitment and retention, performance and overall satisfaction. Matzler and Renzl explain how trust promotes productivity and positive behaviours and promotes free flowing communication, which can help to resolve issues

timely manner. Trust can also create symbiotic relationships in the workplace which can thus boost performance and motivate employees to do their best with what trust they are given.

The author will now look upon different theories of motivation.

People could argue that Maslow (1943) theory of needs, is the most famous theorist with regard motivation. Maslow presents his theory in a pyramid format suggesting that people need little of the top of the pyramid and a lot of the bottom part. Please see figure 1. for a copy of this pyramid. Poston (2009) provides an example in the workplace for each of the levels of Maslow's pyramid.



Figure 1 Maslow's theory of needs.

Poston describes *Physiological needs* as the need for food to feel satisfied and to be able to concentrate in the workplace; this can be considered as a basic need that would motivate an employee. He explains how Safety needs can be interpreted differently by a person background or previous experiences and he gave an example that perhaps children may understand safety to be a loving family and a warm home, whereas in a workplace environment safety may be considered a secure changing room for employees to leave their belongings. Poston next describes belongingness and love needs as something a person needs for their self esteem and confidence, and within this Poston discusses how Maslow has established that as a child one longs to be accepted into a friend group, from this group your future can be influenced based on the group's social background and values, but at a young age belonging to the group can be more important than anything else. Esteem and self actualisation are the final parts of Maslow's Pyramid. Poston explains how Maslow's section

regarding esteem closely links to one's self respect. He explains how self respect is integral to motivation. Self actualisation is at the top of the pyramid. Poston comments about how Maslow feels that in order for one to gain self actualisation one needs to be conscious and aware of all of the other components of the pyramid. Self actualisation is having overall self respect.

Vroom (1964) created a theory based on the concept that an employee's effort will lead to performance and performance will encourage rewards. He mentions how the reward may not necessarily be positive but either will encourage an employee to work harder or to continue working hard to gain more positive rewards. Adams (1965) theory for motivation in employees stems from the idea that employees want to be just as good as their colleagues. His theory explains that as employees are part of a team where all members are pulling their weight, they will be more productive and motivated, whereas if the work load is not evenly distributed on a team, those initially working the hardest will become less compliant.

2.12 Cultural challenges V Workplace culture

The term culture can be defined in many different ways. Matters (2008) has defined culture as something that differentiates race, wealth and ethnicity. Matters mentions how both culture and race can often interlink, as many years ago and still to this day in some cultures, people would be wrongfully defined by their race and not necessarily by their place of birth. He goes onto explain how the word culture can have many meanings as it can be a group of people with some similarities or it can be used an adverb for a reason in which people act differently to others. Wagner (2016) has argued that the word culture can be a symbolism for change and therefore can often be grouped with the theme of managing change. Wagner explains how often developed countries or particular areas have a big role to play in defining culture and identifying the changes and differences between one culture and another.

Devine, Baum, Hearn's and Devine (2007) have investigated how over time immigration can have a big impact of an area's culture. The people who immigrate bring their values, dress sense, recipes and other things unique to their culture to their new homes, over time they may adapt their dress sense, recipes and sayings to suit their new homes. Thus a new culture is born. Devine, Baum, Hearn's and Devine explain how often cultural diversity can often have benefits for tourism and how creativity in different industries may be more free flow as employees feel more freedom to share ideas as there are no minority of employees. They explain how public image and increased productivity are also benefits of cultural diversity.

An important and all too regular occurrence that they mention is that unfortunately some managers are not equipped to manage other cultures and have their blinkers on in terms of other issues that may occur or any offence that may be caused all be it completely accidentally . Caball (2005) elaborates on this point in terms of Irish management and mentions how often there can be a gap between Irish management and international staff. This can lead to issues regarding racism, discrimination and bullying in the workplace if a ‘joke’ is not explained and miss understood.

Taras, Steel and Kirkman (2011) have investigated that when there were changes within international policies many years ago there was a sudden mass amount of ventures and outsourcing. The relationships between these places quickly improved as they understood the trading benefits. With these connections and relationships building, the countries realised they needed to gain a better understanding of each other’s cultures. A particular example of this is when the Japanese and Americans realised their differences, this was first noticed in a film in which at the time despite it being translated, and the Americans couldn’t understand the management within the film. Taras, Steel and Kirkman explain how some cultural management styles are become less popular and are fading out; this is because of western companies coming to countries like China and implementing the western management styles. There may no longer be local practices as they are now global. Rather than tailoring business strategies and practices to a local area that best fits the culture, larger companies use a general western business model. Despite culture having a large impact on management and leadership styles, authority and gender roles, communication and workplace relationships, Taras, Steel and Kirkman found companies still try to implement one standard management style in companies across the globe, which can thus create issues, as it may work wonderfully in one country but not another. The final point they mention is perhaps the most important factor is failing to populate the company’s management structure and policies with strategies which encompass the morals and culture of all stakeholders can have negative effects of performance, sales figures and will have long term effects of the company’s overall performance.

Sparrow (1999) defines transformational leadership as a manager who moves across borders on behalf of the firm. These managers can be an integral part of integrating the culture of an organisation with the culture of a new company. Typically this manager has completed a lot of research on the company and the new country in which the company will operate so that they can smoothly adapt each other’s values and that the company can start off on the right

foot. According to D'Annunzio-Green (2002) it is the manager's role to integrate employees with the workplace culture and understand the challenges and struggles that may come whilst doing so.

2.13 Conclusion

Although the hospitality industry has a long standing history of having a diverse workforce, the management structure and approach can be quite standardised if not dated in some organisations, despite different groups of people having different needs. The purpose of this study is to investigate how the diversity management in 4 and 5 star hotels in Dublin affects the performance of individuals.

Non nationals for example, may be coming to Ireland seeking a better future for themselves, they may be in the process of learning English and be sending any spare money they have to their home country, that may be experiencing a recession. Another example may be a single parent who is trying to do their best for their children, while working all the hours they can. There are many similar cases in the industry, which unfortunately is infamous for its strenuous antisocial hours and lack of flexibility.

The purpose of the literature review was to research topics around diversity, performance management, the hospitality industry and how all of those topics intertwine. The author of this dissertation has found that previous research completed on these areas is quite varied and the author believes it is going to be a very important if not vital topic in time to come as more and more minority groups are emerging and need to be recognised and respected in the workplace, while their personal talents and traits are utilised and nurtured.

The articles addressed in the literature review will be examined in greater depth throughout this investigation.

Chapter Three: Research methodology

3.1 Introduction

The aim of this section within this dissertation is to investigate the main theme of the research question asked in the literature review. The main objectives of this dissertation are to find the fundamental reasons as to how diversity management in 4 and 5 star hotels can impact the performance of employees. In this area the author will discuss how the information collected has been compiled. This chapter will discuss the main research and objectives, why the research process is so vital, a summary of the research methodology and methods and an analysis on the research sample and sampling methods within this dissertation. Within this section the author will also be discussing some limitations that came as result of the covid19 pandemic.

3.2 The Research Process

In the process of examining information for this research paper, the author will be distributing 40 anonymous questionnaires to 4 and 5 star hotel employee's, alongside this the researcher will be interviewing 4 managers in 4 and 5 star hotels in Dublin. The author will then present their findings, and cross compare the findings in the analysis section of this dissertation. The author will then go on to the conclusions and recommendations section of this research paper. In order to carry out this research the author has been inspired by Zohrabi (2013). Zohrabi research process includes:

Questionnaires: Zohrabi explains how these can be completed online as the return rate of the questionnaire or surveys is a lot higher than if they were sent by post, however if the respondents have question about the survey they do not have direct access to the author to ask the question. The author will be carrying out these style questionnaires with their contact information easily available if the respondents need to get in contact.

Interviews: Zohrabi explains how interviews can be informal conversations. The author will be carrying out this style of interview. The questions the author will be asking will be pre planned and the managers will be provided with a copy of the questions prior to the interview if they wish to look over them or to plan answers.

Zohrabi explains how collecting different types of data whilst collecting for a research paper can ensure the reliability of the information and thus the results, the investigator has collected.

3.3 Identifying and quantifying the problem

3.3.1 Research Questions and objectives

Research question

How can diversity management impact the performance of a 4 and 5 star hospitality organisations in Dublin?

Objectives

The Authors main objectives for this dissertation include:

Objective 1: Investigating as to how diversity management is impacting employee's performance in 4 and 5 star hotels in Dublin city centre. To achieve this, employee's will be answering a series of questionnaire style questions about how they feel they are being managed and if they feel it is affecting their performance.

Objective 2: To explore how managers in 4 and 5 star hotels are implementing and managing diversity in the day to day running of their departments.. To investigate this, manager will be asked how they feel they are managing their employees and how they considering their diverse work force on a daily basis.

Objective 3: To examine how diversity management can increase employee satisfaction and morale levels in 4 and 5 star hotels. To achieve this objective, employees will be asked if they feel they are being celebrated and if they were to be appreciated in this way would they feel more motivated in the work place.

3.3.2 Rationale for choosing a mixed method approach

For the purpose of this research paper a mixed method approach to research has been favoured. According to De silva (2011) the mixed method approach is a combination of qualitative and quantitative research in order to gain different opinions and perspectives. In order to answer the research question to the authors best ability they will be conducting 4 detailed interviews with employees at management level in 4 and 5 star hotels and 40 questionnaires will be given to hotel employees also within 4 and 5 star hotels in Dublin city centre. The mixed method approach was chosen in order to gain perspective of the topic at both employee and management level within these organisations. With the two perspectives the researcher hopes to cross compare the answers from similar questions given to employees and managers.

3.3.3 Research rationale

The purpose of this section is to provide the underlying reason as to why the author chose this research topic. With 6 years work experience in the hotel industry in Ireland the author felt that although Dublin is changing and the Ireland in general is becoming more and more diverse every day, the way in which employees have been managed has not radically changed. The workforce within the industry has become even more diverse and people have different needs, however these needs are not being assessed, analysed and answered in many cases. This, from the author's perspective has lead to a dip in the performance as there is little or no diversity management from what the author can see in the workplace. The author is curious to see what this research will produce, and hopes to gain an insight for their own future within the Human resource and hospitality industry.

3.4 Determining a research design

3.4.1 Research methodology and methods

One of the methods chosen is observational research. Having worked in a hospitality environment for 6 years and witnessing issues regarding diversity and performance management, the author has been able to ascertain that there is an issue regarding the management of a diverse workforce. Another method in which the researcher has utilised has been case studies about similar topics.

3.4.2 Research Sample & Sampling Methods

As the author has primary access to management and employees with 4 and 5 star hotels in Dublin, the author will be able to continue reviewing issues or progressions on diversity management. The researcher will be carrying out 4 informal interviews with managers in these hotels and 40 anonymous questionnaires on the topic will also be carried out.

3.5 Data Collection and Design Sample

3.5.1 Primary

For the purpose of this paper the 40 employees will complete an anonymous questionnaire containing at least 10 questions. These will be used to answer objective 1 and 3. The author will be carrying out 4 interviews with management level employees to answer objective 2.

3.5.2 Secondary

An example of secondary data is the literature review carried out by the author at the beginning of this research paper.

3.5.3 Sample

The sample for this research paper is Employees in 4 and 5 star hotels in Dublin, Ireland.

3.6 Limitations

This dissertation was completed between the months of November 2019 – July 2020 and the Corona Virus Pandemic would have had an impact on this research paper for a number of varied reasons not least accessibility of personnel and travel restrictions . The author was working in human resources in a hotel in Dublin prior to Covid19 and at the time was lucky enough to have past colleagues willing to be interviewed for this paper. The author and those colleagues were furloughed when the pandemic hit Ireland mid March 2020. A limitation that came as a result was some managers feeling quite scorned and unhappy to carry on with an interview. The author had great understanding of this and did not want to put those people under any further pressure at the time. This is/was a very worrying time for the industry. The author had wished to get more employees to complete the questionnaire but unfortunately during the pandemic relied on sending the link from survey monkey into messenger groups of former colleagues to get as many responders as possible.

Another limitation that came as result for the author was no longer having access to the CIPD website or any other private Human Resource websites and resources that they had whilst in employment. The author did their best to overcome this with the use of other research websites such as Research gate, Emerald insight and Google Scholar.

The uncertainty and future of the hospitality industry was defiantly a limitation for this research paper. With the loss of so many jobs and a lot of people leaving Ireland to return to their native countries, the author felt perhaps they would change their topic and to look at the bigger picture such as trends for the future and the general post Covid 19 future of the hospitality industry as perhaps diversity management and performance management won't be the focus of HR in hotels going forward.

An other possible limitation for this research is the fact that some of the managers that the researcher intends to interview may be resistance to answer some of the more challenging questions that will be asked in this paper. Another limitation may be that it may be difficult to

get straightforward answers as diversity management is still quite a new concept in some hotels, so employees and managers may be unaware of it and slow to show their familiarity with the subject or lack thereof or may not wish to appear backward.

3.7 Research ethics

The researcher of this dissertation will ensure that it is carried out professionally. Consent forms will be provided to those who wish to help the author with this research. The researcher will ensure to carry their college identification if anyone requests to view it.

3.8 Conclusion

The purpose of this chapter was to outline how the research question will be answered and the different forms of research that will be carried out.

Chapter Four: Findings and Analysis

4.1 Introduction

Within this chapter the information received and collected by the author is displayed. The author had chosen the mixed method approach to research, and interviews and questionnaires were completed by associates in 4 and 5 star hotels in Dublin. Primary data was collected through interviews and questionnaires and secondary data was collected with the use of three websites. The information from the survey was collected from 40 employees and 4 managers were interviewed from different hotels from different departments. Each interview was completed over the phone in order to be socially distance in the quarantine stage of the Covid-19 pandemic in Ireland. Each interview lasted approx. 20-25 minutes. The surveys completed took on average 4 minutes 16 seconds to complete. The surveys were distributed also during the quarantine stage and were passed around in messenger groups, through social media and through email. The purpose of this section is to display the different answers collected and opinions given to the researcher by the hotel employees and managers. The data is displayed with the use of bar charts, pie charts and tables. Some quotes from the interviews will be provided in this section also. The author has included the questions asked during the interviews and the questions given to employees in the survey in the appendices of this document.

4.2 Overview of the investigated organisations

The four hotels that were studied for this investigation are 4 and 5 star hotels in Dublin 2. The four hotels are owned by the same Irish-American hotel group yet are operated under different management teams and different brands. One of the hotels in particular is very historical to Dublin and has been in operation for almost 200 years. The other hotels are more modern hotels, opened in the last 20-30 years and typically host English tourists and a younger audience coming to Dublin for weekend breaks. Having worked very closely with each hotel the author felt they would have good relationships with both managers and employees so that they would be willing to be a part of this research paper. The author initially found it quite complex to have access to a group to study for their research topic, prior to choosing to pick the hospitality industry. The author having 6 years experience within the industry was also aware of system and process gaps and issues in managing a diverse workforce. Having connections with these organisations and a trusting relationship with their colleagues the author felt that they would be the ideal subjects to be able to gain indebt information from, for this research paper.

4.3 Findings

In this part of the research paper, the findings sourced from the interviews and surveys will be broken down and discussed. For the purpose of this discussion the author has broken down the findings into different themes which contain similar questions asked to both employees and managers. The four managers interviewed were from different hotels and departments. Two managers were Food and beverage managers from different hotels. They will be labelled as FB manager 1 and FB manager 2. The front office manager interviewed will be labelled FO manager and the maintenance manager will remain maintenance manager. It is important to note that these managers were interviewed and the employees were given their surveys during the quarantine period of the Corona Virus outbreak in Ireland. This may impact some answers in terms of past and future tenth as all of these hotels were closed at the time and some still are. The majority of these employees researched were furloughed at the time of this research.

4.3.1 The current departments of the respondents

The objective of this question was to show which department each employee belonged to. Unsurprisingly the largest percentage of employees came from food and beverage departments, as each hotel has more than 2 food and beverage departments such as an afternoon tea lounge, a bar and a restaurant. The next group that took over a large percentage were the housekeeping employees. This is also not a surprise as together the hotels would have almost 1000 rooms so would need a lot of room attendants as well as employees to clean the public areas. The next large group of employees was from the kitchen. The kitchen team could be a chef or a kitchen porter. According to Figure 2, 10% of employee's categorised themselves in the *other* sections. This could mean that they were working in maintenance, they may working as a bell person, or on concierge and consider there department separate to the reception team. Each hotel categorises things differently in some respects so for the purpose of this research paper the author chose the generic title. The four managers interviewed were from 3 different hotels and compiled of 2 food and beverage managers, one front office manager and one maintenance manager.

What department do you work in?

Answered: 40 Skipped: 0

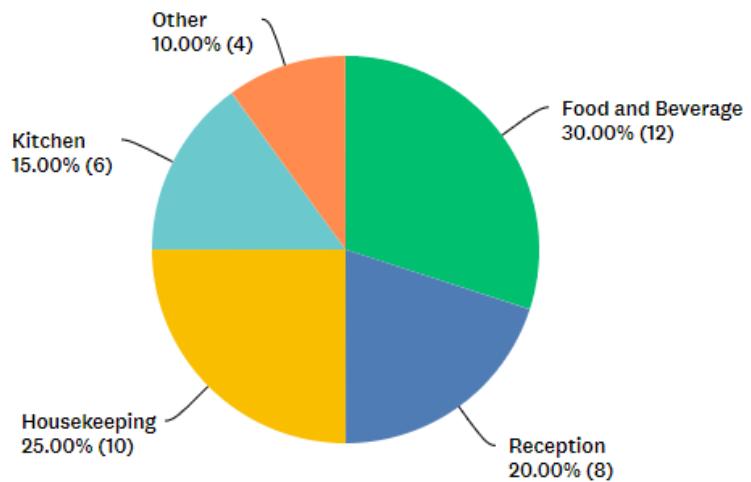


Figure 2 What department do you work in?

4.3.2 The length of time participants have been working in the organisations

The purpose of question 2 was to gain more general insight into the employees. This question asked respondents how long they had been working in the hotel. As shown in figure 3 less the 16% of employees had been with the organisation for more than 2 years. 57% of employees had been with the company for less than 1 year and 27% of employees had been with the company for 1-2 years. Interestingly FB manager 1 has only been in their position for under 2 years, FO manager has been with their company for 1 year, FB manager 2 has made their way from a waitress to a manager in three years with their organisation and the maintenance manager has been in their hotel for 7 months. These figures can give us a big insight into turnover levels in these hotels.

How long have you been working for this Organisation?

Answered: 37 Skipped: 3

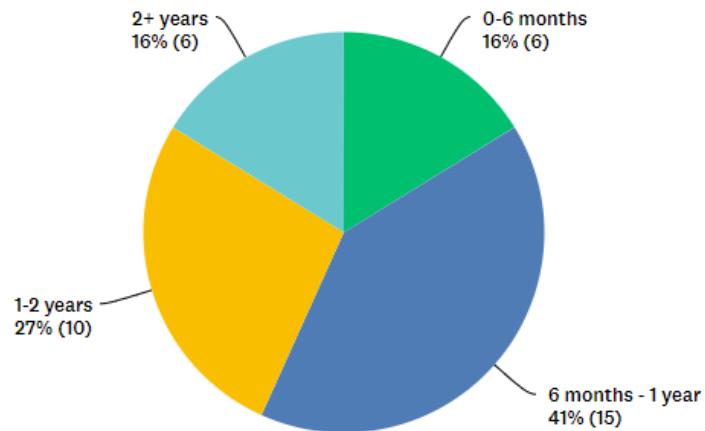


Figure 3 How long have you been working for this organisation?

4.3.3 The home country of participants

Where are you originally from?

Answered: 40 Skipped: 0

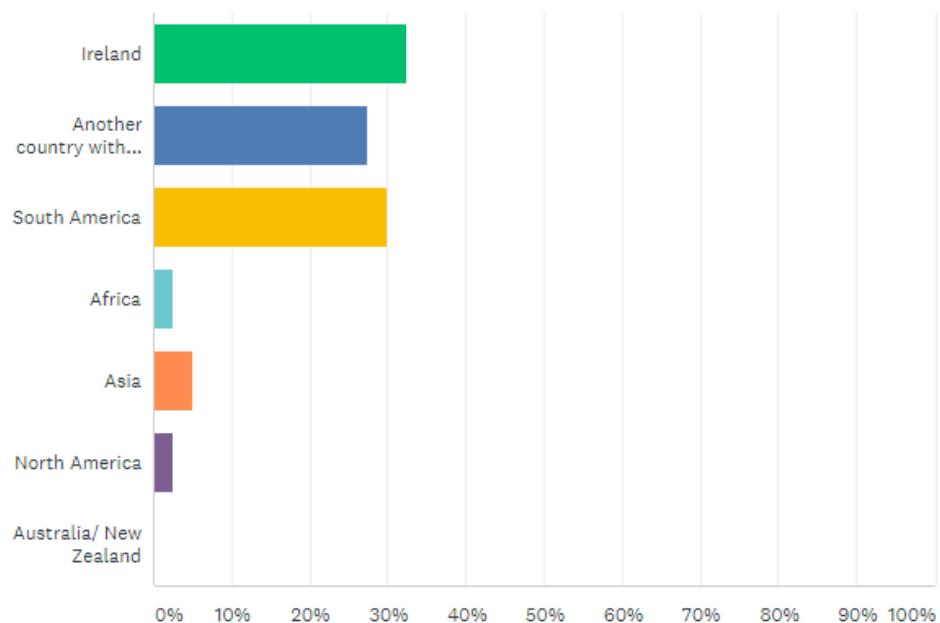


Figure 4 Where are you originally from?

Within this theme the author had asked employees where they were originally from. They felt this was important to get an understanding into the different nationalities and culture working in the organisations. Intriguingly there are almost the same amount of Irish employees working in these hotels as there is South American and European. There are 7% of employees who are from Asia and who are from Africa. 2.5% of employees are from North America. The managers were asked how many people were in their departments and how many nationalities were there in the departments. FB manager 1 responded saying that on average there are 12 employees in his department depending the time of year and how busy they are. FB manager 1 mentioned how there were 5 nationalities which include Poles, Brazilians, Irish, Bulgarians and South American employees. FO manager, who mentioned that they were American, also has a very multinational team. They mention how they have a Brazilian, Colombian, Italian and some Irish people in their team of 9 employees. FB manager 2 has 12 people in their team and 4 nationalities and the maintenance manager is one of 3 in his team, composing of an Irish, Romanian and Mauritian associate

4.3.4 The participants understanding of diversity and performance management

I'm not sure	15.00%	6
Different cultures have different needs	35.00%	14
People from different backgrounds need to be managed differently	30.00%	12
It's a term used by modern companies	12.50%	5
That different types of management are needed in an organisation	7.50%	3

Figure 5 What does diversity management mean to you?

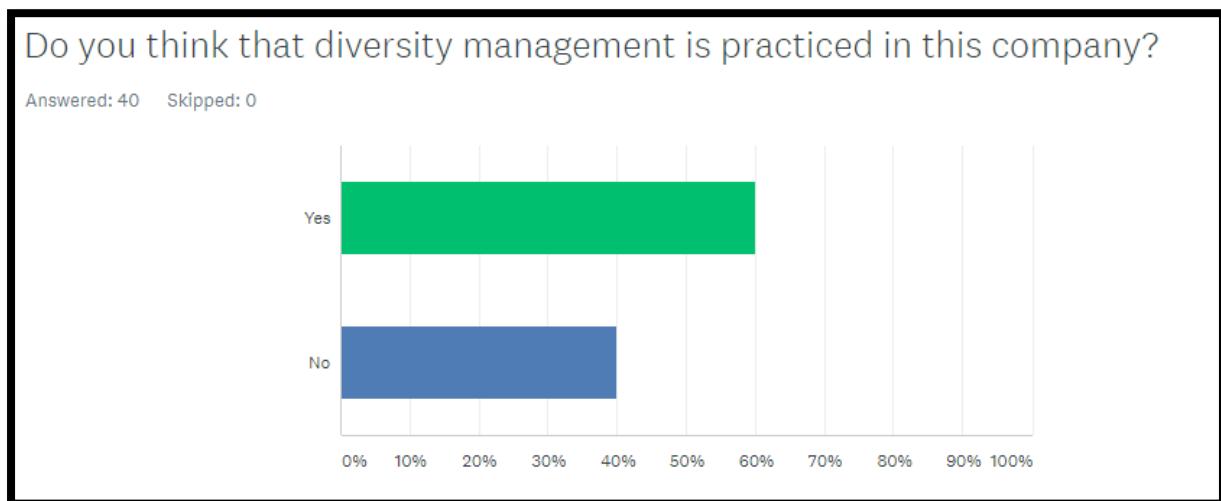


Figure 6 Do you think diversity management is practised in this company?

In figure 5 employees were asked how they interpret diversity management. The most popular answer for this question was that different cultures have different needs. The next most common answer is that people from different backgrounds need to be managed differently. 15% of employees were unsure what it meant. 12.5% of employees answer how it is a modern term for new companies. 7.5% of employees answered saying that they felt different types of managers were needed in companies. In figure 6 employees were asked if they feel diversity management is practised in their company. Interestingly 60% of employees felt that diversity management was being practised in their organisations.

FB manager 1 felt that diversity management was about culture, the different gender of employees and religious belief, in comparison they thought performance management was about improvement plans, reviews and guest comments on the service they are receiving. FO manager felt diversity management was also about different cultures as well as personality types. They felt performance management was about reviews, starter orientations and weekly check-in's with recent joiners. FB manager 2 had studied diversity management in college. Their opinion of diversity management was that people from different countries and backgrounds need different management. Their understanding of performance management is that it is how the employees are getting on in their position and how managers can promote better performance. The maintenance manager had a lot of information to provide on this answer. They initially mention how they weren't too familiar on the topic, and that it was their first time working with people who were no Irish. However the manager mentions how in their new role, that they have learned a lot and are continuously learning. They mention how sitting down and having a tea break with their new team has been a big factor in learning about their background and there way on working. In turn this has helped the manager to understand what best way there is to manage that employee. Their interpretation of performance management is managing the teams tasks and how they perform at those tasks. They mention how communication has a huge role in both types of management.

4.3.5 The participants opinions on inclusion programs

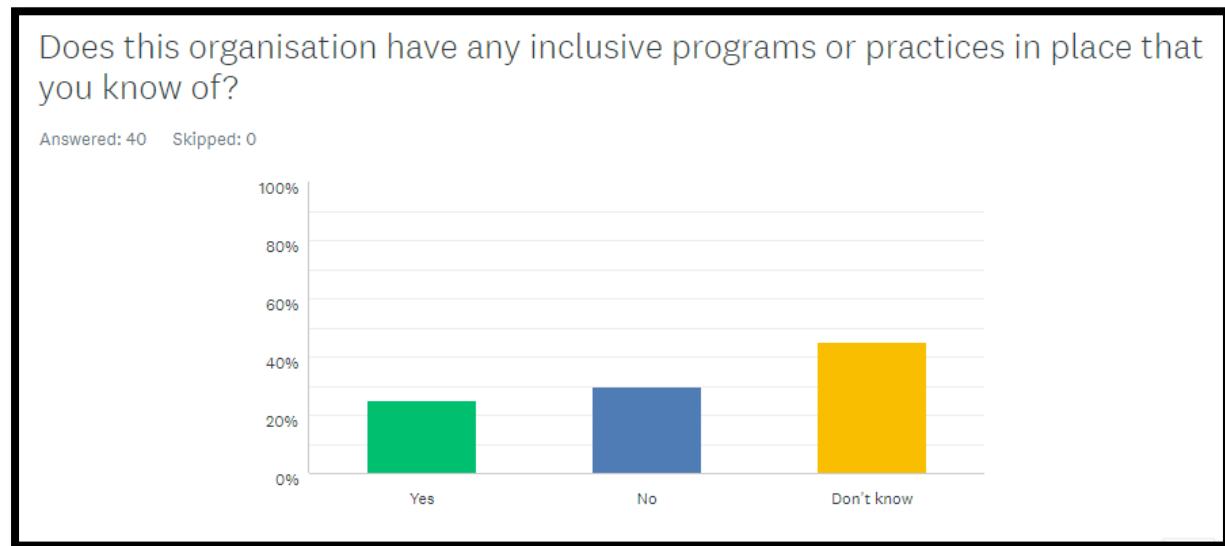


Figure 7 Does this organisation have any inclusive programs or practices that you know of?

When asked about inclusion programs the 45% of employees were unsure if there hotels had policies or practices in place. 25% said that there companies did have inclusive programs and 30% said that they did not.

When FB manager 1 was asked what they thought about their hotel regularly reviewing its staff inclusion policy they said that as more cultures are found and as more nationalities join the hotel that the employees beliefs should also be respected and so they should be covered in the inclusion policy for the employee and for managements sake. When FO manager was asked for their opinion on this topic they said that they really agreed that the policies should be regularly updated. The FO manager mentioned how as there are more and more cultures and people from communities such as the LGBT+ community working in the hotel and applying for jobs in the hotel that it is so important. They mention how it shouldn't matter about your sexual orientation or gender just as long as someone has a passion for hospitality, and that, that should be the main concern. Interestingly they mention how unfortunately their hotel do not have gender neutral toilets yet and that is something that should defiantly be a priority to include in the near future. FB manager 2 strongly agreed with this topic also. FB manager 2 also mention how sometimes Irish humour can come across badly to people whom English may not be their first language, and that establishing what's right and wrong should be included in these policies. The maintenance manager also agreed and mentioned how its just very important for the hotel to be covered in all situations.

4.3.6 The respondents opinions on how diversity management can affect the departments, do managers see any day to day issues with having diverse teams and do they feel like diversity management is a priority.

If management do practice diversity management (or if they would) do you think this would have positive effects on your team's performance?

Answered: 39 Skipped: 1

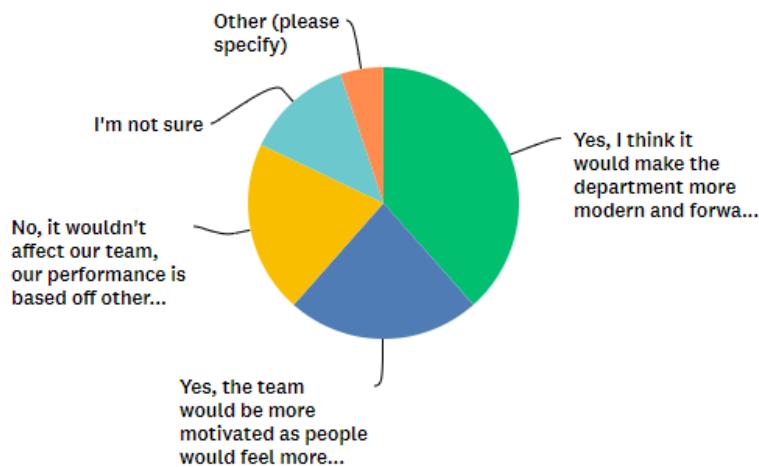


Figure 8 If management do practice diversity management do you think this would have positive effects on your teams performance?

When asked If management do practice diversity management do you think this would have positive effects on your teams performance the most common answer from employees was that Yes, I think it would make the department more modern and forward thinking by accepting other values and cultures. The least popular answer I'm not sure, at 13%. Employees were given to option to click other and to write their opinion. Two of these opinions include *No, I perform well because I do what I love* and *No I don't think so, I think it's nice to learn about other cultures.*

When the FB manager 1 was asked if they think there are benefits to having such a diverse team they answer that it can be very useful when having guests form the same country as some of the waiting staff. They mention how they can communicate well and bond throughout the service. They also mention how it can be good to bond with employees on social gatherings outside of work. The FO manager mentions how they also feel having a diverse team can help the team to bond closer together, as if a lot of employees are living away from their families and home countries, there work colleagues can become like family.

The FO manager also says how it can be useful when guests with little English are checking in as most of the time an employee will be able to help out with translating. The FB manager 2 discusses how different employees from different cultures can bring different understandings on hospitality to service. They say how this can be helpful when there are also of tourist as perhaps an employee could understand the tourists costumes' better than an Irish employee could. The maintenance manager says how there can be benefits as different employees can have different perspectives and experiences then another when they work on a particular tasks in the hotel.

Managers were also asked if they came across any day to day issues with having such a diverse team. FB manager 1 explained how they were often too busy with other issues and that they all get along with one another. They mention how as their department has a lot of students so that possibly it is not a priority to think about, however this manager had heard of issues regarding communication from other teams. The FO manager said that they had no complication within their team, and the fact they are so diverse works to their advantage. The FB manager 2 voiced how things can be interpreted differently to others which can create issues. An example they mention is how during handovers that notes can be communicated badly as some of the team do not have fluent English writing skills. They also express how they have a mainly female team and that sometimes there are culture clashes, as well as people not speaking English as it can make those who can't speak their language feel excluded. The maintenance manager remarked how sometimes his humour and banter can be interpreted wrongly or not recognised and that they had to correct themselves.

Management were then asked if they felt performance management was a priority in their departments. The FB manager 1 commented that within their department they had other more urgent issues to worry about such as absenteeism and lateness so performance management did not take priority. They mentioned how their style of management was quite relaxed and that works a lot of the time but how some of the students in the team just don't care enough about the job. They finished their point by adding how turnover is a huge issue in their team. The FO manager explains how their team is performing very well and that they were looking at other ways in which they can really excel their level of service, so it is a big priority in their team. The FB manager 2 says that they try to have specialised training days to improve performance such as tasting of new menus or champagne training but a lot of the performance issues stem from issues regarding employee being under pressure and lack of employee morale. The maintenance manager felt they took this very seriously as timing and

planning is a big part of their role, as if a room is out of service because the maintenance on a room could not be complete on time, that room cannot be sold and therefore revenue is lost.

4.3.7 The participants opinion on job satisfaction

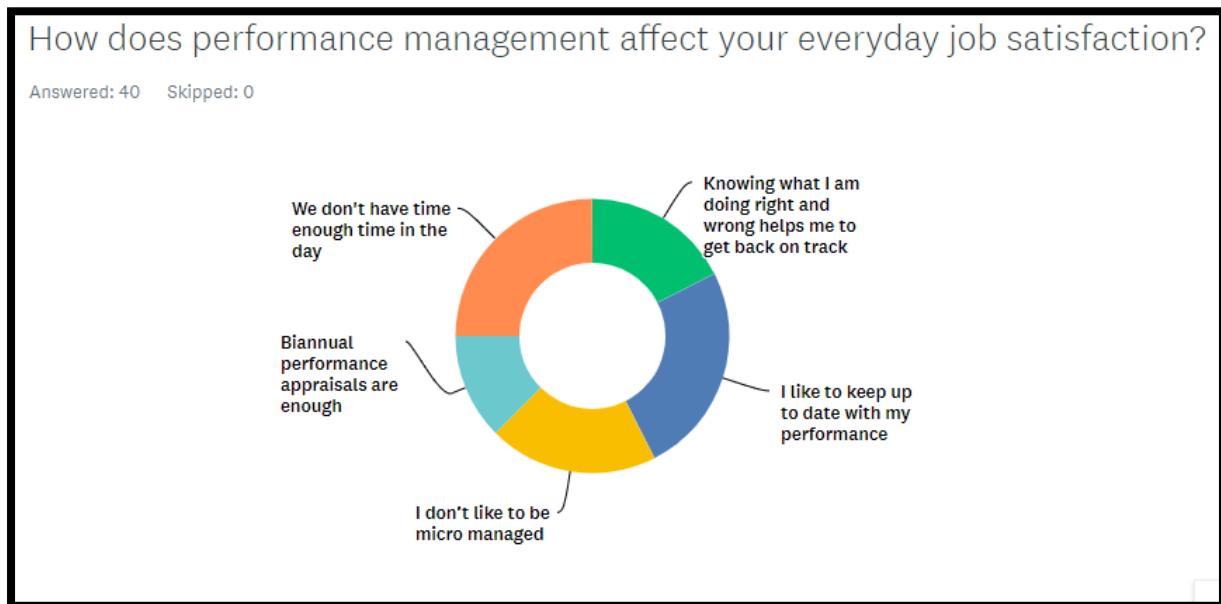


Figure 9 How does performance management affect you every day job satisfaction?

When employees were asked if performance management affects their everyday job satisfaction the most common answers selected were *We don't have time enough time in the day* and *I like to keep up to date with my performance*, which we both selected by 25% of employees. The least popular answer was *biannual performance appraisals are enough*.

Managers were asked if they felt diversity management and performance management affected employee satisfaction and morale. The FB manager 1 answered that they understood if employees were being mistreated that they would be frustrated in their jobs. The FO manager stated that they felt if an employee felt their beliefs were not accepted that they would not perform to their potential. They mention how as they are American they have felt prejudice in previous work places and that they would never want another person to feel that way. The FB manager 2 also agreed and reiterated how they are having issues with morale and hopes to implement a plan in the future. The maintenance manager explained again how getting to know your employees on a personal level may help with this as it has worked for them, but that they are fortunate to have a small team of full time employees, and noted how in a bigger team it would be very difficult.

4.3.8 The associates views on the hotels Human Resources' engagements levels

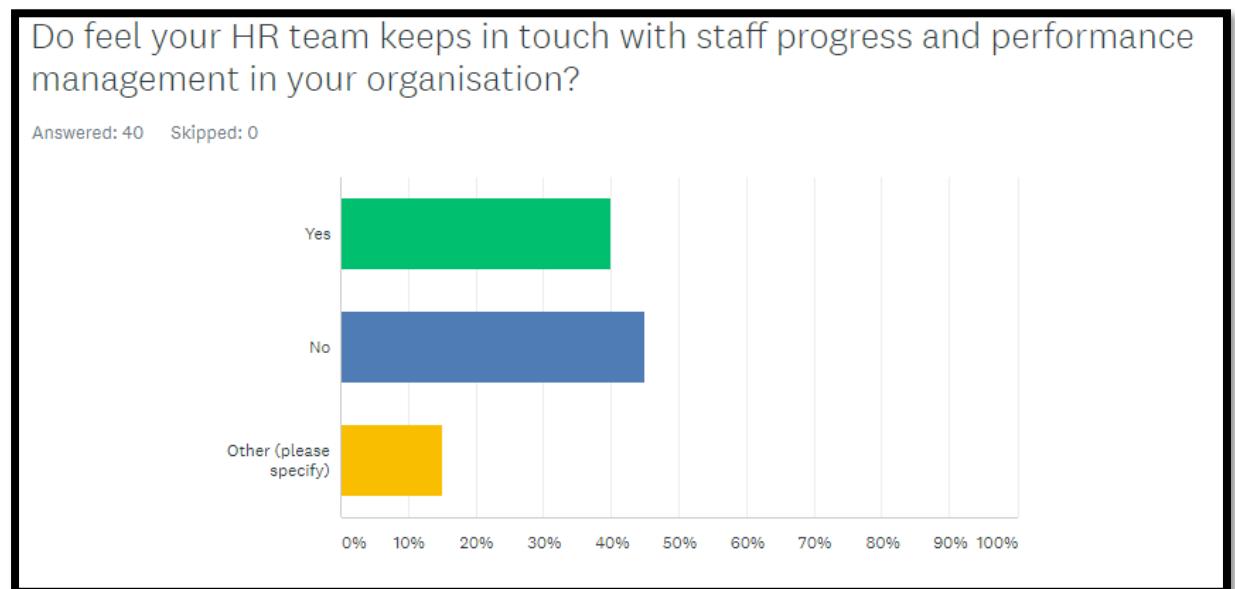


Figure 10 Do you feel your HR team keeps in touch with staff progress and performance management in your organisation

Employees were asked if they felt there HR team kept in touch with staff progress and performance and performance management in there hotels the 45% of employees answered that the did not and 40% of employees said yes they did. An ‘Other’ option was included and answer such as *When she can, She only works part time, When she tries, When she gets a chance, Our HOD manages most HR concerns, She lets us know if we have passed probation, that’s it really and Our HR exec only works part time* were included.

The management interviewed were asked the same question. The FB manager 1 replied saying that they didn’t feel that the HR team kept in touch with their team, and only kept in touch with management progress and that it was up to the HOD’s (Heads of department) to keep track on employees issues and progress. The FO manager said that they wished the HR team were more present with the team but that they personally had a good relationship with them. The FB manager 2 had similar opinions. They answered that they felt the HR team did not do enough when they had an issue around employees speaking their native language in the Kitchen area. The Maintenance manager explained how the fact they work the same days as the HR team that they are lucky to see them most days, but understanding that most staff work weekends the noted how they probably never see the HR team.

4.3.9 The employee and management opinions on the link between performance management and diversity management

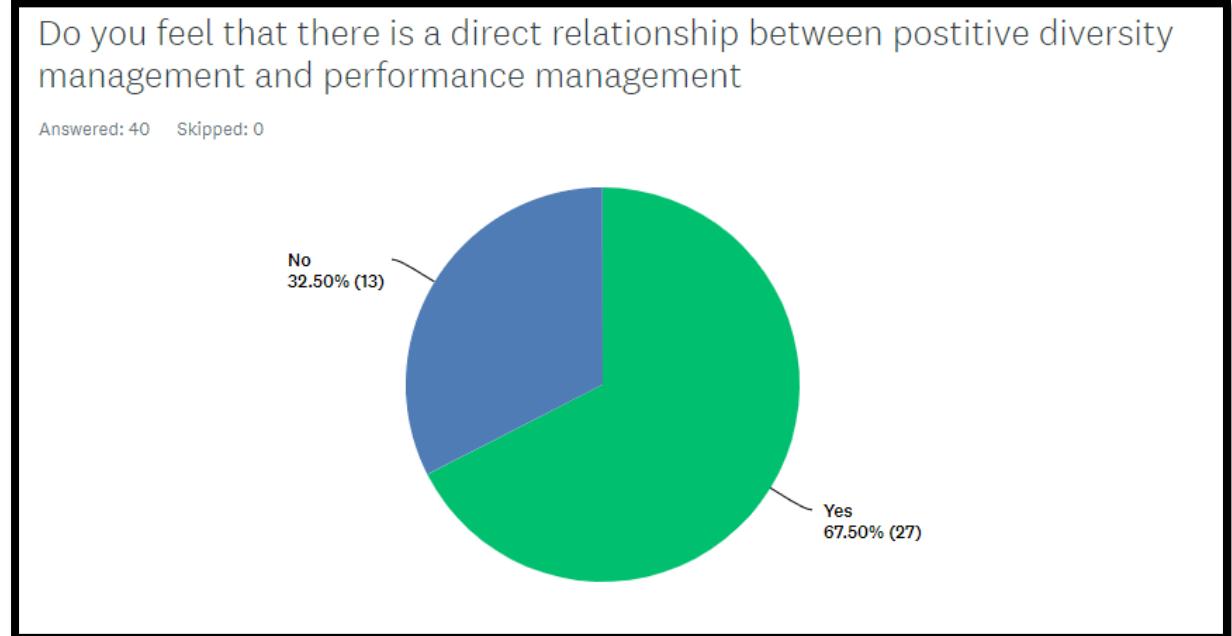


Figure 11 Do you feel that there is a direct relationship between positive diversity management and performance management

The final question employees were asked was that if they feel there is a direct link between positive diversity management and performance management? 67.50% of employees agreed that there was a direct link and 32.5% felt that there was not.

Management were asked the same question. The FB manager 1 strongly agreed that there was, mentioning that an industry full of multinational and multicultural people need different guidance and directions. The finish there point on understanding it is something they could do a lot of research on themselves. The FO manager also strongly agreed mentioning how different people take directions differently and communicate in different ways. The FO manager explains how perhaps because they are not native to Ireland that they understand this more than others. The FB manager 2 also agrees with this statement and hopes to include more diversity management topics into their plan when the department reopens after its closure due to Covid19. The maintenance manager agrees that diversify management would promote better team performance and finished off by saying how they would definitely think more about their management style and the topic in the future.

4.4 Conclusion

This section of the research paper was overviews of the information collected through the primary research undertaken by the investigator. The results from the questionnaire and

interviews show the different opinions and attitudes in regards how diversity management affects employee performance. In the next section of this paper which in the Discussion, a deeper discussion will be had including how diversity management is impacting performance, how managers feel they are controlling their multicultural workforce and how celebrating different minority groups in the workplace can improve performance.

4.5 Secondary findings

An article written by Halpin (2017) published by *The Journal.ie* titled 'Diversity equals innovation': Why these Irish workplaces are blazing a trail for inclusiveness' (2017) has given the author a great insight into how inclusive programs in such companies like Accenture and ESB have made employees feel more included and celebrate in their places of work. This in turn has lead to a rise in innovation within these companies.

The Author also looked at FailteIreland.ie for information about Diversity. Failte Ireland has developed an 8 step plan to promote cultural diversity in the workplace. They recognised the need for this plan and the need to give hospitality businesses such as hotels and bars advice on this topic as more and more people immigrate to Ireland, for reasons such work opportunities and to strengthen ones English. Some of the main findings from this report include suggestions for overcoming language barriers, advice for senior management such as setting goals, focusing on the benefits rather than challenges and linking strategic goals to the diversity plans.

The final piece of secondary research in which the author had investigated is an articles written by Keogh (2019) published by IrishTimes.com. The article is titled' *Irish companies pay lip service to diversity and inclusion*'. Within this article management boards are mainly white in race (92%) and 72% are male, comprising of only 20% from the LGBT community and only 14% are representing the disabled community. Despite these figures an astonishing 98% of organisations studied in this article agreed that an inclusive environment would promote business performance, but only 24% of those organisations have a specific recruitment programs for diverse employees.

Chapter Five – Discussion

5.1 Introduction

In the previous chapter the results of the interviews and the questionnaires undertaken, were presented. The results found showed the managers and employees perception of performance management, diversity management, employee satisfaction, the activity levels of the HR team and opinions on workplace inclusion programs. The purpose of this chapter is to analyse the results found in accordance with the research question, How can diversity management impact the performance of a 4 and 5 star hospitality organisations in Dublin.

In order to answer the research question the 3 main objectives will be analysed.

Objective 1: Investigating as to how diversity management is impacting employee's performance in 4 and 5 star hotels in Dublin city centre.

Objective 2: To explore how managers in 4 and 5 star hotels are implementing and managing diversity in the day to day running of their departments.

Objective 3: To examine how diversity management can increase employee satisfaction levels in 4 and 5 star hotels.

5.2 Objective 1

To investigate how diversity management is impacting employee's performance in 4 and 5.

To examine this objective, the questionnaires given to employees will be discussed; in particular survey questions number three, four, five and seven and some performance questions asked of the managers. The author feels it is important to discuss question three to introduce this analysis. Question three asked employees where they were originally from. As this survey was given to employees working in Irish hotels it was very interesting to find out that only 32.5% of employees were Irish, 30% were South American and 27.5% were from other European countries. Other options within the survey included African, Asian, North American or Australian. 5% of employees were from Asia and 5% were from both Asia and North America. The purpose of the question was to display the diversity (in terms of employee's native countries) within the company. As seen in the literature reviews section of this paper the author had found that Devine et al. (2007) have said that cultural diversity in organisations is often down to shortages of national employees and non nationals coming in to meet the needs of a company. Bassett-Jones (2005) has explored how having a diverse workforce can be a competitive advantage, as having this workforce of skilled employees

who have studied hospitality in other countries or have worked in other countries can bring different perspectives to hospitality service and new innovative ideas. Bassett –Jones also suggest that to have this diverse team can thus invite other cultures and nationalities to join the team. Perhaps this is how the hotels which have been investigated have become so diverse. FB manager 1 mentioned a lot of their team were English language students, so potentially some of the students had suggested to their other friends to apply for a job. As Bassett- Jones mention the positive effects of diversity unfortunately Von Bergen, Soper and Foster (2002) have created a list of potential downfalls of diversity management. The author will elaborate on these negative impacts when analysing objective 2.

The next question which will be analysed for this objective was number 4, *What does diversity management mean to you?* The author felt that this question was important to ask before going into further dept on the topic. Fascinatingly 35% of employees said that it means different cultures have different needs, 30% of employees said that people from different backgrounds have different needs and 15% of employees were unsure what diversity management was. That final figure is quite alarming to the author and may suggest that the employees who chose that answer are not being managed to their needs, or perhaps they just perhaps just not familiar with the term . According to Azam bin Arif (2011) diversity can be defined as a change in characteristics or differences in factors between people or groups in society and within businesses. Dawson et al (2010) explains how diversity management will be vital for the future success of the hospitality industry, the fact that the two top answers are very relevant to the definition of diversity management is very promising for these hotels.

The next question in which the author will explore is question seven; *If management do practice diversity management (or if they would) do you think this would have positive effects on your team's performance?* The two top answers include how the employees agree that it would make their department more modern and forward thinking, 38.4% of employees choose this answer, and the next most popular answer is yes the team would be more motivated because people would feel more included. Curiously again the third most common answer jumps to the other end of the spectrum as 20% of employees felt that diversity management would not affect their team because their performance is based off other factors, and almost 13% of employee were unsure about their answer. The final question to mention to help to overcome this objective is If employees felt Diversity management was practised in their overall company they work for and surprisingly 60% felt that it was. From observational research the researcher feels that this may come down to the fact that many of the food and

beverage, accounts and duty managers are eastern European, South American and Asian. However the researcher would like to add that in all of the 8 hotels, all general managers are Irish, as are the directors. It is very positive that so many employees feel that diversity management is being implemented in their hotels; however because some of the answers were vague and uncertain may be still open to debate.

As Sparrow (1999) has explained how transformational leaders are managers whose purpose is to integrate two cultures to create a flowing organisation. Perhaps some of the non national managers in the senior positions have been acting as transformational leaders in their roles in an attempt to blend cultures and create a cohesive environment between their employees in their departments.

According to D'Annunzio-Green (2002) it is the manager's role to integrate employees with the workplace culture and understand the challenges and struggles that may come whilst doing so.

The author would particularly like to mention the FO manager whom is American. They mention that they have quite a high performing team. Within the Literature review section of this paper the researcher found that D'Annunzio- Green (2002) has explained that it is a manager responsibility to combine the cultures of employees and their workplace and be willing to tackle any struggles that they may face. The FO manager may be able to manage diversity particularly well themselves as, they are a non national and they find it comes natural for them to manage people from different backgrounds; particularly as they mention they have had a bad experience in the past being labelled 'The American'. It appears they may have flipped their own negative experience being slated for being of a different culture and turned that bad experience into a learning that they never wish for it to happen to someone else. The author feels that this manager in particular was trying their best to carry out diversity management in comparison to the other managers, thus the team is performing well and have few performance issues.

5.3 Objective 2

To explore how managers in 4 and 5 star hotels are implementing and managing diversity in the day to day running of their job departments.

In order to examine this objective the researcher feels it is important to get an understanding of how managers have interpreted Diversity management, if they see any main benefits to

having a diverse team., if they view diversity management as a priority and if they believe there is a link between Diversity management and performance management. To begin the author will analyse the background and nationalities of the managers and employees within their departments. The FB manager 1 has 5 nationalities in their department of 12 employees, The FO manager explains how they are American and they have 4 other nationalities on their team of 12 employees, The FB manager 2 also had 12 employees and 4 nationalities on their team the Maintenance manager was Irish and had 2 other nationalises in their department . The author thought this question was important to include within the interviews as it showed how diverse and multinational each department is. The next point the researcher will discuss is each manager's interpretation of Diversity management and performance management. The FB manager 1 felt that diversity management was about culture, gender, and about different religious beliefs and that performance management was about reviews and how well service is going; similarly the FO manager explained how they thought diversity was how different cultures and personality types needed different advice, whereas performance management was about reviews and new employee check-in. The FB manager 2 had said they had studied diversity in college and had another similar answer, but interestingly for performance management they suggested it was something a manager should be working on too, in order to promote better performance. The maintenance manager was very honest and open about what little knowledge they had about the topic, at one point even nervously laughing about how they are learning on the job, but it is the author's opinion that it was the best and most honest answer. It was the maintenance managers first time working with people from outside of Ireland and they took a very old school approach to getting to know their employees, perhaps the best approach, fit for the size of their team.(and also because of his naturally chatty personality) Von Bergen, Soper and Foster (2002) describe how sometimes managers have their own ideological meaning on diversity management, and then when they start implementing the management it is not welcomed by their team. In the case of the maintenance manager, they didn't put getting to know their team at the forefront without realising how that is a major component of diversity management. Despite the maintenance manager claiming to not know a lot about the topic, by breaking it down, they realised they did know some components. The tea break was the maintenance managers approach to diversity management, they knew joining the team that they were working with new people and cultures and so the simple tea break was an inaugural moment in their relationships as a team, and for the maintenance manager as a manager. The Maint Manager

finished his answer by stating how communication is the cornerstone to the success of either management style.

The next point the author would like to include is each manager's opinion on having such a diverse team. As mentioned in the analysis of objective 1, theorists have said that having a diverse team can be a competitive advantage and can promote innovation, however the reason the managers provide are on a more practical level. When the FB manager 1 was asked about the benefits they replied saying how it can be helpful in building connections between employees and customers, they also mention how on nights out it can be interesting getting to know about each other cultures. The FO manager also mentions how it can strengthen the bond of the team, and like the previous manager mentions the practical side of things such as being able to communicate with guests who don't have strong or any English. The FB manager 2 also explains the practical side of having a diverse team that can help service, but unfortunately doesn't mention any other benefits for bonding or team morale. The maintenance manager explains how having different experiences in trade work for maintaining the hotel is their team's biggest benefit. Pesalj (2011) explains how there are many benefits to having a diverse team such as it attracting other skilled, multinational employees and similarly Cox (1999) explains how it can be a driving force in creativity and innovation, and Crockett (1999) provides an example of the company Allstate who have a diversity recruitment strategy in place thrives through its employees artistry. Perhaps if either F&B managers were able to get more support from the HR teams or executives they would be able to put more effort into diversity management and reap such benefits which could in turn boost the sales of the departments.

The next point that the author would like to analysis is the question about managers having any day to day issues. A point to mention would be that both the Food and Beverage managers had quite a lot to mention in their answers in comparison to the other managers. The FB manager 1 explains how they are too busy to have issues regarding this topic, and that they have a lot of students who work part time in their department, and that they are not very loyal to the department. They explain how they have heard of other departments with big communication issues. The FO manager explains how are they are a small team, the fact they are all diverse works for them as they are all on the same boat together. The FB manager 2 explains how there can be misinterpretations in their department.

Dawson et al (2010) has completed research on American organisations, one of which had a very high level of Hispanic people who would prefer to speak their native language in the work place. This would create problems for management and other employees who did not speak Spanish, as they would be excluded from conversations. The FB manager 2 mentioned how they were facing similar issues. They go on to explain how often employees favour speaking their native language rather than only speaking English, which is the companies' primary language. The maintenance manager explained how restricting their own Irish banter was a personal challenge but that they had to regulate the humour, for fear it be misunderstood, which the dry Irish humour can sometimes be.

All managers at some stage mentioned the importance of communication. Intriguingly Tews and Hoof explain how in the hospitality industry sadly they often cut costs when hiring managers and thus companies hire individuals who may not be as well educated in managerial communication with obvious negative impacts on employee performance and overall success. They mention how such communication issues can lead to unhappy and confused employees as well as high turnover rates. Another interesting point on the topic of communication is how Taras, Steel and Kirkman mention how different cultures often require different methods of communication. The FB manager 2 in particular mentioned how they had issues with passing on notes for hand over's. Perhaps if they were to have a team meeting regarding this they could come up with a happy medium that everyone could understand such a video or picture method over messenger instead of unclear notes.

The final note to mention on this objective was the question asked to managers about whether performance management was prioritised. Each food and beverage manager said that it was not, as they had other "more pressing issues" around lateness, turnover, absenteeism, employee morale, stressed and overworked staff and general rostering issues. Tews and Hoof have described the hospitality industry as a strenuous and intensive industry, however they also go onto mention how the industry can be tight with their finances and employees benefits such as meals at their lunch breaks and time off, which can thus lead to increased turnover levels which both F&B managers are currently facing. The FO manager stated how their team performance levels were doing well and so it not something that needs to be prioritised over other things. The maintenance manager seemed very strict on this as he mentioned how if rooms were out of service for a prolonged period for non scheduled maintenance teams a lot of revenue can be lost.

5.4 Objective 3

To examine how diversity management and performance management can increase employee satisfaction and employee morale levels in 4 and 5 star hotels.

In order to investigate this objective the author will be looking at the question asked to management about how they think performance and diversity management impacts employee morale and the questions asked to employees, if they felt performance management helped their day to day job satisfaction. The employees answers for the questionnaire were quite varied in comparison with other questions they had answered for this research paper. 25% of employees answered that they like to keep up with their performance, and equally another 15% of employees answered that they didn't have enough time in the day, implying performance wouldn't be their priority, it's a question of getting the job done. Interestingly 20% of employees stated how they didn't like to be micromanaged, 17% of employees felt that they like to know what they are doing wrong as it helps them to get back on track and the least popular answer at 12% was that employees felt biannual reviews were enough. The managers were as follows, The FB manager 1 said how they'd understand if an employee felt isolated that their performance would be impacted. The FO manager responded with a similar answer that they would understand if someone's beliefs were not respected. It is at this point when they mention how in the past in different organisations they were labelled '*the American*'. The FB manager 2 also explains how it would affect the employee satisfaction if not managed properly and goes onto mention how they are currently facing problems in their departments. The maintenance manager explains how they are lucky that as they have a three person team they can get to know their colleagues better than managers with a big team. In Burke, Graham and Smith (2005) article they discuss how if employees are happy this can lead to a happy customer. Earlier In the interview process the FB managers both touch on turnover issues, and in particular FB manager mentions issues with keeping a solid team; if employees were managed effectively perhaps these turnover issues would not occur thus employees would be happier and this would be reflected on the guests visiting the hotels. Ulrich et al. (1991) also explains how the success of a business can be directly linked to the success and performance of employees. Burke, Graham and Smith (2005) subsequently found that employees who felt respected by their management and whom felt that they were managed well were more satisfied in their positions and rated their management and supervisors highly.

The author feels that some of the points made by a managers could again be addressed if there were more resources and help from the human resource teams in the hotels. When employees were asked about the engagement levels of the HR team 45% answered how they were not active enough in the other departments. 15% gave answers such as *they only work part time, when she can*, and *Our head of department managing performance*. Perhaps if the HR team were more involved with the performance management aspect it would take some relief of the managers. A distinct comment made by the FB manager 2 was that HR failed to perform an investigation on an employee repeatedly not complying with the manager's request to speak English in the service and kitchen areas. Perhaps employees felt the same and when the investigation was abandoned or not preformed, those employees following the rules were unhappy working with that employees who were not following instructions and not being held to account. This may have had a large impact on employee morale in that department. Within the chapter 1 of this research paper the author found that Adams (1965) theory of motivation states that employees are only as good as their fellow colleagues and that if employees are not carrying out their own tasks which puts pressure on the team, that those motivated employees will become lax and less productive themselves. This is especially important to note in such a strenuous industry . Employees depend of managers to ensure that the whole team is behaving fairly and no one is cutting corners that may affect the overall team.

Chapter Six – Conclusion and Recommendations

6.1 Introduction

This dissertation was written with the purpose of examining the reason/s diversity management can affect the performance of employee in 4 and 5 star hotels. The objectives of this research were completed. The method of data collection that was used in this paper gave the author the ability to see two sides of the topic, from an employee's perspective and a manager's perspective, which they felt was very important for this topic of research. This research paper has attempted to show different aspects, such as some employees and managers lack of knowledge on diversity, some managers have other issues and priorities within their departments which takes them away take away from them being able to perform diversity management to its full potential. How managers and employees feel about the link between diversity management and performance and whether it makes a big difference in the way departments perform. After carrying out the primary research it was clear to the author that there was a lot of room for improvement. One manager in particular mentioned that how the closure of the hotel due to the corona virus pandemic, may be a great opportunity to prioritise such management and to come up with plans for the future if any of their current or past issues were to arise again. It is the authors overall opinion that diversity management does affect performance in the hospitality industry.

This chapter of the dissertation aims to provide conclusions on each of the objectives discussed in the analysis section. Overall recommendations will also be provided for managing diversity and performance as well as recommendations for further research. The author will then conclude with some challenges in carrying out this research paper.

6.2 Objective 1

From the findings and research within this paper, the author has found that diversity management is affecting the performance of employees in 4 and 5 star hotels in Dublin. In general it seemed as if the respondents felt like it would lead to better things for the company and equally seemed like managers would like to implement it into their departments with the support from the HR team. An advantageous part of the interview process was speaking to the American FO manager, whom had experienced criticism and derogatory name calling in the past, due to the fact they weren't Irish. Their past seemed to enable them to effectively manage their diverse team, whom they mentioned were performing very well. A surprising and positive point to mention would be that the overall 60% of employee felt that the company was practising diversity management. In the future it would be great to see some of

the multinational directors and general managers, and to see some of the current multinational employees succeed and be promoted to these roles.

6.3 Objective 2

The author's conclusion from objective 2 was that managers in F&B in particular, seemed to be quite stressed about other worries in their departments, and that diversity management was not a particular priority for them. In the future the author would like to see these managers learn more about the topic of diversity as they feel this would help the managers to build better relationships within their departments, and loyalties between managers and employees could grow, so that less of these problems would occur in terms of absenteeism and employee turnover. Advice for F&B departments would be developing a plan whilst the hotels are closed for when they reopen, perhaps not immediately but hopefully in there near future they can put some of their new learning's in place. This recommendation is not alone for the F&B managers but for all sections/departments and that is communication, it must be simple, clear and concise and the person in charge must ensure that the employee fully understands what is required so that they can do the task that is expected. Another conclusion would be that the HR team needs to be more involved in the performance management aspect to allow the immediate managers to get to know their employees and learn more about how they can manage their diversity. The HR team should develop templates and resources for these managers to help them to tackle their issues and where necessary back up the manager if disciplinary action is required.

6.4 Objective 3

The author had concluded from objective 3, that performance management and diversity management do have impacts on employee morale. This can be seen by the FO manager and maintenance manager explaining their relationship and lack of issues with their teams in comparison to the F&B managers, who discuss their lack of time for diversity management and performance management, and then go on to state how they are having issues with employee morale for a number of reasons, some of which could be addressed with appropriate inclusion of diversity management. Again the HR team need more involvement, the F&B manager mentions how an investigation wasn't carried through when it should have been. Perhaps employees felt the same and weren't happy working with this particular colleagues. Having to work alongside them every day could lead to them becoming less

motivated, and it may have opened the door to other troublesome employees to act out, if they felt they could also get away with it.

6.5 Recommendations for further research

The author had some suggestion for research completed in the future. The author mainly looked at different nationalities and culture, but perhaps in the future one could look further into sub groups such as the travelling community or how different religions feel they are being respected and managed in hotels. The author would also like to mention that they would like to give the survey to a larger group of employees. With that being said the researcher will now mention some of the challenges that came with completing research during Covid-19. As mentioned in the limitations section of the research methodology chapter this research paper was completed between November 2019 and July 2020. The Hospitality industry was hit very hard in March of 2020 and hotels were closed by the end of March. From the company the author worked for approximately 5000 jobs were furloughed within the space of a week. The interviews with directors and seniors management which the author had been promised were quickly forgotten as these managers joined the security team and were working long hours, unaware if their own jobs were safe at the time. The author understood this situation was a very stressful time so did not want to stress these people further. Thankfully they had other contacts in the industry and within the company who were happy to cooperate with the interviews.

Another challenge the author faced was no longer having access to the private HR websites that they did prior to being furloughed. These websites would have been very helpful for secondary research but the author made best with what they could.

The uncertainty and future of the hospitality industry was definitely a limitation for this research paper. With the loss of so many jobs and a lot of people leaving Ireland to return to their native countries, the author felt perhaps they would change their topic and to look at the bigger picture such as trends for the future and the general post Covid 19 future of the hospitality industry as perhaps diversity management and performance management won't be the focus of HR in hotels going forward.

Another possible limitation for this research is the fact that some of the managers that the researcher intends to interview may be resistance to answer some of the more challenging questions that will be asked in this paper. Another limitation may be that it may be difficult to get straightforward answers as diversity management is still quite a new concept in some

hotels, so employees and managers may be unaware of it and slow to show their familiarity with the subject or lack thereof or may not wish to appear backward.

CIPD requirements for this research paper

Recommendations for managing diversity and performance in hotels

Managing Diversity can not or should not be dealt with or prioritised in isolation. It must be driven from the top down i.e. CEO/General Manager and through the various management layers, it must be embraced by all echelons. It should be a way of life as much as a policy. It should be a win-win situation because if you have good diversity management protocols in place you benefit and capitalise from the talents and skills and inputs of your employees. You can also hold them to account if they fail to deliver having been given the benefit of a proactive diversity regime in the hotel. The HR team needs to be more involved with these processes within hotel company. It is quite alarming, managers and employees feel that more engagement is needed from the Human resources teams within these hotels, they should not be operating in isolation. Perhaps during this period as the hotels are closed it would be a great opportunity to create a strategy going forward for managing and promoting diversity within these hotels, part of this may well be managers and CEOs redefining tasks for HR personnel to include diversity issues. It is also very important to ensure a constant review of inclusion policies is completed going forward. It is in the author's opinion that perhaps the traditional HR business hours (Monday-Friday) do not work in the hospitality industry and need to be reviewed. If a lot of employees are only in during the busy weekend days/nights perhaps the HR team could work on a Tuesday to Sunday basis and use these days to ensure all departments are included

Perhaps a tea time talk such as the simple model the maintenance manager was using could be introduced. A bimonthly department chat, to talk about how the employees are, or any issues they may be having and as well solutions for those issues. A representative from HR should attend to take notes and to get involved with the conversation, whilst it's the task and responsibility of the manager to lay down and ensure correct policies are implemented, these semi informal chats must be seen to add value and not become just talking shops dominated by a few. They have to be meaningful, inclusive and productive with positive outcomes for both sides.

Perhaps another concept to look at would be forming an afterhours group. This group could be a social group for employees with similar days off, and who may be new residents of Ireland. This group could arrange tours together, go on days out to historical Irish villages such as Howth or take bike tours of Dublin together. The purpose of this group would be to promote good colleague relationships, assist team building and have a positive educational/social aspect in the organisation. This could help to solve issues' around segregation and clashes of cultures and may help to encourage more people to be more loyal to the company. It would also broaden the horizon of the employees and perhaps give them a better perspective of the country and people where they are now working and now reside.

Implementing a diversity management plan in a Dublin hotel

As part of the CIPD requirement for this research paper the author is going to break down how a Dublin hotel would create and start practicing diversity management, based on the author's findings. The author would like to begin with mentioning that as there is a worldwide pandemic, the health and safety of hotel employees and guests is the main priority and diversity management is not at the top of the agenda at this time, but perhaps in the future these hotels researched may take some of these teachings on board.

The author of this research paper is aware of the existence of a "learning and development budget" assigned for each hotel that was researched. Unfortunately, despite the name of this budget, it is also in place to cover any general HR costs such as buying new uniforms, new stationary and off site trainings. A step forward for this diversity management plan would be defining and segregating the budget, not only for the purpose of the diversity plan but also for the benefit of other learning and development concepts within the organisations. In order for the different hotels to gain the benefits from a diversity plan they must understand there must be an initial investment, not alone financial time and personnel.

An idea that the author would like to propose would be upon joining the hotel; each employee would be given a pin of their home country flag along with their name tag and company pin. The employee would be able to wear their country flag with pride, and it could potentially be a talking point with other employees and guests of the hotel. This flag can be purchased from Amazon.com in bulk initially and when a new one is needed can be bought for as little as €3.00. On average the author was aware that one hotel in particular would spend €2000.00 per year on name tags and badges. These name tags would be single use as the name would be engraved, whereas these flags could be multi use as the employee would have to hand

them back upon leaving the company as per their contract and then could be used for the next employee.

A suggestion the author would suggest would be to look at looking at successful larger hotel companies diversity management strategies. An example of this would be Marriot Inc. diversity and inclusion plan. As mentioned in this document, one of the hotels investigated is currently operated under one of Marriott's brands. A simple and perhaps ice breaking method of celebrating diversity could be imitating Marriott's plans by celebrating multinational holidays, this could be a stepping stone method of acknowledging diversity once the hotels are opened and it is safe to do so.

Some methods of managing and celebrating diversity that some Marriott hotels demonstrate is by celebrating national holidays of their multinational workforce in the employee quarters, such as providing certain food to suit that country in the canteen for employees to feel celebrated and for other employees to try out and explore. A suggestion would be that employees from that country could take 15 minutes to share recipes with the head chef. In this meeting they could discuss how they could incorporate some items planned for the week ahead in to the recipes and come up with a feasible way in which these delicacies could be made. Quizzes could also be held on this holiday for the employees of these countries to enjoy and for other employees to learn about their cultures. This could be a suggestion for the hotel company to implement in the future. The HR teams could create quizzes which all hotels could use and could buy certain decorations that could be used year after year. To address the more serious aspects of diversity indebt policies will need to be put in place, which would acknowledge and address the various aspects of a multinational workforce and the ability to harness diversity to achieve the best results and outcomes for the company, whilst having a more fulfilled employee.

The final point the author would like to make would be having a diversity representative from each hotel that was researched. These 8 employees along with 3 HR employees could have a monthly breakfast meeting in one of the hotels. In this meeting the progress of each hotel can be discussed, events around Dublin celebrating diversity could be examined which can then be promoted to all employees within the hotel group and other any issues employees are facing can be addressed. The employee's opinions of this progress should be a priority; they are the ones who are bringing the diversity and its benefits to the floor. The three HR representative should then take these findings and suggestions from these breakfast meetings

over a 6 month period, to then create a report on common issues employees have faced and how different employees may need different management strategies to address their individual needs, all whilst bearing in mind the overall objective on improving organisational performance. Together with this research paper, an organisation diversity handbook can then be compiled within a 12 month period. In the interim a skeleton document could be produced to cover most aspects, this document can then be put forward in the future breakfast meetings and can be improved upon and added to.

Personal Learning Statement

When I first began this dissertation, I was very eager to learn more about the topic of this paper as I had learned about diversity in undergraduate degree and throughout my masters. Inclusion and diversity is such a common aspect of good Human Resources Management, but I felt the industry in which I was working in was not recognising or acknowledging the benefits of diversity management on the organisations performance. The purpose of my paper was to show evidence that there is a link between performance and diversity management so those working in this industry would be encouraged to take on some of the suggestions from my findings. My research allowed me to see how different practices from managers can reflect on the employee's performance and interestingly there seemed to be a strong link between a team whom were under pressure, lack of diversity management and underperforming teams. I would also like to mention this short coming is not exclusive to the hospitality industry.

Having to complete this research paper in a worldwide pandemic was certainly an added dimension. Late February I had my 6 interviewees selected and was confident that I was going to get multiple responses for my findings from employees. By mid March, myself the majority of those managers and employees had been furloughed due to covid19. I felt very guilty having to get in contact with my friends and colleagues to ask them if they would like to continue with the interviews or not. If they did not wish to continue that was totally fine. There is no guide book on how one was to carry on in this situation, a lot of the managers would have had children or other important things to keep them occupied at the time. Thankfully 4 out of 6 of my managers were happy to continue with my research paper, which I am very grateful for. Truthfully the pandemic put doubt in my mind about my topic mid-way through my research, I had a moment of realisation that perhaps diversity management will be at the back of HR manager and hotel manager's minds in the near future, and that the

topic was irrelevant for the time being. I had to quickly remind myself, why I decided on this topic almost 12 months ago. I had been involved in this industry for 5/6 years, I had always a fascination over the different strategies by which managers would manage different people and as the saying goes ‘one size does not fit all’, I had to reignite my passion for discovery to complete my paper. The pandemic has really bruised my industry but with hope we will once again shine bright as being the bubbly hospitable country we are, and hopefully one day host tourists to our country when it is safe to do so once again.

Speaking with the managers interviewed also gave me the confidence to continue with the topic as 3 out of 4 said that they themselves have been very intrigued about it, as they understand the multinational and diverse nature of the industry. Some interesting findings from both managers and employees were that both did not feel a large HR presence. As a HR executive in one of the hotels that was investigated, this is something strongly I will consider for the future. Perhaps dedicating more time throughout the day (when my hotel reopens) to do a walk around and an informal catch up would be big priority. Being in the employee’s shoes in the past, I would have felt the same about my HR executive, so perhaps the role of a HR employee or manager needs to be more transparent from an employee’s perspective.

When the time comes that we can address this topic once again, I will share my results with my other HR colleagues within the hotel group. Perhaps they had noticed similar issues themselves and over time as mentioned in the implementation plan, we can ease some of those practices into our organisations for day to day use, as an inclusion policy is only as strong as its implementers.

Having completed a HR module in my undergraduate degree 5 years ago, I knew this was the path for me and being accepted into this HRM masters program was the perfect stepping stone for my future career. I knew I needed to absorb as much academic Human Resource information in this program to help me to get where I want to go. My ideal future with my Masters Degree would be to end working on behalf of the WRC (work relations commissioner) and to be representing employees and their rights. I couldn’t be happier with my choice of undergoing this Masters, as I face a very competitive job market. It has been the quickest year of my life and was well worth it, notwithstanding the current difficulties we are all facing.

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Appendix A - Management interview questions

- How long have you been employed with this Organisation?
- How many employees are in your department?
- How many nationalities are in your department?
- What do you think are the benefits of having such a diverse team?
- Do you come across issues day to day with having such a diverse team?
- What first comes to mind after hearing the words diversity management and performance management?
- Do you think that this hotel should regularly review its staff inclusion policy?
- Do you feel the HR department are in-touch with staff performance issues?
- Do you think performance management is a priority in your department?
- How do you think performance and diversity management impacts employee morale and satisfaction?
- Do you believe there is a relationship between affective Diversity Management and Performance Management?

Appendix B – Employee survey questions

Survey Questions

1. What department are you in?

- Housekeeping
- Food and beverage
- Reception
- Kitchen

2. How long have you been working for this Organisation?

- 0-6 months
- 6 months – 1 year
- 1-2 years
- 2 plus years

3. Where are you from?

- Ireland
- EU
- Outside EU

4. What does diversity management mean to you?

- Everyone is equal
- Every is included
- Different people need to be managed differently from different backgrounds
- It's a modern trendy term
- You don't know what it is
- It is a term used in big new companies
- other _____

5. Do you think diversity management is practiced in this Organisation?

- Yes
- No

- 6. Does this organisation have any inclusive programs or practices in place that you know of? specigffoc diversity**
- Yes
 - No
 - Don't know
- 7. If management do practice diversity management or if they would so you think this would have positive effects on your team's performance? Link between!!!! team performance cultural challenges**
- Yes we would feel more motivated
 - Yes the team would work better together
 - No it wouldn't work for our team
 - No it wouldn't work, our performance is based on other factors
 - Other _____
- 8. How does performance management affect your everyday job satisfaction?**
- Knowing what I am doing right and wrong helps me to get back on track
 - I like to keep up to date with my performance
 - I don't like to be micro managed
 - Our 3 months and 6 month performance appraisals are enough
 - I like to be left to do my job, constantly being appraised does not work for me
- 9. Do feel your HR team keeps in touch with staff progress and performance management in your organisation?**
- Yes
 - No
 - Other _____
- 10. Do you feel that there is a direct relationship between positive diversity management and performance management?**
- Yes
 - No

Re: An interview request

NS

[REDACTED] <[REDACTED]>



14/07/2020 16:23

To: [REDACTED]

Dear [REDACTED]

I hope you are well. Thanks for getting in contact in regards to the interview, I would be delighted to answer any questions you have. I will be available tomorrow evening at 4pm if this timing suits you. You can call me on [REDACTED]. I look forward to hearing from you.

Kind regards,

[REDACTED]

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Figure 12 Email response from a manager interviewed