

**A Study on Cultural Diversity Management of Employees in selected Hotel
Industries of Coimbatore**

BY

MOHANAPRIYA P

17PTA012

Thesis Submitted To

**Avinashilingam Institute for Home Science and Higher Education for Women,
Coimbatore – 641043**

In Partial Fulfillment of the Requirements For

Master Degree

In

**MASTER OF BUSINESS ADMINISTRATION
(TOURISM AND TRAVEL MANAGEMENT)**

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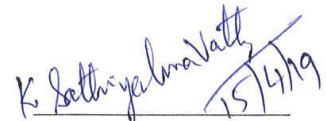
April, 2019

CERTIFIED AS BONAFIDE RESEARCH WORK

 15/4/19

Signature of the HOD

Signature of
External Examiner

 15/4/19

Signature of the Guide

ACKNOWLEDGEMENT

The success of this project lies in the hands of many people who have helped and guide me in completing the project. The researcher takes this opportunity to express her thanks and gratitude to each and every one of them.

It gives me immense pleasure and pride to place on record my sincere gratitude to all inspired and help me in this endeavor. After all the academic pursuit has led me draw inspiration for many source.

My sincere thanks to our beloved **Chancellor Padmashree Dr. P.R. Krishnakumar, Vice Chancellor Dr. Premavathy Vijayan and the Registrar Dr. S. Kowsalya MBA, M.Phil., Ph.D.** Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore for giving us an opportunity to undertake the project work which forms part of the curriculum.

I would express my sincere thanks to **Dr. Bindu V. T, MTA, M.Phil, PGDBA., Ph.D.** Assistant Professor and Head of Department of Tourism Management, Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore.

I wish to express my deep sense of gratitude and profound thanks to the project guide **Mrs.K.Sathiyabamavathy, MBA, M.Phil, SET.,** Assistant professor, Department of Tourism Management, Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore for my inspiration and well-wisher for her keen interest, valuable guidance and consultant encouragement without whom this would have not taken shape.

We are, also thankful to the respondents for their support in completing our research.

Last but not least we wish to thank each and every one of our friends who have helped us in making this research success.

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CHAPTER 1

INTRODUCTION

1.1 Tourism Industry

Tourism is an activity which cuts across conventional sectors in the economy. It requires inputs of an economic, social, cultural and environmental nature. In this sense it is often described as being multi-faceted. The problem in describing tourism as an 'industry' is that it does not have the usual formal production function, nor does it have an output which can physically be measured, unlike agriculture (tonnes of wheat) or beverages (litres of whisky). There is no common structure which is representative of the industry in every country. In France and Italy, for example, restaurants and shopping facilities are major attractions for tourists; in Russia they are not. Even the core components of the tourism industry, such as accommodation and transport, can vary between countries. In the UK many tourists use bed and breakfast accommodation in private houses; in Thailand such facilities are not available. In the transport sector, levels of car ownership and developed road networks cause many tourists to use their cars or buses in Western Europe and the USA. In India and Indonesia, most tourists travel by air. It is some of these problems of definition which have caused many writers to refer to the tourist sector rather than the tourist industry. Before the 1950s, tourism was very much an industry which was fragmented; hotels, transport operators, travel agents, tour operators all tended to work independently of each other. Hotels were largely in the business of selling bed nights. Airlines and railways were in the business of selling seats. Travel agents of course, were selling travel and holidays but in each case they tended to operate very much as individual businesses. From the mid-1950s onwards, particularly in the UK, the growth of tour operators began to change the nature of the industry from essentially individual business activities to more integrated activities. hotels began to develop shopping arcades and later to offer secretarial centres to try to increase the spend of guests within the hotel complex.

1.2 The United Nations World Tourism Organization (UNWTO)

The World Tourism Organization is the United Nations specialized agency responsible for the promotion of responsible, sustainable and universally accessible tourism. International tourist arrivals grew by a remarkable 7% in 2017 to reach a total of 1,322 million, according to the latest UNWTO World Tourism Barometer. This strong momentum is expected to continue in 2018 at a rate of 4%-5%. Based on data reported by destinations around the world, it is estimated that international tourist arrivals (overnight visitors) worldwide increased 7% in 2017. This is

well above the sustained and consistent trend of 4% or higher growth since 2010 and represents the strongest results in seven years. Led by Mediterranean destinations, Europe recorded extraordinary results for such a large and rather mature region, with 8% more international arrivals than in 2016. Africa consolidated its 2016 rebound with an 8% increase. Asia and the Pacific recorded 6% growth, the Middle East 5% and the Americas 3%. 2017 was characterised by sustained growth in many destinations and a firm recovery in those that suffered decreases in previous years. Results were partly shaped by the global economic upswing and the robust outbound demand from many traditional and emerging source markets, particularly a rebound in tourism spending from Brazil and the Russian Federation after a few years of declines. “International travel continues to grow strongly, consolidating the tourism sector as a key driver in economic development. As the third export sector in the world, tourism is essential for job creation and the prosperity of communities around the world.” said UNWTO Secretary-General Zurab Pololikashvili. “Yet as we continue to grow we must work closer together to ensure this growth benefits every member of every host community, and is in line with the Sustainable Development Goals”.

1.2.1 Growth expected to continue in upcoming years

The current strong momentum is expected to continue in 2018, though at a more sustainable pace after eight years of steady expansion following the 2009 economic and financial crisis. Based on current trends, economic prospects and the outlook by the UNWTO Panel of Experts, UNWTO projects international tourist arrivals worldwide to grow at a rate of 4%-5% in 2018. This is somewhat above the 3.8% average increase projected for the period 2010-2020 by UNWTO in its Tourism Towards 2030 long-term forecast. Europe and the Americas are both expected to grow by 3.5%-4.5%, Asia and the Pacific by 5%-6%, Africa by 5%-7% and the Middle East by 4%-6%.

1.2.2 Results by UNWTO region

International tourist arrivals in Europe reached 671 million in 2017, a remarkable 8% increase following a comparatively weaker 2016. Growth was driven by the extraordinary results in Southern and Mediterranean Europe (+13%). Western Europe (+7%), Northern Europe and Central and Eastern Europe (both +5%) also recorded robust growth. Asia and the Pacific (+6%) recorded 324 million international tourist arrivals in 2017. Arrivals in South Asia grew 10%, in South-East Asia 8% and in Oceania 7%. Arrivals to North-East Asia increased by 3%. The Americas (+3%) welcomed 207 million international tourist arrivals in 2017, with most destinations enjoying positive results. South America (+7%) led growth, followed by

Central America and the Caribbean (both +4%), with the latter showing clear signs of recovery in the aftermath of hurricanes Irma and Maria. In North America (+2%), robust results in Mexico and Canada contrasted with a decrease in the United States, the region's largest destination. Based on available data for Africa, growth in 2017 is estimated at 8%. The region consolidated its 2016 rebound and reached a record 62 million international arrivals. North Africa enjoyed a strong recovery with arrivals growing by 13%, while in Sub-Saharan Africa arrivals increased by 5%. The Middle East (+5%) received 58 million international tourist arrivals in 2017 with sustained growth in some destinations and a strong recovery in others.

1.3 Hospitality Industry in India

India is sometimes thought of as a poor economy; however, recently in the last several years the Indian economy has expanded considerably. The economy has started to grow as well as the personal wealth of its people. This domestic success has created the need for more restaurants, hotels, and entertainment venues for travel. However, the domestic side of tourism isn't all that makes India's hospitality market share so large.

India is a country with a long history, and historically many people visit the country for spiritual reasons, bringing in visitors from all over the world. Additionally, the country has 32 national heritage sites bringing in history buffs, and a wide variety of nature reserves and parks for those looking for adventure. The variety of available sites makes India a popular choice for many visitors. This has inspired many hotel chains like Marriott to start working with India to create more hotels within the country. What helps this endeavor is that there are a lot of empty buildings in India, so businesses coming in do not have to spend money to build a new hotel. Instead, they take old buildings, clean them up, and make them new again. The rehabilitation of the old is cheaper, and also helps gentrify areas. Other areas in the hospitality industry come from businesses that have outsourced their work to India, because the wages are so much cheaper. This brings in business people who are meeting and working with the international companies, thus strengthening the industry.

With a consistently growing middle class and increasing disposable income, the tourism and hospitality sector is witnessing a healthy growth and accounts for 7.5 per cent of the country's GDP. According to a report by KPMG, the hospitality sector in India is expected to grow at 16.1 per cent CAGR to reach Rs 2,796.9 thousand crore in 2022. The hospitality sector encompasses a wide variety of activities within the services sector and is a major job provider

both direct and indirectly. The sector attracts the most FDI (Foreign Direct Investment) inflow and is the most important net foreign exchange earners for the country. It also contributes significantly to indirect tax revenue at the state and central level which includes revenues from VAT, Service Tax, and Luxury Tax etc. The growth in the hospitality sector and its contributions to the GDP will continue to be substantially higher than other sectors of the economy on the back of huge tourism potential in the country. However, the hospitality sector is one of the most heavily taxed industries and is saddled with multiple layers of tax such as VAT, service tax, luxury tax, etc. ranging from 20 per cent - 30 per cent. This multiple taxations adds to operational costs and reduces profitability. While the operationalization of the much awaited GST regime is expected to rationalise the taxation structure, bring a positive outcome with streamlined taxes, enhance ease of doing business and lower cost for the consumers, there is an urgent need for lowering the tax levied, to incentivize and attract more investments to the sector. Infrastructure development is the backbone and key to the growth of the hospitality sector. Taxes on real estate development for the hospitality sector must be lowered to boost investments as there is an acute shortage of good quality accommodation in the country. Secondly, the industry has been clamouring for industry status for over two decades. Providing industry status to the hospitality sector will go a long way in attracting investment and development of the sector. With India projected to be the fastest-growing nation in the wellness tourism sector in the next five years, at over 20 per cent gains annually through 2017 (SRI International), infrastructure development becomes critical in order to support this growth. The government must also look at incentivizing investment in the development of luxury and ultra-luxury projects which will provide impetus to the hospitality and travel sector in India. The government should also provide service tax exemption for new developments and a longer tax holiday for new hotels and resorts that will help in attracting investments into the industry. Also, the tax rate for the sector needs to be lowered from the proposed 18% tax slab under consideration for the new GST regime. The hospitality industry relies on a host of enabling the ecosystem to function and has a reciprocal relationship with several other sectors like transportation, entertainment, aviation etc. Strengthening these related sectors will lead to the growth and development of the hospitality sector. Therefore, single window clearance for real estate and hospitality projects and providing infrastructure status to the hospitality industry are much-needed steps for the growth of the industry. The hospitality sector has the potential to be the main driving force behind the growth of the economy. It, however, will be possible only with the right amount of support and incentives from the government in all categories of hotels and not only limited to the luxury and ultra-luxury segment.

1.4 About Coimbatore

Coimbatore is a major city in the Indian state of Tamil Nadu. It is located on the banks of the Noyyal River and surrounded by the Western Ghats. Coimbatore is the second largest city by area and population in Tamilnadu after Chennai and the 16th largest urban agglomeration in India. It is administered by the Coimbatore Municipal Corporation and is the administrative capital of Coimbatore district. It has a population of 1,601,438. As per the 2011 census based on pre-expansion city limits, Coimbatore had a population of 1,050,721 with a sex ratio of 997 females for every 1,000 males, much above the national average of 929. It is the second largest city in the state after capital Chennai and the sixteenth largest urban agglomeration in India. A total of 102,069 were under the age of six, comprising 52,275 males and 49,794 females. The average literacy of the city was 82.43%, compared to the national average of 72.99%. There were a total of 425,115 workers, comprising 1,539 cultivators, 2,908 main agricultural labourers, 11,789 in house hold industries, 385,802 other workers, 23,077 marginal workers, 531 marginal cultivators, 500 marginal agricultural labourers, 1,169 marginal workers in household industries and 20,877 other marginal workers.

The city is one of the largest exporters of jewellery, wet grinders, poultry and auto components; the "Coimbatore Wet Grinder" and the "Kovai Cora Cotton" are recognised as Geographical Indications by the Government of India. A major hub for manufacturing, education and healthcare in Tamil Nadu, Coimbatore is among the fastest growing tier-II cities in India. It houses more than 25,000 small, medium and large industries with the primary industries being engineering and textiles. Coimbatore is called the "Manchester of South India" due to its extensive textile industry, fed by the surrounding cotton fields. TIDEL Park Coimbatore in ELCOT SEZ was the first special economic zone (SEZ) set up in 2006. In 2010, Coimbatore ranked 15th in the list of most competitive Indian cities. Coimbatore also has a 160,000 square feet (15,000 m²) trade fair ground, built in 1999 and is owned by CODISSIA. The city has a tropical wet and dry climate, with a wet season lasting from September to November due to the northeast monsoon. The mean maximum temperature ranges from 35.9 °C (97 °F) to 29.2 °C (85 °F) and the mean minimum temperature ranges from 24.5 °C (76 °F) to 19.8 °C (68 °F). The highest temperature ever recorded is 40.4 °C (105 °F) on May 5, 1983 while the lowest is 9.7 °C (49 °F) on January 8, 1912.

Due to the south-west monsoon winds passing through the Palghat gap, elevated regions of the city receive rainfall in the months from June to August. After a warm and humid September, the north-east monsoon starts from October lasting until early November. The average annual

rainfall is around 700 mm (27.6 in) with the northeast and the southwest monsoons contributing to 47% and 28% respectively to the total rainfall. This periodic rainfall does not satisfy the city's water requirements throughout the year and water supply schemes like Siruvani and Pilloor maintain its availability during low rainfall months.

1.5 Scope of Hospitality Industry in Coimbatore

The last few years have seen quite a few star and business hotels opening facilities in the city. With more projects in the pipeline, Coimbatore is turning out to be a market that is both challenging and promising. For the hotels here, the growth potential comes from several factors that the district's industrial strengths in sectors such as textiles and foundries, presence of large number of educational institutions and hospitals, location advantage as the gateway to Ooty, a well-known tourist destination, and proximity to export hubs such as Tirupur and Karur. These bring visitors to Coimbatore not only from other countries but also from different parts of the country.

However, with a capacity of nearly 5,000 rooms and expectations that this would go up to 8,000 by 2018, hotels are already feeling the impact on rates. Almost 60 new projects were earlier proposed here. However, just about 20 per cent of them started taking shape, says a leading property consultant here. Coimbatore is more a MICE market (meetings, incentives, conferencing and exhibitions). When there is a major conference or exhibition, at least a few hotels see a jump in occupancy. It is a challenging market as it is price-sensitive. Existing hotels need to invest for maintenance, refurbishing and maintaining their brand standards and the main business is from room occupancy. And, many of the overseas business visitors book rooms through their local partners. These partners look at more benefits at a relatively lower price. When more number of rooms is added, there will be a pressure on prices.

Industries in Coimbatore are located even 20 km away. However, offices are located mostly in two or three areas in the city. Hence, the location of the hotel property is an important factor to attract more visitors. Hotels should jointly look at promoting the development of facilities such as sports complex and attracting more events to the city that will bring in more visitors. Focus should be on improving flight connectivity and jointly representing to the Governments to bring down the taxes.

There is still scope for business here as it has a huge base of industries that are export- oriented: garments, valves, etc. Business has been better in the last six months compared to last year and

with more efforts, it can be improved for the entire chain of the hospitality sectors – logistics providers, flight operators, hotels, etc.,

1.6 Hospitality Business

Hospitality companies also have progressively undertaken the management of leisure venues that include hospitality. The range of natural activities managed by hospitality companies extends beyond the minimal of renting rooms and selling meals and drinks as they seek to identify and supply facilities to meet the progressive growth in diversity of customer demand. Hospitality is an integral part of leisure venues and it devalues them to strip out the hospitality. The more that the scope, diversity and complexity of the hospitality industry evolves, the further removed it becomes from the three-domain approach.

Free-Standing Hospitality Businesses	Hospitality in Leisure Venues	Hospitality in Travel Venues	Subsidised Hospitality
Hotels	Casinos	Airports	Education
Restaurants	Health clubs	Rail stations	Health care
Bars	Night clubs	Ferries	Workplaces
Cruise ships	Theme parks	Bus stations	Retailers

Table 1.1 Hospitality Business

1.7 Cultural Diversity in Hospitality Industry

The term “culture” may have a variety of meanings used in different contexts. Generally, beliefs, a way of life, customs which are shared and accepted by people in a given society is what the culture reflects. Culture provides an individual with an awareness of his/her identity, roots, historical background, giving also a sense that one belongs to a certain community. It regulates and controls an individual’s attitudes and behaviours. However, problems may occur when people from different cultural backgrounds misunderstand each other, which results not

only from language barriers but is also due to cultural differences. Thus it is important not only to speak the foreign language but also be aware of cultural differences which exist in different countries.

Given the international nature of the hospitality industry, cultural awareness and intercultural communication have become very important, both in relations with hotel guests and hotel employees. There are several reasons which justify why today's hotel professionals should be aware of these interactions and the possibilities of managing them.

1. Experiencing cultural differences is perceived as one of the most fundamental motivators for traveling. to operate successfully hospitality professionals should understand and empathize with people from different cultural backgrounds.
2. Many hotel chains are seeking expansion opportunities into overseas markets. , the global expansion of hospitality companies may cause that hotel managers are sent by their organizations to fundamentally different culture destinations than their home environment.
3. Continued globalization is increasingly resulting in cultural diversity of the hospitality workforce. many cultures have to work together and communicate during daily duties. This cooperation and communication is critical in the hospitality business where customers are served by many employees, who in turn have to be supported by other staff.
4. In the hospitality industry, which is labor-intensive, human resource management is more complex and strongly depends on effective communication. However, lack of understanding of cultural differences may lead to many communication misunderstandings and ineffective practices.

1.8 Characteristics of Hotel

The hotel compared to other establishment has certain specific characteristics, which makes it distinct and some of these are a hotel which is a fixed, immobile installation, a building. It is a lodging open to public, accessible to all except to minors or unaccompanied children for reason of public morality. It is an enterprise which sells goods and services requiring payment of the price necessary to reimburse general costs and realize an adequate profit. Financial autonomy

is a characteristic trait of hotel enterprise. In certain countries state loans, grants or subsidies and benefits are granted to encourage hotel activity to help it become more profitable. It should be able to provide individual services for a person as well as for a family or a group. It provides uniform overall services of average or superior quality, rooms with or without bath, meals at various prices, thy-cleaning, laundry, sale of picture post cards and souvenirs tobacco and drink. Six main characteristic of hotel involves,

1.8.1 Commitment

In the hospitality industry, your main task is to be committed to ensuring customer satisfaction. This requires you being willing to do whatever it takes to keep customers happy and also create repeat business. An aspect of commitment from employees is they must be very thorough in their work and realise that any oversight could result in customer dissatisfaction, whereas going the extra mile for a customer may result in repeat business and positive perception of the company.

1.8.2 Interpersonal Skills

To be successful in hospitality, one must have top notch interpersonal skills, as the very nature of the business is to provide spectacular customer service and interact with customers on a regular basis. Taking that a step further there is a direct correlation between those that are successful in the hospitality business and those with excellent communication skills. This ability involves being able to communicate effectively both orally and in writing, allowing you to make positive connections with clients, guests, vendors, and even other employees.

1.8.3 Problem-solving

Thinking about problems that relate to your own role in the hospitality and service activities and being able to contribute to productive outcomes is a crucial skill. This involves developing creative, innovative and practical solutions which can be developed through showing independence and initiative in identifying and solving problems. Some circumstances were these may be used include avoiding deadline issues by planning your personal day-to-day operational activities or identifying and resolving routine customer or operational problems using the predetermined policies and procedures to guide effective solutions.

1.8.4 Teamwork

Successful members of the hospitality industry work well with others and can be a productive members of a team. They value the contributions of everyone and make significant contributions to an organisation's overall success. Key abilities required include being able to work effectively as a team member through taking instructions from others and understanding your own role in servicing the needs of the hospitality customer. Supporting other team members to coordinate activities to achieve quality service delivery of the business's product and respecting cultural diversity of team members and seeking their assistance to service the culturally diverse needs of customers.

1.8.5 Organised

To stay on top of the multitude of tasks you'll face as a hospitality employee, you have to be organised and multitask without difficulty. The Hospitality is an industry where you need to be able to juggle multiple tasks, with all levels, and careers in hospitality requiring employees to handle multiple responsibilities simultaneously. On a typical day, a hotel manager might have to negotiate a contract with a vacuum rental company, handle a dissatisfied guest, fill out paperwork for an employee injured in a kitchen fire, and keep a smile on his or her face to greet new guests, all in the course of one afternoon. Employers want to know you can handle the fast paced, varied work load on offer whilst still maintaining a high level of satisfaction.

1.8.6 Flexibility

Hospitality employees often have unusual hours or longer hours than your average desk job and on the job, they must be ready to switch gears at a moment's notice if unexpected situations arise. Being adaptable to multiple positions is an aspect of hospitality which is invaluable, being versatile makes you indispensable to employers and having a larger skill set will make you extremely resourceful allowing you to see a situation more clearly than someone less experienced.

1.9 Hotel Departments

An attempt is made to give bird eye view of different department of hotel as follows:

a. The Kitchen or Food Production of Hotel

This department caters various aspects relating to food in a hotel. To illustrate, hotels offer 24X7 coffee shops to the hotel guests.

b. Engineering

This department 24X7 deals with technical problems likely to be faced by the hotels such as TV or A/C and other equipment's. The maintenance staff looks after the immediate repairs in the hotel.

c. Front Desk

It creates long lasting impression on hotel guest and should therefore be equipped with young and energetic hotel staff to serve them by 24X7. Their task is to make the stay of the hotel guests comfortable by providing required assistance such as business support services, use of Internet, and in few cases to provide even safety lockers to the hotel guests.

d. House Keeping

The housekeeping is available 24X7 for hotel guest, making their bedroom, bathroom, clean and comfortable. They should also offer services such as laundry services, daily room cleaning services as the case may be.

e. Food and Beverage Services

It delivers services to hotel guests in his or her room or at the restaurants or banquets and or in the conference rooms as the case may be.

f. Travel Desk

They arrange for daily travel, ticket booking, approval of ticket, and other assistance for exploration and shopping t the stairs of hotel which differs as per the requirements of guests.

g. Health Club / Physical Fitness Centre

It comprises of various facilities comprising of gyms, swimming pool, health club, beauty parlour, saloon, billiards, pool and other facilities for the guests.

h. Space for Parking

In star category of hotels facilities like space for vehicle parking, space for restaurant is provided for the comfort of the hotel guest, so that they can get the things in the hotel itself.

1.10 Objectives of Study

- To understand the Cultural diversity in Hospitality Industry of Coimbatore.
- To study the difference between the level of expectation and perception on factors like quality of work life, diversity image, behavioural intentions among the employees.
- To study and measure the level of employee satisfaction towards the benefits provided by the Management.
- To compare the impacts of cultural diversity with work life of employees in hotel industry.
- To provide appropriate suggestions for further development of diversity inclusion among employees in hotel industry to serve the customers better.

1.11 Need for the study

Coimbatore is one of the fastest budding tier-II cities in India. Coimbatore is hub of mixture of a variety of culture and people using the available resources in the city. As, Coimbatore has a wide number of tourist destination, it is being acknowledged by both local and foreign travellers. So this study is concentrated over the hotel industry to know the impacts of multi-culture and diversity among employees. As there is a huge leap in the hospitality industry in Coimbatore this study is more interesting as most of the hotel employ employee of different culture to satisfy the guests.

1.12 Scope of the Study

- This study helps to find and analyse the factors of cultural diversity among employees in hotel industry.
- This study makes to understand the different factors, cultural diversity, job characteristics, rewards and recognition, organisational justice, perceived organisational support.
- This study allows us to know about the Multi-cultured environment and its impact over employees in hotel industry.
- The study can be further extended to different geographical locations so as to understand the diversity inclusion as a whole.
- The study can be beneficial for further researchers as they can understand the various determinants of employee engagement and diversity management in various industry.

1.13 Limitation of the Study

- The research is carried out in the short span of time with limited sample size.
- Due to confidentiality of some information accurate response is not revealed by the respondents.
- There may be biases and prejudices of the respondents in answering the questions.
- The study is restricted to particular geographical location that is confined to Coimbatore.

1.14 Chapterisation

Chapter 1: Introduction

This chapter includes general description of tourism, UNWTO, hospitality industry, scope of hospitality industry, departments in hotel industry, objectives of the study, scope of the study, need for the study, limitation of the study

Chapter 2: Review of Literature

This chapter includes the various reviews comprises the multi-culturalism and diversity in work place, hospitality industry and factors.

Chapter 3: Research Methodology

This chapter describes on research design, sampling design, data collection method, questionnaire design, tools for analysis and location of the area.

Chapter 4: Analysis and Interpretation

This chapter consists of the data analysis and interpretation of the present study. The collected data is analysed using SPSS and interpretation elaborately.

Chapter 5: Findings and suggestions and Conclusion

This chapter discusses the findings, suggestions, and conclusions of the research undertaken. The chapter comprises the results and further decision and views to develop the study area.

CHAPTER 2

REVIEW OF LITERATURE

Introduction

This chapter examines some subject related to multi-cultural diversity in a work place. A deep study is performed on hospitality industry. In order to establish a theoretical framework for this study, certain areas of literature are considered, which are further discussed from different fields. These includes an overview of the diversity factor which includes gender, race, relationship, work place climate, issues and contribution of multi-cultured employees towards an organisation. The Coimbatore is taken as a destination to study the multi-culturalism in hotel industry.

2.1 Multi-Culturalism and Diversity in Work Place

Issam Ghazzawi et. al., (2016) This study explores the links between religious faith and job satisfaction using a multi religion sample of working adults. Data were drawn from 741 employees and managers from Southern California organizations and firms. The sample included non-religious individuals and members of a variety of religions. The intent was to examine whether and what level of religious commitment impacted workplace attitudes, specifically job satisfaction. In this paper, we compare and contrast members of the five largest religions, in relation to job satisfaction. We found that religious commitment does positively impact job satisfaction, though there are differences depending on the type of religion. The study concludes with implications for research and practice.

Nicholas Peter Aramovich (2013) Workforce diversity has been described as a double-edged sword; it has the potential for positive and negative outcomes. To better understand why and how diversity leads to positive outcomes, we examined the relationship between employee perceptions of diversity climate perceptions and intent to turnover. We explored the role of four psychological outcome variables (organizational commitment, climate for innovation, psychological empowerment, and identity freedom) as possible mediators of this relationship. Racial and gender subgroup differences were also examined. Survey data were collected from 1,731 public employees. Findings suggest that when employees perceive equal access to opportunities and fair treatment, intent to turn over decreases. Furthermore, these relationships

are significantly mediated by psychological outcomes. Implications for diversity management and training are discussed.

Szu-Fang Chuang (2013) This study synthesized the literature findings in relation to both cross-cultural management and international leadership as an initial effort toward identifying essential leadership skills for global leaders to meet the challenges they face now and in the future. In this study, diversity is defined as the differences among a group of people in cultural background, ethnicity, religion, language, gender, age, and occupation.

Harold Andrew Patrick and Vincent Raj Kumar (2012) Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued. The literature on diversity management has mostly emphasized on organization culture; its impact on diversity openness; human resource management practices; institutional environments and organizational contexts to diversity-related pressures, expectations, requirements, and incentives; perceived practices and organizational outcomes related to managing employee diversity; and several other issues. The current study examines the potential barriers to workplace diversity and suggests strategies to enhance workplace diversity and inclusiveness. It is based on a survey of 300 IT employees. The study concludes that successfully managing diversity can lead to more committed, better satisfied, better performing employees and potentially better financial performance for an organization.

Eddy S. W. Ng and Rosalie L. Tung (2011) This paper examines the relationship between ethno-cultural diversity and attitudinal and non-attitudinal measures of organizational performance in a field setting. Data were collected from ninety-eight respondents in seven branches of a leading Canadian bank. As compared to culturally homogeneous branches, the culturally heterogeneous branches experienced lower levels of absenteeism and achieved higher productivity and financial profitability despite their lower scores on job satisfaction, organizational commitment and workplace coherence, and higher rates of turnover. These relationships were moderated by age, job tenure, organizational position, children's age, location of education and previous employment, birthplace and education level.

Jakob Lauring (2009) This paper aims to identify communicative practices emerging from the management decision to implement English as a corporate language, assessing their implications for social interaction and relationships within the multilingual workplace. An exploratory study based on qualitative research interviews was used. The analysis highlights

the discrepancy between a general openness to the use of English as a corporate language in Danish organisations and language users' communicative practice. This leads to the identification of language clustering and thin communication as characteristic behaviours within the multilingual workplace. The research identifies two barriers to employee interaction within the multilingual workplace. This is relevant in relation to language planning as well as diversity management. The paper is original in its application of a sociolinguistic perspective to employees' linguistic practice. This points to the importance of language as a social resource and the possible limitations of corporate language policies.

Jawad Syed and Edwina Pio (2009) This study sheds light on the mobilisation of Islamic discourses in the lives of working Muslim migrant women and its interaction with Australian society in the context of diversity management as a workplace practice. Informed by a multilevel perspective on diversity management, this paper suggests that focusing exclusively on organisations and holding them solely accountable for diversity policies may be intensely inadequate as diversity management is impacted by both macro-societal and micro-individual issues. Through qualitative research by drawing on interviews with Muslim migrant women employed in the formal economic sector, the findings underscore the need for sophistication in dealing with the complexities presented by migration, ethnicity, religion and gender.

Mary M. Meares (2007) This study examines mistreatment through the perspectives of employees with different cultural backgrounds and positions in order to understand the ways in which some voices are muted and others are privileged. Mistreatment is interactional, distributive, procedural, or systemic abuse of employees taking place at both interpersonal and institutional levels on the basis of cultural diversity. Narrative analysis of semi-structured interviews with employees of a large research and development organization revealed three types of muted narratives used to respond to mistreatment (muted-but-engaged, angrily disengaged, and resigned) as well as one type of privileged response. The narratives provided evidence of two processes by which voices became muted: repeated silencing over time and silencing through ambiguity of policies.

Dianne Lewis et. al., (2006) Until recently, Australians considered themselves as little more than expatriates on an outpost of Great Britain. Until the mid-1960s an official policy of racial discrimination known as the 'White Australia Policy', aimed at excluding non-Caucasian people, specifically of Asian nationality, ensured that Australia and its workforce remained predominantly white and Anglo-Saxon. However, in the 1970s attitudes towards Asian

immigration began to change and today most Australians recognize themselves as living in a multicultural society. Universities now actively recruit Asian students and many families have come to live and work in an environment that they feel will provide more scope and opportunities for themselves and their children than exist in their own home countries.

Julie Christian et. al., (2006) The study of conflict and diversity within groups, ranging from small workgroups to multinational organizations, has become an increasingly important focus for contemporary research. A key question is how the inevitable social diversity within groups can be developed as a productive asset rather than becoming a source of conflict and prejudice. The aim of this Special Issue of the journal is to report cutting edge empirical and theoretical work that addresses the broad issue of diversity and group-based conflict within workgroups. In this introduction, we briefly examine approaches that have been applied, and review what has been learned. We conclude by providing an overview to the Special Issue articles, highlighting central themes and implications for future research

Eboni G. Price et. al., (2004) Ethnic diversity among physicians may be linked to improved access and quality of care for minorities. Academic medical institutions are challenged to increase representation of ethnic minorities among health professionals. To explore the perceptions of physician faculty regarding the following: (1) the institution's cultural diversity climate and (2) facilitators and barriers to success and professional satisfaction in academic medicine within this context.

Thomas Kochan et al., (2003) This article summarizes the results and conclusions reached in studies of the relationships between race and gender diversity and business performance carried out in four large firms by a research consortium known as the Diversity Research Network. These researchers were asked by the BOLD Initiative to conduct this research to test arguments regarding the "business case" for diversity. Few positive or negative direct effects of diversity on performance were observed. Instead a number of different aspects of the organizational context and some group processes moderated diversity-performance relationships. This suggests a more nuanced view of the "business case" for diversity may be appropriate.

Darius K.-S. Chan & Sharon G. Goto (2003) The study was designed to examine how perceived social distance affects Hong Kong employees' attributions and perceptions of a conflict situation, and their choices of conflict resolution procedures. Results of the social distance measure suggest that, as expected, these participants were closest to fellow Hong Kong Chinese, and were more distant with people from the US and Mainland China. In addition, differences in perceived social distance were associated with how they perceived the conflict

situation, attributed responsibilities, and resolved the conflict if they were in such a situation. Both theoretical and applied implications of these findings for conflict management in culturally diverse workplaces are discussed, as well as the social construction of commonly used diversity categories.

Rachel E. Spector (2002) The purpose of this article is to describe the theoretical models that underlie the book *Cultural Diversity in Health and Illness*. The book's internal structure; functional structure; conceptual relationships; scope; knowledge antecedents; applications to theory, research, and practice; and areas for further development are discussed.

Robin J. Ely and David A. Thomas (2001) This paper develops theory about the conditions under which cultural diversity enhances or detracts from work group functioning. From qualitative research in three culturally diverse organizations, we identified three different perspectives on workforce diversity: the integration and learning perspective, the access-and-legitimacy perspective, and the discrimination and fairness perspective. The perspective on diversity a work group held influenced how people expressed and managed tensions related to diversity, whether those who had been traditionally underrepresented in the organization felt respected and valued by their colleagues, and how people interpreted the meaning of their racial identity at work.

Gloria E. Miller, Julie I.A. Rowney (1999) Scholars have become increasingly interested in a variety of issues related to workplace diversity with particular interest in the evaluation of the performance of diverse groups. The differences in approach in Canada and the US, one might expect differences in the penetration of diversity management knowledge and practices into organizations themselves. This paper reports on a preliminary study to determine the status of diversity management knowledge and practice in organizations located primarily in Calgary, Alberta. One-half of the organizations surveyed gave little indication of being particularly concerned with diversity management issues.

Gail Robinson and Kathleen Dechant (1997) While most companies acknowledge the importance of making diversity a business consideration, diversity is often not a top business priority. Other business initiatives that present more compelling, factual evidence of payback on investment win out over diversity initiatives, which seem to offer less predictable and tangible benefits. As a result, many human resource executives revert to the argument that "It's the right thing to do" and trust that management will back their suggestions to promote a diversity-friendly work environment, then wonder why nothing happens or why well-intended

initiatives fail. The presentation of a solid business case increases the likelihood of obtaining the leadership commitment and resources needed to successfully implement diversity initiatives.

Warren E. Watson et. al., (1993) The primary purpose of this study is on the impact of cultural diversity on group process and problem solving by (1) examining group performance on a series of complex problem-solving tasks of considerable importance to group members, (2) employing a longitudinal design in which the interaction within and performance of culturally homogeneous and culturally diverse work groups were compared, and (3) using groups whose membership contained a much greater degree of cultural diversity than those studied in previous research. We defined group process as the actions of group members that affect one another over time; we defined culturally diverse groups as those having both ethnic and national differences among members. We attempted to answer the following question: What effect does a high degree of cultural diversity have on group interaction and group problem solving over time?

Taylor H. Cox and Stacy Blake (1991) Workforce demographics for the United States and many other nations of the world indicate that managing diversity will be on the agendas of organizational leaders throughout the 90s. For example, a recent report on the workforces of 21 nations shows that nearly all of the growth in the labour force between now and 2000 will occur in nations with predominately non-Caucasian populations. Behind these statistics are vastly different age and fertility rates for people of different racial-ethnic groups. In the United States for example, the average white female is 33 years old and has (or will have) 1.7 children. Corresponding figures for blacks are 28 and 2.4, and for Mexican-Americans, 26 and 2.9.

2.2 Hospitality Industry

Aleksandra Grobelna (2015) Hospitality organizations which are increasingly operating internationally create real challenges for their employees and managers to interact and effectively work with people from different cultural environments. Many problems may relate to intercultural communication between managers and employees as well as between employees and hotel guests from different cultural backgrounds. Therefore, the issue of intercultural communication has recently had an increasing reach in the hospitality industry. The research problem is to find answers to the questions: how may the challenges that emerge

from cross-cultural interactions become a source of hotel competitiveness and how may the educational process contribute to the intercultural competence development, to recruit employees who will be able to operate successfully in a multicultural hospitality environment.

Connie Mok & Pender Noriega (2013) Due to the limited definition given to diversity, it has been difficult for educators and managerial personnel to identify those elements of training that are required to conduct business within the global market. The authors provide a definition of diversity, why cross-cultural diversity management training is essential, where the responsibility lies, and how cross-cultural diversity management can be incorporated into course curriculum.

Juan M. Madera et. al., (2013) Given the increase of multiculturalism into the hospitality labor force, corporate investments in providing a positive diversity climate at work have increased over the last two decades. However, few studies have focused on managers' perceived diversity climate and how their perceived diversity climate has an impact on their work experience, which is a significant gap in the literature considering that the hospitality workforce is diverse and multiracial. Therefore, the purpose of this study was to examine the effect of hotel managers' perceived diversity climate on three outcomes: role ambiguity, role conflict, and job satisfaction. Survey data were collected from 130 hotel and lodging managers. The results showed that managers who perceived a positive diversity climate also reported less role ambiguity and role conflict, but more job satisfaction. Role ambiguity and role conflict mediated the relationship between perceived diversity climate and job satisfaction.

Veera Korjala (2012) The bachelor's thesis incorporates culture theories and their applications to the workplace. Additionally, it focuses on cultural diversity dimensions in hospitality workplace, such as its benefits and challenges, its reflection in the work environment which have been related to the organization's cultural diversity management. Eventually it provides solutions, such as a corporate strategic plan which focuses on the improvement of cultural diversity in the workplace by means of cultural diversity training. The bachelor's thesis has used two research methods, both qualitative and quantitative research approach. Qualitative research method was implemented by seven in-depth interviews with a target group of managers in the JW Marriott resort hotel whereas the quantitative research component executed captive questionnaire survey and included target group of entire workforce of the three properties in Stillwater.

Jingxue Yuan et. all., (2011) this study was conducted to determine the importance of foreign language ability as a core attribute of graduates from hospitality management programs. Specifically, the perceptions of such importance were examined and compared among hospitality managers, recruiters, and students themselves and in relation to a number of other attributes. A total of 175 completed questionnaires were collected from recruiters, students and managers. The study found that managers attached a different degree of importance to certain attributes than students and recruiters agreed upon.

John W. O'Neill (2011) Employee stress is a significant issue in the hospitality industry, and it is costly for employers and employees alike. The first aim of this study was to identify common work stressors in a sample of 164 managerial and hourly workers employed at 65 different hotels who were each interviewed for eight consecutive days. The two most common stressors were interpersonal tensions at work and overloads. The second aim was to determine whether there were differences in the types and frequency of work stressors by job type, gender, and marital status. Hotel managers reported significantly more stressors than hourly employees. There were no significant differences by gender or marital status. More employee and co-worker stressors were linked to more negative physical health symptoms. Also, interpersonal tensions at work were linked to lower job satisfaction and greater turnover intentions.

Pallvi Arora and Neelu Rohmetra (2010) Cultural Intelligence (CQ) is one of the key managerial competencies needed for dealing effectively with people from different cultural backgrounds across sectors and industries including hospitality. This paper introduces the concept of Cultural Intelligence (CQ) and discusses its relevance and implications in the hospitality sector from service encounter perspective. Besides, it seeks to propose a model highlighting CQ as a critical individual capability affecting service encounters for leveraging differences in bridging cultural disparities in organizations with special reference to the international hospitality industry.

Matt Casado (2009) An integral component of the mission of higher education hospitality programs is to serve the needs of the industry; consequently, learner-centred practices in the classroom should be aimed at preparing students in anticipation of the situations they will face when hired by lodging, restaurant or tourism-related companies and organizations. One of these situations is the necessity of having to deal with a diverse workforce, a topic of paramount importance because of the continuing changes taking place in the United States' ethnic profile and because of the effects of globalization on business practices. The purpose of this study is

to propose a method, using a perception survey, to ascertain the level of incorporation of the concept of cultural diversity in the higher-education hospitality classroom.

Yi Gong (2008) Cultural diversity has become a major issue in the hospitality industry of the United States. This paper focuses on analyzing the change faces and current status of the cultural diversity in the hospitality workplaces, discussing the opportunities, benefits and challenges from the culturally diverse workforce, and providing practical recommendations that might help human resource managers to successfully deal with cultural diversity issues. Based on the analysis of cultural diversity, this paper creates a cultural diversity training module for a graduate human resource course or a hospitality company training program that aims at facilitating trainees to increase cultural diversity awareness and sensitivity, learn knowledge of cultural differences, and develop skills of managing cultural diversity issues

Frances Devine et. al., (2007) This paper aims to explore the opportunities and challenges faced by hospitality employers in accommodating a culturally diverse workforce in Northern Ireland. This is an exploratory paper based on interviews with hospitality employers in Northern Ireland. It seeks to answer the question “What opportunities and challenges does a culturally diverse workforce create for hoteliers in Northern Ireland?”. This research highlights the potential of international workers as an invaluable new source of labour for the hospitality industry, provided that they are properly looked after and managed. Future research could analyse the role of multicultural management in assuring business benefits associated with cultural diversity.

G.Maxwell (2000) Focuses on issues of pedagogy among South Asian students studying undergraduate hospitality at Glasgow Caledonian University. Discusses learning adjustment in terms of students educational experiences, expectations, inclinations and the corresponding academic staff interpretation and facilitation of effective learning. Draws from student questionnaire, participant observation and staff/student focus groups in order to consider cultural differences.

Connie Mok (2000) the globalisation of businesses has created a demand for employees who understand their multicultural customers while dealing with a diverse work force. The workforce has changed significantly in terms of age, gender, culture, education, disabilities and values. As a result, interest and concern in managing workforce diversity has grown steadily over the past decade. The objective of this chapter are to examine the theoretical concepts of workforce diversity, to consider the implications of diversity for hospitality and tourism

organisation and to report the different approaches used by international hospitality organisations to manage diversity.

Changuk Lee (2000) The restaurant industry is dealing with diversity in terms of its workforce, international customers and multinational business operations. Acknowledging diversity through multicultural training is beginning to appear in some restaurant companies. This study investigates how franchised restaurants utilize multicultural training programs from a training cycle approach. The findings indicate that high employee turnover rates are the primary reason that the majority of companies do not have a cultural diversity training program. Companies with a diversity training program report that such training is successful in improving interpersonal cross-cultural skills.

Angela Roper et. al., (1997) This conceptual paper examines the cultural influences that impact on international hotel groups based upon the premise that effective harnessing of cultural diversity should lead to success in the global marketplace. Pizam's 'hierarchy of cultures' is applied to demonstrate how and where the national, personal, professional and industry backgrounds of founders, key decision-makers, management and employees influence practices in hotel groups. A framework is presented to demonstrate the various levels in organizations where culture has an influence and where a higher degree of cultural awareness is essential. Recognizing that hotel groups are part of an extended value system (including suppliers, buyers or customers, and relationships with other business partners), the paper assesses the cultural impact of these networks on hotel groups.

Magali O. Gamio & Jeannie Sneed (1992) This exploratory study determined cross-cultural training (CCT) practices and needs in U.S. hotel/motel companies to serve as a basis for making recommendations for educational programs in hospitality management. A research model was developed to explore antecedents to CCT and attitudes toward diversity. Corporate human resources/personnel directors in hotel/motel companies were mailed a questionnaire. Most companies did not provide cross-cultural training to employees, although one third of their employees were foreign-born. They disagreed that it is easier to manage U.S.-born employees than foreign-born employees. While the antecedents to CCT-international ownership, employee ethnic diversity, and international guests were not related to either attitudes or CCT, attitudes toward diversity and CCT practices were related.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter illustrates the way of the research has been conducted by presenting the methodologies and theories used. The technical details of the research are described and detailed. Important issues such as philosophy of the research, preparation of the research, the method and procedure of data collection, components of questionnaire, sampling decision are covered.

The first process is topic selection. The knowledge, observation and interest on a topic help to finalize the topic. After that theories and literatures have been searched to support the research. Next, the problem and the research question have been developed and research methods have been selected. The next step is to collect data with using the methods planned. After the data is collected, we analyze the data with selected theories. At last, the conclusion is drawn.

3.1.1 Definition

According to Grinnell (1999) research is a structure inquire that utilized acceptable scientific methodology to solved problem and create new knowledge that is general acceptable. Research methodology is a way to systematically solve the research has been undertaken and what research problem has been identified. The purpose of research is to discover the answer of the question through the application of scientific procedure.

3.2 Research Design

The research design is the arrangement of collected data and analysis of data in a manner that aims to combine relevant data for research purpose with economy in procedure. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blue print of the collection, measurement and analysis of data. Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the technique to be used in the analysis. Descriptive research design is used for this study where the questionnaire is given to the respondents to gather information systematically.

3.2.1 Type of Research Method

Descriptive research is used to describe the characteristics of objects, peoples, groups, organizations, or environments. It also addresses who, what, when, where, why and how questions. Besides, descriptive studies are conducted with a considerable understanding of the situation being studied. From the research, descriptive research is being used to evaluate the effects of job characteristics.

3.3 Sampling design

Sampling means selecting from a population. Random sampling procedure was used for the study. There are five steps in sampling design which are defining the population, determine the sampling frame, select sampling techniques, determine the sample size and execute the sampling process. Through these steps, it helps to identify the qualified target respondents to participate in the survey.

3.3.1 Strategy

In order to address the research aim the participants were selected using a non-probability sampling method.

3.3.2 Types of universe

For the purpose of the study, employees of the hotel industries in and around Coimbatore were selected as population.

3.3.3 Population

Population refers to be the aggregate or totality of all the objects, subjects or members that conform to a set of specification. Population is the aggregate of all the units with specific characteristics on which the samples are drawn. All the items in any field of enquiry constitute a universe or population. Population is finite and number of items is certain. The population taken into consideration for the study consists of all employees of hotels in Coimbatore.

3.3.4 Sample size

Sample size denotes the number of elements selected from the universe for the study. For the present study is 270, where it was collected from the employees of different star hotels. The entire 270 respondents selected are from the Coimbatore district of Tamil Nadu.

3.3.5 Sampling procedure

The sampling procedure used is random sampling. The sampling is selected randomly in and around Coimbatore which served as main factor for the selection of the sampling procedures. The random sampling is a probability technique where subjects are selected because of their subjective judgement.

3.4 Source of data

Primary data

Primary data are those collected fresh for the first time and thus happen to be original in characters. The questionnaire is considered as the heart of the survey opinion. Thus the primary data has been collected as structured questionnaire and multiple choice questions. It covers in and around Coimbatore.

Secondary data

Secondary sources are those data's which have already been collected by someone else and which have already been passed through the statistical such as articles, journals, internet and publish survey reports.

3.5 Method of data collection

3.5.1 Questionnaire design

A questionnaire consists of a number of questions printed or typed in a definite order on a form. Questionnaire in this research consists of four major sections: Part A, Part B, Part C, Part D. Part A is asking about the respondents demographic information such as gender, age, education level, and years of employment. The purpose of the demographic information is to have a better understanding on the varied nature of respondents.

Whereas, Part B carries questions that deal with employee point of view. Part C carries the expectation and perception over the quality of work life, diversity image and behavioral intentions. Part D, it has the questions dealing with the service quality.

The questionnaire was also converted into electronic format through Google Docs. Where all the questions along with name of the hotel was collected to avoid confusion. The link was sent to different employees through mail. And the responses was also collected electronically.

3.5.2 Construct Measurement (Scale)

Likert's scale are often used in psychology questions and typically involved offering a response that ranged from strongly disagree to strongly agree. Likert's scale is used to collect the responses and the opinions of respondents in the questionnaire. The scale is administered in the following way: Strongly Agree 5, Agree 4, Neutral 3, Disagree 2, and Strongly Disagree 1.

The structured questionnaire consists of mainly two kinds of questions:

- Multiple choice questions
- Likert's Scale

3.6 Reliability Analysis:

Reliability measures the overall consistency of the items that are used to define a scale. Reliability analysis allows studying the properties of measurement scales and the items that compose the scales. The Reliability Analysis procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale. As a result, we are given sample size, number of items and reliability coefficients. Model- Alpha (Cronbach) is the most popular.

Cronbach's Alpha	N number of Items
.770	60

3.7 Tools used for analysis

Data were analyzed using descriptive static, SPSS (Statistical Package for Social Science) version 16.0. The tools used are

- Percentage Analysis
- ANOVA
- Coefficient Correlation
- Regression Analysis
- Descriptive statistics
- Paired sample T test

3.7.1 Percentage Analysis

A frequency is a distribution generally frequencies are used for looking at detailed information on nominal data and describing the results. It is used to obtain the counts on a single variable value.

$$\text{Percentage} = \frac{\text{Number of respondents}}{\text{Total number of samples}} * 100$$

The percentage analysis of this study is done on the gender, age, education, religion, designation, length of service.

3.7.2 ANOVA

Analysis of variance (abbreviated as ANOVA) is an extremely useful technique concerning researches in the fields of economics, biology, education, psychology, sociology, and business/industry and in researches of several other disciplines. This technique is used when multiple sample cases are involved. ANOVA is essentially a procedure for testing the difference among groups of data for homogeneity. There may be variation between samples and also within sample items. The basic principle is to test for differences among the means of the population by examining the amount of variation within each of these samples, relative to the amount of variation between samples.

3.7.2.1 One Way ANOVA

1. To obtain the each mean of each sample $X_1, X_2, X_3, \dots, X_k$ when there are K samples
2. Work out the mean of sample mean as follows:

$$X = \frac{X_1 + X_2 + X_3 + \dots + X_k}{\text{No. Of samples (k)}}$$

3. To find out the sum of squares for variation between the samples (SS)

$$\text{SS between} = n_1(X_1 - X)^2 + n_2(X_2 - X)^2 + \dots + N_k (X_k - X)^2$$

4. To find Mean Square (MS)

$$\text{MS between} = \frac{\text{SS between}}{(k-1)}$$

5. So sum of squares within groups can be written as:

$$\text{SS within} = \sum (x_{1i}-X_1)^2 + \sum (x_{2i}-X_2)^2 \dots\dots + \sum (X_{ki}-X_k)^2$$

Where $i = 1,2,3,\dots\dots$

6. Mean square within sample:

$$\text{MS within} = \frac{\text{SS within}}{(n-k)}$$

7. Sum of squares for total variance:

$$\text{SS for total variance} = \sum (X_{ij}-X)^2$$

Where $i = 1,2,3,\dots$ $j = 1,2,3,\dots$

$$\text{SS for total variance} = \text{SS between} + \text{SS within}$$

8. F ratio worked out as

$$\text{F ratio} = \frac{\text{MS between}}{\text{MS within}}$$

3.7.3 Coefficient Correlation

The most familiar measure of dependence between two quantities is the ‘‘Pearson’s correlation’’. It is obtained by dividing the covariance of the two variables by the product of their standard deviation. A correlation is a single number that describes the degree of relationship between two variables. The variables in the study are quality of work life, diversity image, behavioral intentions, organizational service and employee engagement correlation is used to find the association between variables.

3.7.4 Regression Analysis

Regression analysis is a mathematical measure of the average relationship between two or more variables in terms of the original unit of the data. In regression analysis, there are two types of variables. The variables whose value is influenced or is to be predicted is called dependent variable and the variable which influences the value or is used for prediction is called independent variable. In this study, effect of relationship between all the dependent variables and their corresponding independent variables is calculated using regression analysis. The employee expectation and perception over work life, diversity image are the dependent variables and like service quality offered to the employees are independent variable.

3.7.5 Descriptive statistics

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of it. Descriptive statistics are broken down into measures of central tendency and measures of variability or spread. Measures of central tendency include the mean, median and mode while measures of variability include the standard deviation or variance, the minimum and maximum variables, and the kurtosis and senses. This type of research methods requires quantifiable data involving numerical and statistical explanations.

Descriptive statistics is administered to find the mean score and perception of the variables, demographic factors and employee engagement.

3.7.6 Paired Samples *t*- Test

The Paired Samples *t* Test compares two means that are from the same individual, object, or related units. The two means typically represent two different times (e.g., pre-test and post-test with an intervention between the two time points) or two different but related conditions or units (e.g., left and right ears, twins). The purpose of the test is to determine whether there is statistical evidence that the mean difference between paired observations on a particular outcome is significantly different from zero. The Paired Samples *t* Test is a parametric test.

This test is also known as:

- Dependent t Test
- Paired t Test
- Repeated Measures t Test

The variable used in this test is known as Dependent variable, or test variable, measured at two different times or for two related conditions or units

3.8 Location of Study Area

Coimbatore also known as Kovai is a city located in kongu nadu region of the state of Tamil Nadu. The region is bounded by Tiruppur district in the east, Nilgiris district in the north, Erode district in the north east, Palghat district and Idukki district of neighboring state of kerala in the west and south west. It is one of the fastest growing tier-II city in India and major in textile, industrial, commercial, educational, information technology, health care and manufacturing hub of Tamil Nadu. Other important industries include software services. It is the capital city in kongunadu region and is often referred as the Manchester of South India. The city is located in the banks of the Noyal River surrounded by the Western Ghats and is administered by Coimbatore municipal corporation. Coimbatore is a major commercial center connected by railways, roadways and airways with other major cities of the world. Coimbatore serves as the entry and exit point to its neighboring places Kerala and Udthagamandalam (Ooty).

3.9 Hotel Industry in Coimbatore

The hospitality industry is a broad category of fields within service industry that includes lodging, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry. Coimbatore, the second largest city in Tamil Nadu, saw an improvement in performance of hotels in 2015 (organized hotel market – including recently opened hotels such as GRT Vibe and Zone by the Park group). The city's hotels seem to be coming back from the low in recent years when supply had drastically outpaced demand especially owing to new opening in past years. Known as the “Manchester of South India”, Coimbatore is a major textile hub, but also has the presence of the IT, healthcare, manufacturing and education sector. While Coimbatore by itself is not a major tourist attraction, it serves as a point of entry to destination such as Ooty and Kodaikanal due to Coimbatore's good rail, road and air connectivity.

Hotels in Coimbatore is developing whereby people from world visit Coimbatore to visit the tourist places. As the hotels here gives tourists a good serevice and accomodations according to their budgets. Reason for Coimbatore as a favorable destination is because of its peaceful environment and clean city in which is in par with those in Chennai, Bangalore and Hyderabad. Coimbatore has some of the best hotel centers in India with best facilities. Since it is also one of the most favorable tourist destinations in the Tamil Nadu, and it combine with the tourism board and implement many schemes to develop the hotels. Coimbatore is considered as one of the leading places for promoting the hospitality industry.

The top star hotels in Coimbatore city are listed below:

- Vivanta by Taj
- Aloft Coimbatore
- Hotel Alankar Grande
- Le Meridian Coimbatore
- Radisson Blu Hotel
- Fairfield by Marriott
- Hotel Vijay Elanza
- Hotel Poppys
- The Arcadia
- Hotel Acacia
- Hotel Jump In and Out
- Hotel SBS Grand
- Hotel Apple Park
- Gokulam Park
- Zone by Park Group
- GRT Vibe
- Hotel City Tower
- Jenneys Residency

CHAPTER 4

ANALYSIS AND INTERPRETATION

The chapter deals with the analysis of the data that has been collected from the respondents by administering questionnaire. The researcher analyzed and tabulated the data based on the demographic profile of the respondents, cultural diversity, expectation and perception towards the quality of work life, diversity image and behavioral intentions. Analysis and Interpretation forms the central part of the research process.

Analysis is a systematic approach to problem solving. It refers to the computation of certain measures along with searching for patterns of relationship that exists among data collected. Complex problems are made by separating them into more understandable elements. This involves the identification of purpose and facts, the statement of defensible assumptions, and the formulation of conclusion.

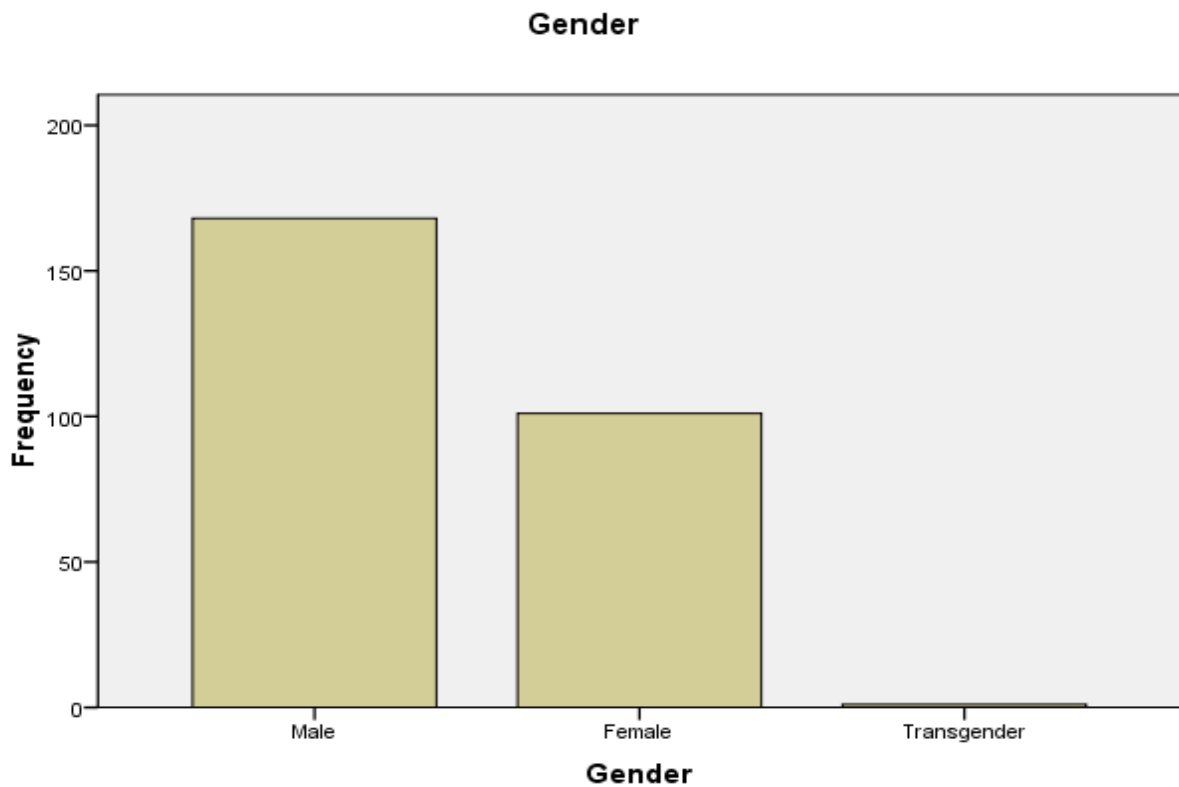
Analysis of the data includes studying the tabulated material in order to determine the inherent factors. It is a process of breaking down the complex factors into simpler forms and to put them together in new arrangement for the purpose of interpretation. Interpretation is a research for the process, to find meaning for the research. The analysis is to summarize the collected data in such a way that they provide answer to the questions. Also to study the relationship among various items in detail and interpretation will be given for the explanation of real fact in the study.

4.1 Demographic Profile

Table 4.1.1– Gender of the Respondents

Gender	Frequency	Percent
Male	168	62.2
Female	101	37.4
Transgender	1	0.4
Total	270	100.0

Figure 4.1.1 - Gender of the Respondents

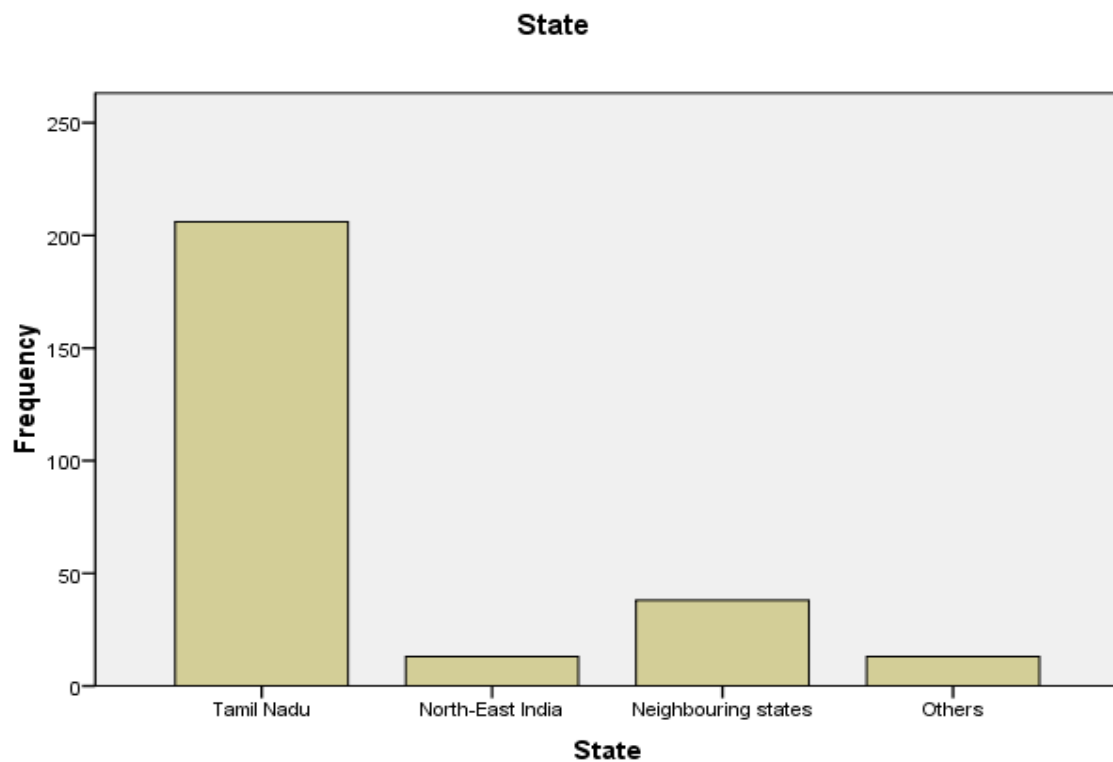


The above table 4.1 shows that 62.2 percent of respondents were male, 37.4 percent of respondent were female and 0.4 percent of the respondent were transgender. Thus it is understood that majority of the respondents were male.

Table 4.1.2 - Place of Origin

State	Frequency	Percent
Tamil Nadu	206	76.3
North-East India	13	4.8
Neighboring states	38	14.1
Others	13	4.8
Total	270	100.0

Figure 4.1.2 - Place of Origin

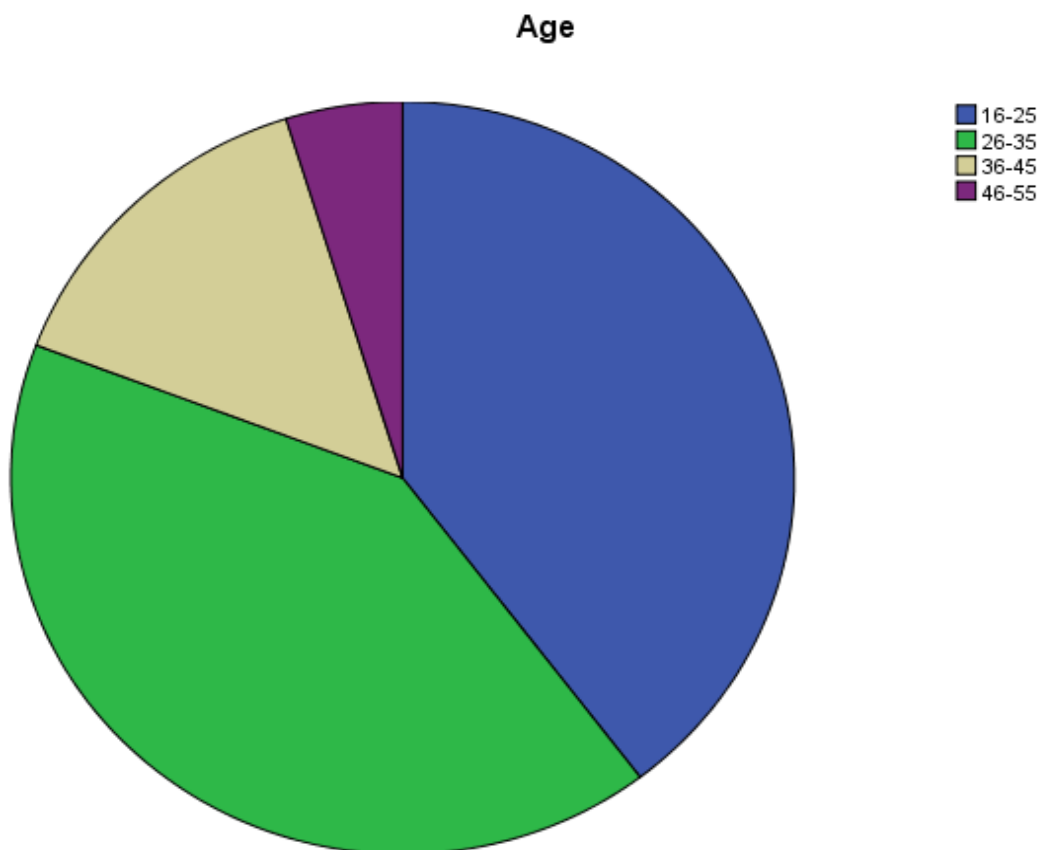


It is inferred from the table 4.2 that 76.3 percent of respondents were from Tamil Nadu and 14.1 percent of the respondents were from the neighbouring states of Tamil Nadu. And a very few were from the North-East states of India. As the study was carried in and around Coimbatore, the majority of the respondents belong to Tamil Nadu.

Table 4.1.3 – Age Group of the Respondents

Age	Frequency	Percent
16-25	107	39.6
26-35	111	41.1
36-45	39	14.4
46-55	13	4.8
Total	270	100.0

Figure 4.1.3 - Age Group of the Respondents

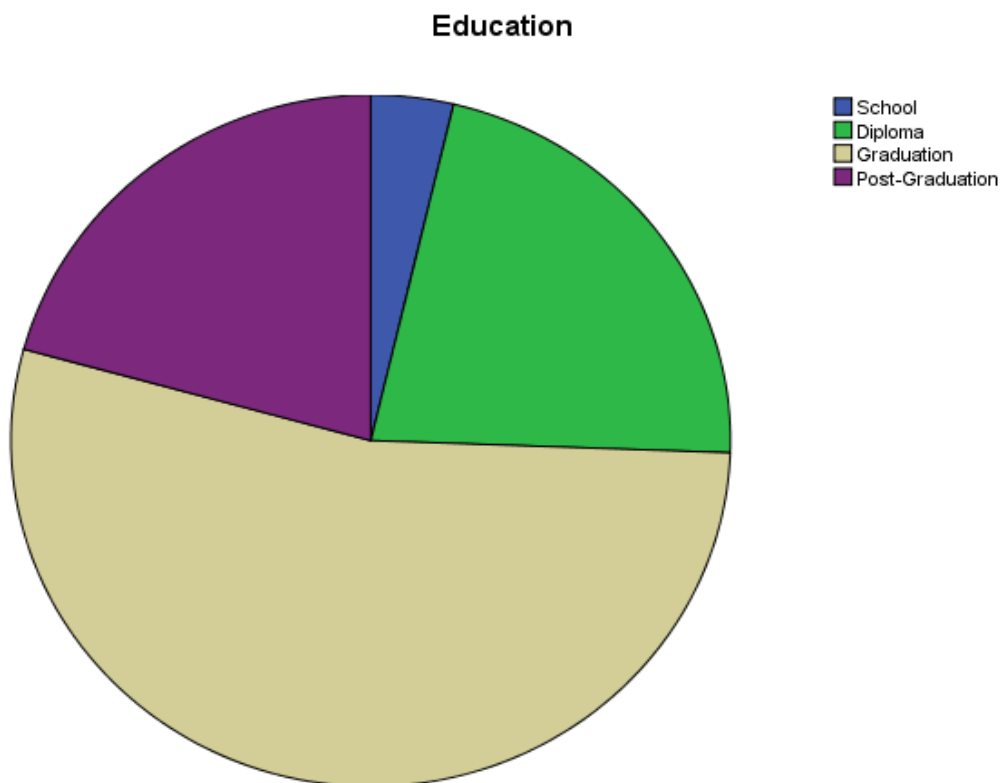


From the table 4.3, 39.6 percent of the respondents fall between 16-25 years and 41.1 percent of the respondents are from the age group of 26-35 years. 14.4 percent of respondents are between 36-45 years. Nearly, 4.8 percent of respondents are 46-55 years old. It is also found that maximum of employees in hotel industry fall under 26-35 years.

Table 4.1.4 – Education level of the Respondents

Education	Frequency	Percent
School	10	3.7
Diploma	59	21.9
Graduation	145	53.7
Post-Graduation	56	20.7
Total	270	100.0

Figure 4.1.4 – Education level of the Respondents

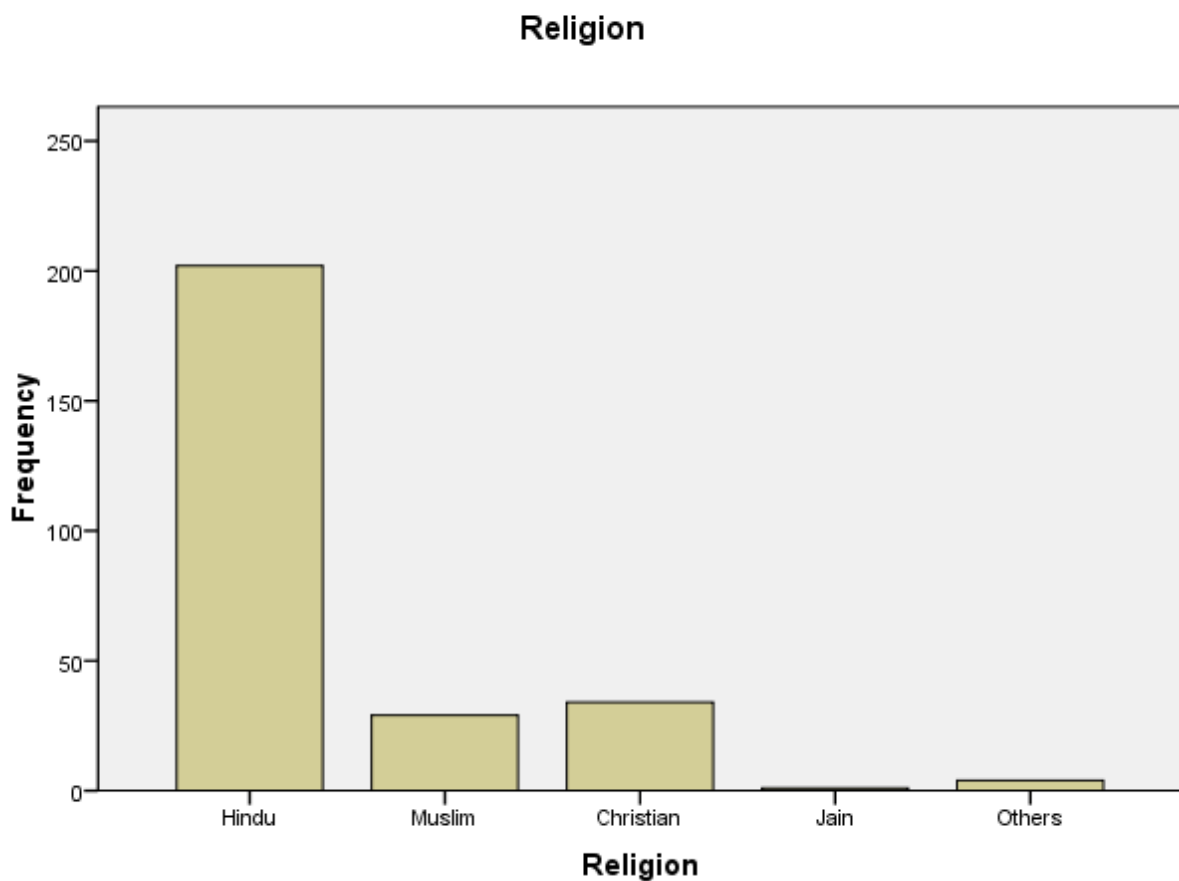


From the above table 4.4, it is noted that 53.7 percent out of 100 percent of the employees in the hotel industry were graduated; 21.9 percent of the employees have completed their diploma and 20.7 percent of the employees did their post-graduation. Thus, the majority of the employees in the hotel industries are graduated.

Table 4.1.5 – Religion of the Respondents

Religion	Frequency	Percent
Hindu	202	74.8
Muslim	29	10.7
Christian	34	12.6
Jain	1	.4
Others	4	1.5
Total	270	100.0

Figure 4.1.5 – Religion of the Respondents

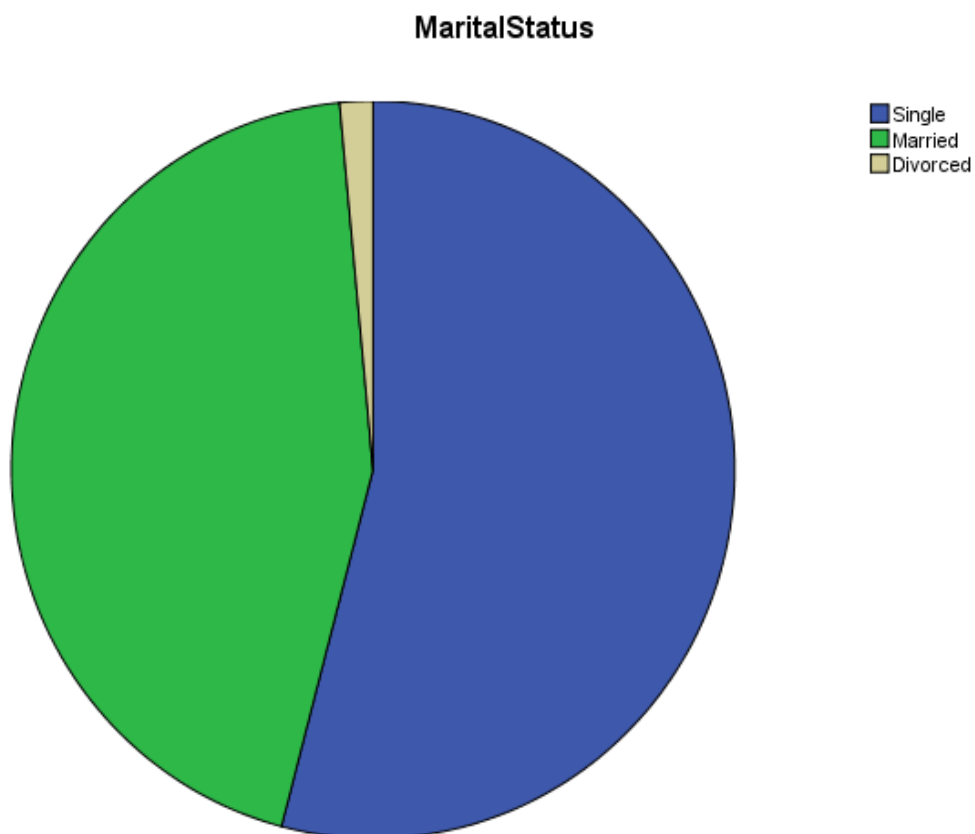


It is understood from the table 4.5, 74.4 percent of the respondent were Hindu; 10.7 percent of respondents were Muslims; 12.6 percent of the respondent were Christians. Thus, the majority of the respondents were Hindu.

Table 4.1.6 - Marital Status of the Respondent

Marital Status	Frequency	Percent
Single	146	54.1
Married	120	44.4
Divorced	4	1.5
Total	270	100.0

Figure 4.1.6 - Marital Status of the Respondent

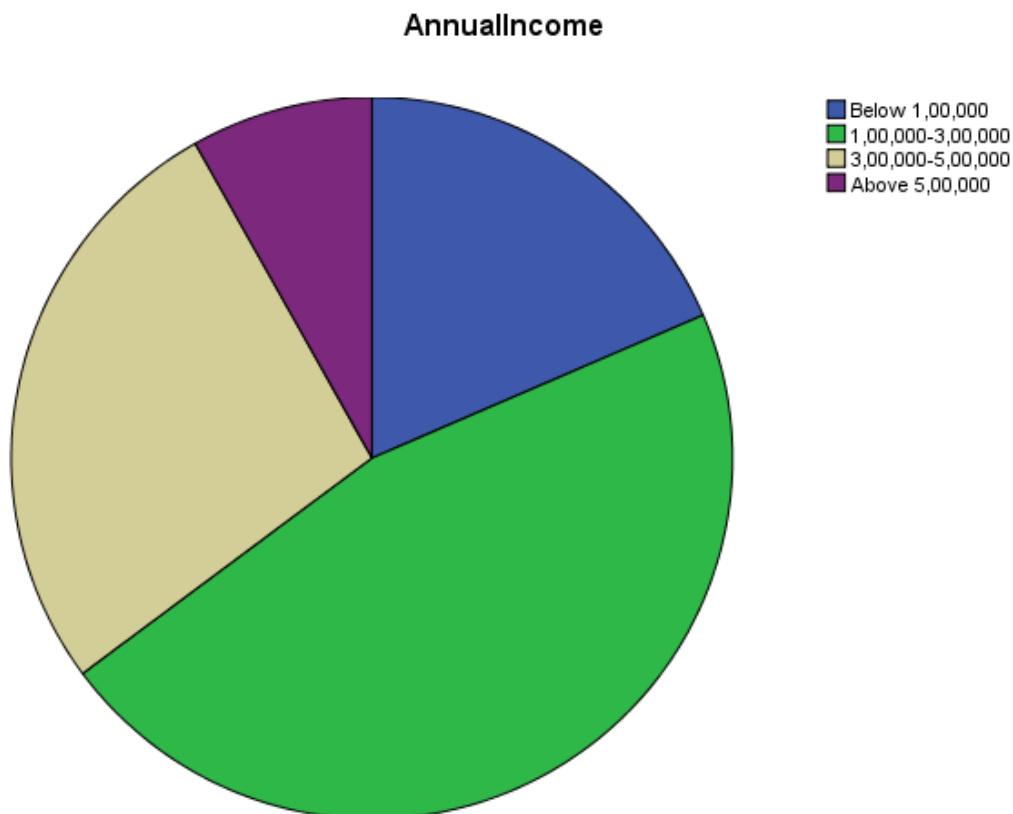


From the table 4.6, it is inferred that 54.1 percent of employees in the hotel were single; 44.4 percent of the employees were married and only 1.5 percentage of the employees were divorced. Thus the majority of the employees in hotel industry of Coimbatore are yet to be married.

Table 4.1.7 - Annual Income of Respondents

Annual Income	Frequency	Percent
Below 1,00,000	50	18.5
1,00,000-3,00,000	125	46.3
3,00,000-5,00,000	73	27.0
Above 5,00,000	22	8.1
Total	270	100.0

Figure 4.1.7 - Annual Income of Respondents

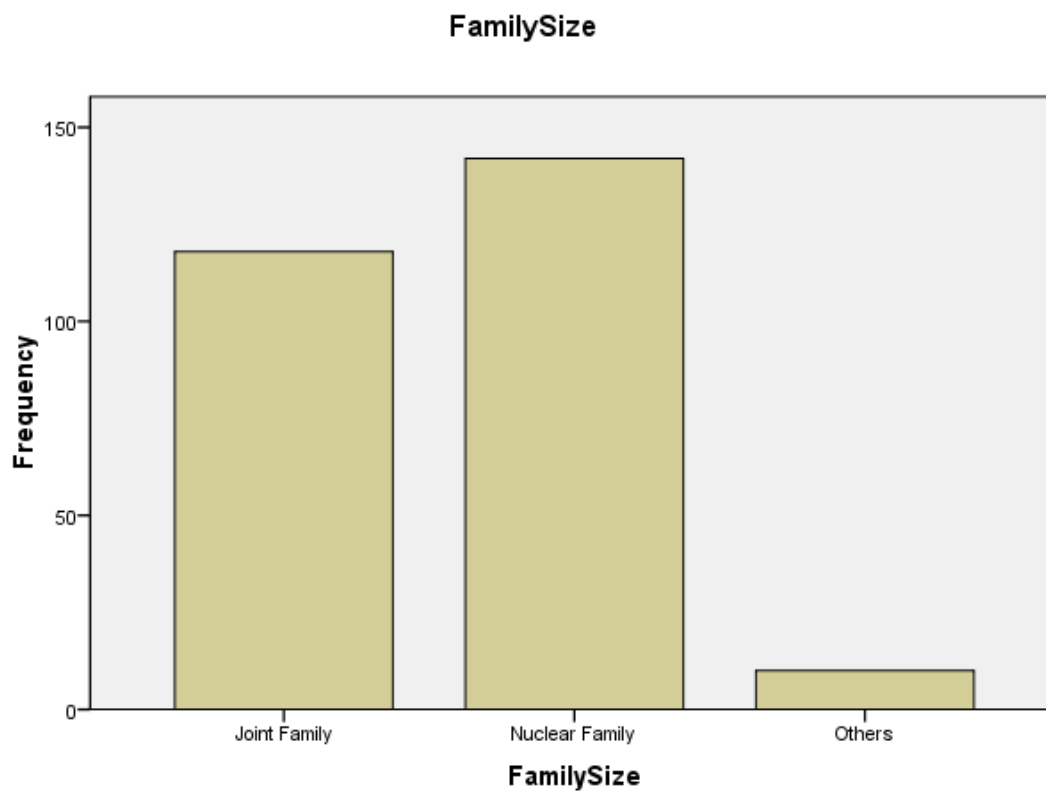


The table 4.7, shows that 18.5 percent of the respondent earn below 1,00,000; 46.3 percent of respondent earn between 1,00,000-3,00,000; and 27 percent of the employees in hotels of Coimbatore city earn around 3,00,000-5,00,000. Thus, the majority of the employees in hotel industry earn 1,00,000-3,00,000 rupees per year.

Table 4.1.8 - Family Size of the Respondent

Family Size	Frequency	Percent
Joint Family	118	43.7
Nuclear Family	142	52.6
Others	10	3.7
Total	270	100.0

Figure 4.1.8 - Family Size of the Respondent

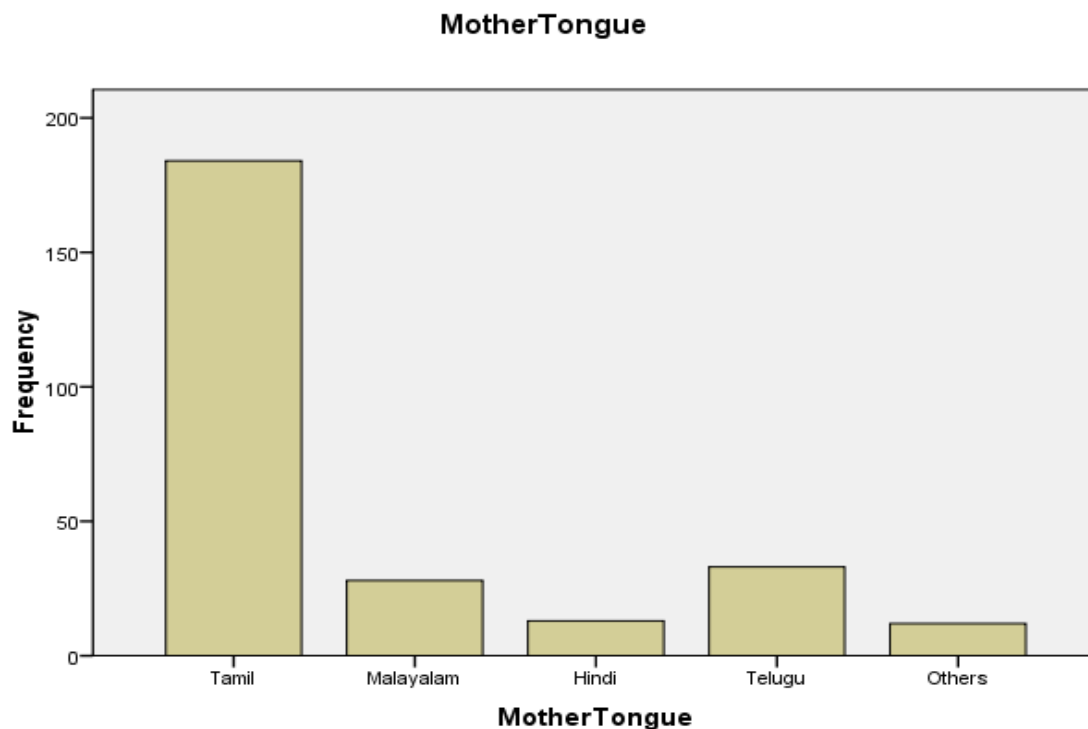


The family size of the respondents is understood from the above table 4.8, to be 52.6 percent out of 100 percent are belonging to the Nuclear family; 43.7 percent are belonging to the Joint family and about 3.7 percent stay individually. This depicts that the majority of the respondents are from Nuclear family.

Table 4.1.9 – Mother Tongue of the Respondents

Mother Tongue	Frequency	Percent
Tamil	184	68.1
Malayalam	28	10.4
Hindi	13	4.8
Telugu	33	12.2
Others	12	4.4
Total	270	100.0

Figure 4.1.9 – Mother Tongue of the Respondents

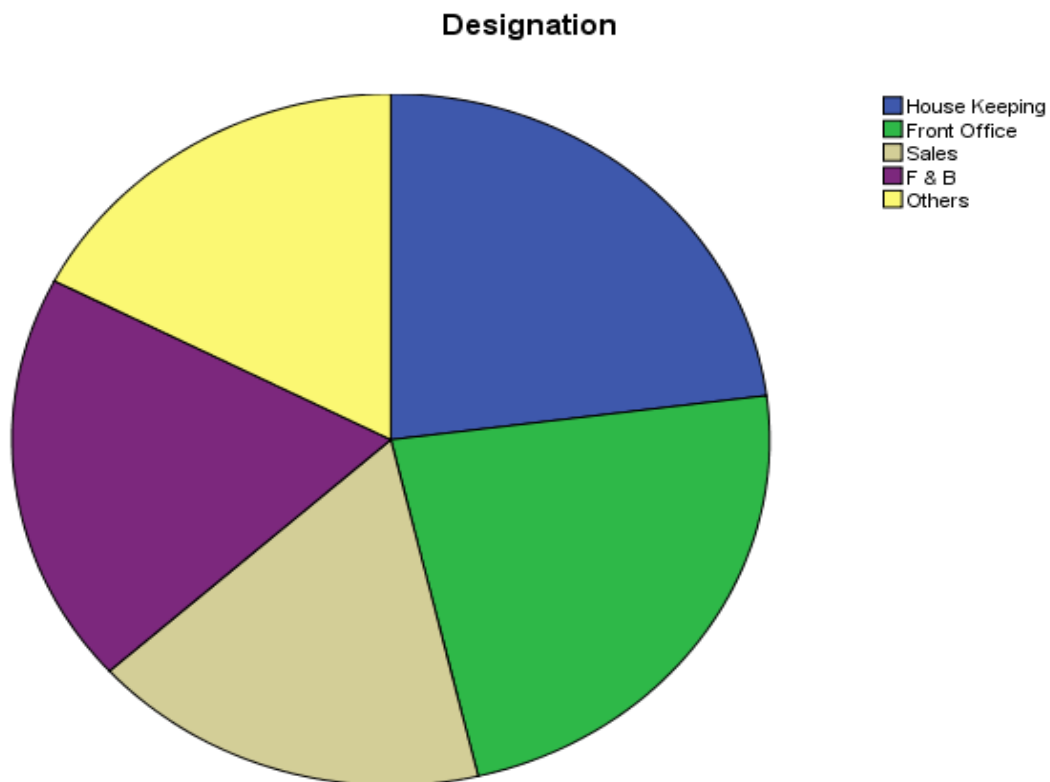


It is observed from the above table, that most of the respondents, that is, 68.1 percent have Tamil as their mother language; Telugu is the second highest with 12.2 percent of respondents, as the place of origin of few employees were Andhra Pradesh. Nearly, 10.4 percentage of respondents out of 270 had Malayalam as their mother tongue. This result shows that highest language spoken to be Tamil followed by Telugu and Malayalam.

Table 4.1.10 – Department of the Employee in Hotel

Department	Frequency	Percent
House Keeping	62	23.0
Front Office	63	23.3
Sales	46	17.0
F & B	52	19.3
Others	47	17.4
Total	270	100.0

Table 4.1.10 – Department of the employee in the Hotel

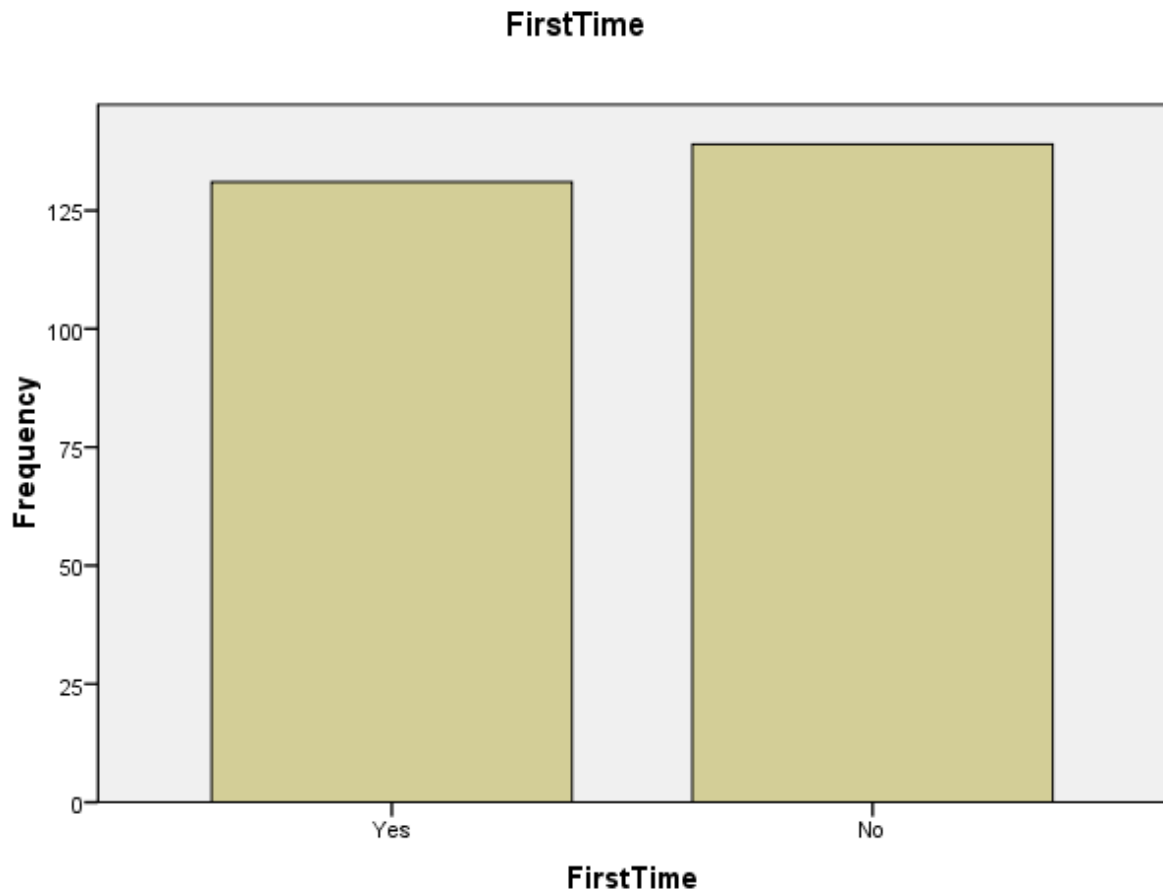


The table 4.10 explains, 23 percent of respondents works under house-keeping and front office. 17 percent work in sales; 17.4 percent were from various other departments of hotel. 19.3 percent of the employees out of 100 percentage were from F & B department. So the respondents of this research were from all the departments of the hotel industry.

Table 4.1.11 – Do the Employees work first time in the Hotel Industry

	Frequency	Percent
Yes	131	48.5
No	139	51.5
Total	270	100.0

Figure 4.1.11 – Do the Employees work first time in the Hotel Industry

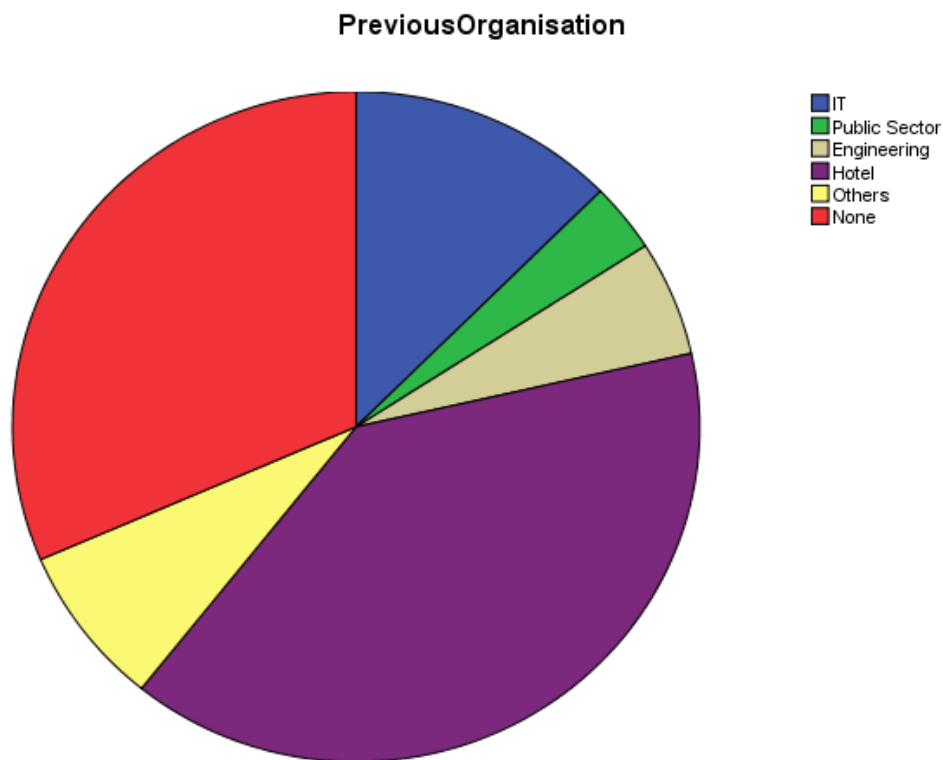


The table 4.11 shows that 48.5 percent of employees are new to the hotel industry and 139 employees, that is about 51.5 percent of the employees in the hotel has previously worked in hotel industry before entering the current organization. This shows that the hotel industries of Coimbatore has good experienced persons in work.

Table 4.1.12 – Organization previously worked by the Employees

Sector	Frequency	Percent
IT	34	12.6
Public Sector	9	3.3
Engineering	15	5.6
Hotel	106	39.3
Others	21	7.8
None	85	31.5
Total	270	100.0

Figure 4.1.12 – Organization previously worked by the Employees

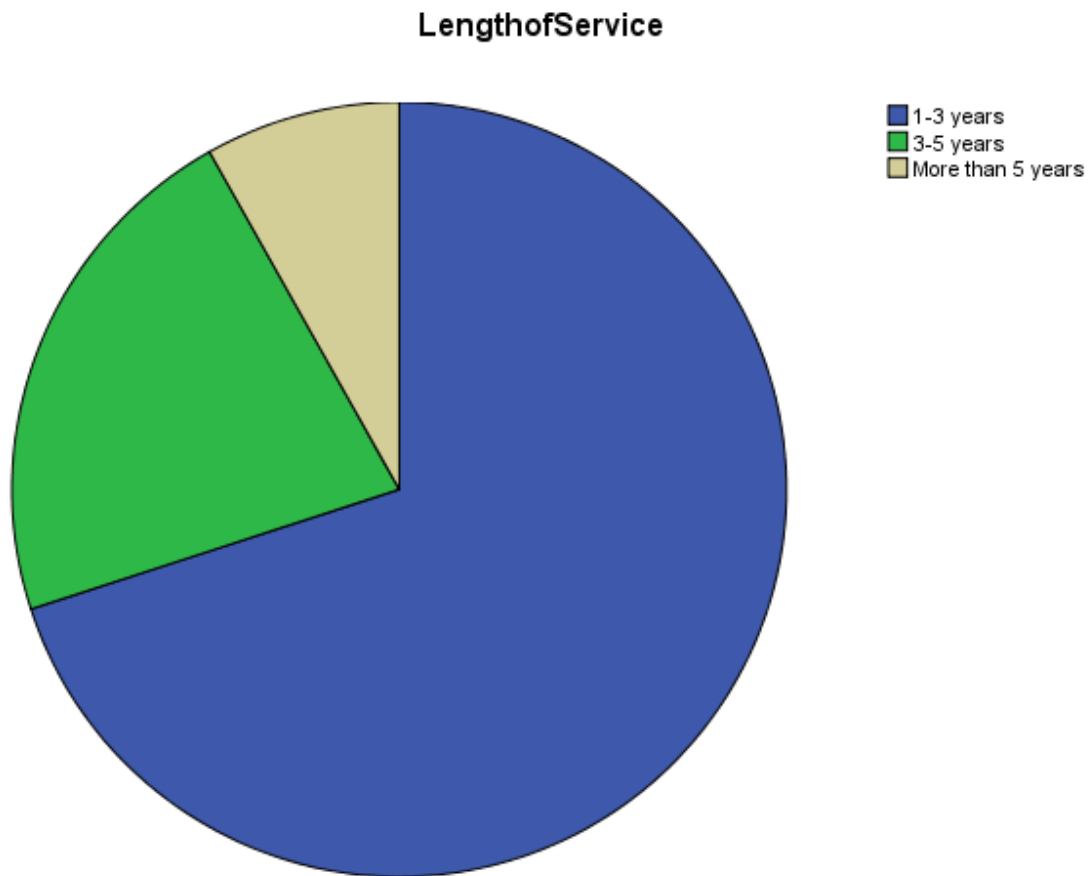


Its inferred from the above table that 12.6 percent of employees has previously worked in IT sector; 3.3 percent in Public sector; 5.6 percent in Engineering sector; 39.3 percent in Hotel Industry; 7.8 percent in various other sectors. As few where the freshers,31.5 percent of the employees have not worked before. This shows that majority of the employees are the experienced persons, secondly they recruit the freshers and train them for the job.

Table 4.1.13 – Length of service in current Organization by the Employees

Years	Frequency	Percent
1-3 years	189	70.0
3-5 years	59	21.9
More than 5 years	22	8.1
Total	270	100.0

Figure 4.1.13 – Length of service in current Organization by the Employees



Employees length of service in current organization can be found in the table 4.13. 70 percent of the employees are working for 1-3 year time period in the organization. 21.9 percent of the employees serve a single organization for 3-5 years. And a minimal of about 8.1 percent of the employees work in the same organization for more than 5 years. So, the maximum number of employees have 1-3 years of work experience from the hotel.

4.2 Descriptive Statistics

Table 4.2.1 Respondents view over Multi-Culturalism

Factors	N	Minimum	Maximum	Mean
Free accommodation is provided	270	1.00	5.00	3.6926
Allowed to consume the food	270	1.00	5.00	4.0593
Culturalism affects performance	270	1.00	5.00	3.1259
Language stands as a barrier	270	1.00	5.00	3.1407
Communicating with customers is difficult	270	1.00	5.00	3.0889
Customers treat employees well	270	1.00	5.00	3.6148
Leave is provided during festivals	270	1.00	5.00	3.5630
Modern dresses give different feel	270	1.00	5.00	3.3704
Change in cuisine affects health	270	1.00	5.00	3.2704
Feels good to stay in multi-culturalism	270	1.00	5.00	4.0444
Hard to stay away from own culture	270	1.00	5.00	3.7111
Valid N (listwise)	270			

From the above table it is understood that the employees strongly agree and disagree for all the factors regarding their view over the multi-cultural organisation. The employees highly agree for the statement with the mean score of 4.05 towards consumption of food. On the same time the employees highly disagree towards the statement that deals with the effect of multi-culturalism over the performance of the employees in the hotel industry with the minimum mean score of 3.12.

Table 4.2.2 Service Quality

Factors	N	Minimum	Maximum	Mean
Receive information regarding work	270	2.00	5.00	4.2926
Excellent follow up	270	2.00	5.00	4.0630
Importance to employee feeling	270	1.00	5.00	3.9074
Right payment method	270	1.00	5.00	4.0111
Sufficient number of holidays	270	1.00	5.00	3.8148
Annual salary hikes	270	1.00	5.00	3.9037
Valid N (listwise)	270			

From the above table it is inferred that the employees have high satisfaction and low level of satisfaction for the factors regarding the service quality offered by the organisation to the employees working in the hotel industry. The employees have high level of satisfaction with the mean score of 4.2 for receiving the information regarding work on time. On the same time the employees have a low level of satisfaction towards the holidays provided by the organisation, with the minimum mean score of 3.8. This shows that the employees are not given a satisfiable number of holidays during their work period. They feel neutral regarding the holidays provided to the employees.

4.3 Paired T test

Table 4.3.1 Quality of Work Life

Factors	Mean	N	t	Sig.	Remarks
Expectation	21.1852	270	.000	.000	Rejected
Perception	19.4222				

H₀ There is no difference in the level of expectation and level of perception in Quality of Work Life of the employees working in the hotel.

The significance value less than 0.05, hence null hypothesis is rejected and the alternative hypothesis is accepted. This indicates that there is a statistically significant difference between the Level of Expectation and Level of Perception. From the table it is found that, the mean score of expectation is 21.185 and mean score of perception is 19.422.

Table 4.3.2 Diversity Image

Factors	Mean	N	t	Sig.	Remarks
Expectation	21.2852	270	.000	.000	Rejected
Perception	19.7185				

H₀ There is no difference in the level of expectation and level of perception in Diversity Image of the employees working in the hotel.

The significance value less than 0.05, hence null hypothesis is rejected and the alternative hypothesis is accepted. This indicates that there is a statistically significant difference between the Level of Expectation and Level of Perception.

It is inferred from the above table that there is a mean difference of 1.5 between expectation and perception in diversity image of employees in hotel industry.

Table 4.3.3 Behavioural Intentions

Factors	Mean	N	t	Sig.	Remarks
Expectation	21.6037	270		.000	Rejected
Perception	20.1074				

H₀ There is no difference in the level of expectation and level of perception in Behavioural Intentions of the employees working in the hotel.

The significance value less than 0.05, hence null hypothesis is rejected and the alternative hypothesis is accepted. This indicates that there is a statistically significant difference between the Level of Expectation and Level of Perception.

By comparing the mean values, it is concluded that there is a gap between the employees level of expectation and their level of perception. This implies that the hotel industries of Coimbatore couldn't meet the expectations of the employees to some extent.

4.4 One Way ANOVA

Table 4.4.1 Level of Expectation and Level of Perception of Quality of Work Life with Annual Income

H₀ There is no relationship between Level of Expectation and Level of Perception with Annual Income.

Factor		Sum of Squares	F	Sig	Remarks
Level of Expectation	Between Groups	112.504	5.115	.002	Rejected
	Within Groups	1950.236			
	Total	2062.741			
Level of Perception	Between Groups	9.721	.369	.776	Accepted
	Within Groups	2338.145			
	Total	2347.867			

From the above table, it is found that the significance value is less than 0.05, hence null hypothesis is rejected and the alternative hypothesis is accepted in level of expectation. Meanwhile, the null hypothesis is accepted as the significance value for level of perception is greater than 0.05. This indicates that there is a statistically significant difference in the mean level of expectation of different annual income groups.

Table: 4.4.2 Post Hoc for Multiple Comparison

Level of Expectation		
(I) Annual Income	(J) Annual Income	Mean Difference(I-J)
Below 1,00,000	1,00,000-3,00,000	-.57200
	3,00,000-5,00,000	-.33507
	Above 5,00,000	1.84364*
1,00,000-3,00,000	Below 1,00,000	.57200
	3,00,000-5,00,000	.23693
	Above 5,00,000	2.41564*
3,00,000-5,00,000	Below 1,00,000	.33507
	1,00,000-3,00,000	-.23693
	Above 5,00,000	2.17870*
Above 5,00,000	Below 1,00,000	-1.84364*
	1,00,000-3,00,000	-2.41564*
	3,00,000-5,00,000	-2.17870*

Since there is significance difference among the level of expectation of respondents with the annual income, the ANOVA test was performed. From the table 4.4.2 the negative mean values are rejected and the maximum positive means value in comparison of level of expectation with annual income of the respondents is noted. The maximum positive value gives the difference in respondent. The respondents with an annual income of 1,00,000-3,00,000 have given more positive response to the quality of work life than that of other income groups. The mean difference between annual income of 1,00,000-3,00,000 with other annual group is found to be 2.415. The test interprets that the respondents having 1,00,000-3,00,000 as annual income have high level of expectation in quality of work life.

Table 4.4.3 Service Quality with Length of Service

H₀ There is no relationship between Service Quality with Length of Service

Factor		Sum of Squares	F	Sig	Remarks
Service Quality	Between Groups	109.834	4.503	.012	Rejected
	Within Groups	3256.151			
	Total	3365.985			

It is inferred from the table 4.4.3, that the significance value is less than 0.05, hence null hypothesis is rejected and the alternative hypothesis is accepted by the employees in multi-cultural organisation. This indicates that there is a statistically significant difference in the mean of service quality over the annual income of employees in current organisation.

Table: 4.4.4 Post Hoc for Multiple Comparison

Service Quality		
(I) Length of Service	(J) Length of Service	Mean Difference(I-J)
1-3 years	3-5 years	-1.00170
	More than 5 years	-2.02790*
3-5 years	1-3 years	1.00170
	More than 5 years	-1.02619
More than 5 years	1-3 years	2.02790*
	3-5 years	1.02619

From the table 4.4.4 the negative mean values are rejected and the maximum positive means value in comparison of service quality with length of service of the respondents is noted. The maximum positive value gives the difference in respondent. The respondents with more than 5 years of experience have given more positive response to the service quality offered by the organization with the mean difference of 2.027. The test interprets that the respondents with more than 5 years of experience have high level of satisfaction in service quality of the hotel industry.

Table 4.4.5 Multi-Culturalism with Annual Income

H₀ There is no relationship between Multi-Culturalism with Annual Income

Factor		Sum of Squares	F	Sig	Remarks
Multi-Culturalism	Between Groups	407.774	3.499	.016	Rejected
	Within Groups	10332.834			
	Total	10740.607			

It is understood from the above table 4.4.5, that the significance value is less than 0.05, hence null hypothesis is rejected and the alternative hypothesis is accepted by the employees in the multi-cultural organisation. This indicates that there is a statistically significant difference in the mean of multi-culturalism over the annual income of employees in current organisation.

Table: 4.4.6 Post Hoc for Multiple Comparison

Multi-Culturalism		
(I) Annual Income	(J) Annual Income	Mean Difference(I-J)
Below 1,00,000	1,00,000-3,00,000	.66400
	3,00,000-5,00,000	-.23562
	Above 5,00,000	-3.99091
1,00,000-3,00,000	Below 1,00,000	-.66400
	3,00,000-5,00,000	-.89962
	Above 5,00,000	-4.65491*
3,00,000-5,00,000	Below 1,00,000	.23562
	1,00,000-3,00,000	.89962
	Above 5,00,000	-3.75529
Above 5,00,000	Below 1,00,000	3.99091
	1,00,000-3,00,000	4.65491*
	3,00,000-5,00,000	3.75529

Since there is significance difference among the multi-culturalism of respondents with the annual income, the ANOVA test was performed. From the table 4.4.6 the negative mean values are rejected and the maximum positive means value in comparison of level of expectation with annual income of the respondents is noted. The maximum positive value gives the difference in respondent. The respondents with an annual income of 5,00,000 and above have given more positive response to the multi-culturalism factors than that of other income groups. The mean difference between annual income of 5,00,000 and above with other annual group is found to be 4.654. The test interprets that the respondents having annual income above 5,00,000 highly agree to all the multi-cultural factors of the hotel industry.

4.5 Correlation

Correlation is used to determine the strength of the association between different variables.

Table 4.5.1 Association between Factors

	Quality of Work Life Expectation	Quality of Work Life Perception	Diversity Image Expectation	Diversity Image Perception	Behavioural Intentions Expectations	Behavioural Intentions Perception
Quality of Work Life Expectation	1 270					
Quality of Work Life Perception	.404* .000 270	1 270				
Diversity Image Expectation	.623* .000 270	.280* .000 270	1 270			
Diversity Image Perception	.479* .000 270	.444* .000 270	.605* .000 270	1 270		
Behavioral Intentions Expectations	.529* .000 270	.300* .000 270	.530* .000 270	.429* .000 270	1 270	
Behavioral Intentions Perception	.406* .000 270	.520* .000 270	.433* .000 270	.555* .000 270	.666* .000 270	1 270

**Correlation is significant.

The factors are expectation and perception of quality of work life, diversity image and behavioural intentions.

From the table 4.5.1 it is understood that the association between perception of behavioural intention with expectation and perception of quality of work life is 40 percentage and 52 percentage respectively. The relationship between perception of behavioural intention and expectation of diversity image is 43 percentage, the relation between perception of behavioural intention and perception of diversity image is 55 percentage. Likewise, the relation between perception of behavioural intention and expectation of behavioural intention is 66 percentage. This shows that the expectation and perception of quality of work life, diversity image and expectation of behavioural intention are highly correlated to the perception of behavioural intention.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

The title of the project is “**A Study on Cultural Diversity Management of Employees in selected Hotel Industries of Coimbatore**”. The study was conducted to analyze the multi-cultural factors and its influence among employees in hotel industries of Coimbatore.

5.1 Findings

The main aim of the research is to find out the truth which is hidden and which has not been discovered yet. A detailed presentation of the findings of the study generally comprises the main body of the report. This study finds out the factors that are influencing the employee’s performance in hotel industry because of the variation in culture among the employees.

- As Coimbatore is one of the fastest growing city in India, there is a huge development in the field of hotel industry. Star hotels has emerged recently employing huge number of population. The data was collected from 270 respondents, who were working in various departments of hotel industry.
- The majority of the respondents were male with the maximum age group of 26-35 years. The study also shows that the majority of the respondents are yet to get married in the hotel industry and the employees are from Tamil Nadu with maximum annual income of 1,00,000-3,00,000. The employees in hotel industry are mostly graduated. The result also shows that mother tongue of the employees is to be Tamil followed by Telugu and Malayalam. The respondents of this research were from all the departments of hotel industry with a work experience of about 1-3 years.
- When descriptive statistics is administered, the mean score of respondents view over multi-culturalism and service quality was high. The employees have high level of satisfaction with the mean score of 4.2 for receiving the information regarding work on time. It is also depicted that the employees highly agree for the statement with the mean score of 4.05 towards consumption of food in the hotel they work.
- It is found that there is a gap between the employees level of expectation and their level of perception using Paired Samples t Test. Their level of expectation is higher in comparison with level of perception. This gap implies negative gap, which infers there is a need for better improvement in reducing the gap between quality of work life,

diversity image and behavioural intention to maintain a standard multi-cultural environment within the hotel industry.

- When analysis of variance commonly known as ANOVA is administered, it is found that the factors namely quality of work life (sig. 0.002) is significant difference in expectation and annual income which is statistically significant. This shows that it is statistically significant at 5% level. Level of perception of quality of work life (sig. 0.776) does not show significant difference with respect to annual income.
- When ANOVA was performed, it is found that the factor service quality (sig. 0.012) has much significant difference with the employees having the service of 5 years above in the current hotel industry. This shows that there is a statistical significance at 5% level.
- When ANOVA was performed, it is found that the factor employees view over multiculturalism (sig. 0.016) has significant difference with annual income of the respondents of the hotel industry. This shows that there is a statistical significance at 5% level. From the post hoc multiple comparison test it is found that the respondents having annual income above 5,00,000 highly agree to all the multi-cultural factors of the hotel industry
- When correlation test is performed, the correlation coefficient for various factors are expectation of quality of work life ($r=0.406$), perception of quality of work life ($r=0.520$), expectation of diversity image ($r=0.433$), perception of diversity image ($r=0.555$), expectation of behavioral intention ($r=0.666$). Among these factors expectation of diversity image is highly influencing factor of perception of behavioral intention.

5.2 Suggestions

Even though there is tremendous output from the diversified employees working in the hotel industry, here are few suggestions to make it little more effective. They are,

- Provision of variable work environment is the main agenda of employees working in hotels is concerned. Care and surrounding problems, top management approach to the employees changes the environment gradually and focusing on the requirements of the employees can be practised to motivate and increase their value.
- Employees can be retained by providing essential follow up action, training, rewards and awards, performance appraisals, salary hikes which are the main factors of employee engagement in the hotel.
- Programmes that are attractive to all type of employees with diverse background helps in developing a good relationship between the employees can be organised by the hotel.
- Offering innovative services and discounts will attract the employees to work hard to obtain those extra benefits.
- Equality and friendly gesture from the top management lead to high satisfaction of the employees which in turn lead to high output of the hotel.

5.3 Conclusion

Coimbatore is one of the major city in Tamil Nadu. It is also called as ‘Manchester of South India’ for the textile industry. There is a large flow of tourist in the city as it stands as a connection between Kerala and Tamil Nadu through the passes of Western Ghats, along with the queen of hills Nilgiris. Coimbatore has a wide number of tourist destination, it is being acknowledged by both local and foreign travellers. As there is a high flow of population in and out of the city, large number of hotels are being constructed for the purpose of accommodation providing employment to diversified people. So, there is a need to study the cultural diversity among employees in the hotel industry of Coimbatore. This study focus on various factors influencing the cultural diversity which is of vital. The results of the study shows that the variables have significant impact over the cultural diversity between the employees.

Work environment is the important factor for employees working in hotel is concerned. The organisation can also focus on factor like service quality and factors influencing the multi-culturalism among employees to enhance the longer engagement of employees in hotel industry. Employees togetherness can be developed by providing programmes in hotels which will in turn yield a good result in organisation growth.

Thus, the result of the study acts as guidance when figuring out the factors that will significantly influence the diverse employee engagement in hotel industry for future researchers.

CHAPTER 6

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QUESTIONNAIRE

A STUDY ON CULTURAL DIVERSITY MANAGEMENT OF EMPLOYEES IN SELECTED HOTEL INDUSTRIES OF COIMBATORE

I am doing MBA in Avinashilingam Institute for Home Science and Higher Education for Women. As part of my curriculum I need to complete my project. I am doing a **Study on Cultural Diversity Management of Employees in selected Hotel Industries of Coimbatore**. I request you to kindly fill up the questionnaire. The purpose of this study is purely academic. I assure that your responses will be kept confidential.

PART A (Kindly fill in)

General Information about the respondent:

Please make a Tick (✓) in the appropriate box

1. Gender:

a. Male () b. Female () c. Transgender ()

2. Category of employee:

a. Tamil Nadu () b. North-East India () c. Neighbouring states () d. Others ()

Specify the state : _____

3. Age group:

a. 16-25 () b. 26-35 () c. 36-45 () d. 46-55 () e. Above 55 ()

4. Level of Education

a. School () b. Diploma () c. Graduation () d. Post-Graduation ()

5. Religion:

a. Hindu () b. Muslim () c. Christian () d. Jain () e. Others ()

6. Marital status:

a. Single () b. Married () c. Divorced ()

7. Annual Income:

a. Below 1,00,000 () b. 1,00,000 - 3,00,000 ()

c. 3,00,000 - 5,00,000 () d. Above 5,00,000 ()

8. Family size:

a. Joint family () b. Nuclear family () c. Others ()

9. Home language:

a. Tamil () b. Malayalam () c. Hindi () d. Telugu () e. Others ()

10.Designation/ Department :

a. House-keeping () b. Front office () c. Sales () d. F&B () e. Others ()

11.Is this your first time working in hotel industry?

a. Yes () b. No ()

12.If no, sector of previous organisation?

a. IT () b. Public sector () c. Engineering () d. Hotel () e. Others ()

13.Length of service with the current organisation?

a.1-3 years () b.3-5 years () c. More than 5 years ()

PART – B

In the following table, please rate the following questions

5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly disagree

Q. No.		5	4	3	2	1
14.	The organisation provide free accommodation					
15.	Food prepared in the hotel can be consumed by you					
16.	The cultural difference affects the performance					
17.	Language stands as a barrier for promotion					
18.	Communicating with customers is difficult					
19.	Customers treat other religious employees well					
20.	Allowed to take leave during cultural festival					
21.	Feel different while wearing modern dresses					
22.	Change in cuisine affects the health					
23.	Feels good to stay in a multi-cultured organisation					
24.	Hard to stay away from one's own culture					

PART - C

All the questions are scored on a Likert's Five point scale

(5 = Very high; 4 = High; 3 = Neutral; 2 = Low and 1 = Very low)

Q. No	STATEMENT	Level of Expectation					Level of Perception				
		5	4	3	2	1	5	4	3	2	1
QUALITY OF WORK LIFE											
25.	Does the policies of the organisation show equity to all employees										
26.	Training is provided both in home and regional languages										
27.	Performance appraisal is done without accounting culturalism.										
28.	Top management support is equal to all employees.										
29.	Everyone are allowed to take part in organisation's events.										
DIVERSITY IMAGE											
30.	Diversified work place increases efficiency of hotels.										
31.	All type of customers can be handled properly.										
32.	Individual efficiency can be increased in diversified work place.										
33.	All facilities are given to different cultured employees.										
34.	The diversity brings different people together.										

Q. No	STATEMENT	Level of Expectation					Level of Perception				
		5	4	3	2	1	5	4	3	2	1
BEHAVIORAL INTENTIONS											
35.	I would like to continue working in this hotel.										
36.	I have best friendship with other cultural background.										
37.	I would tell positivity about this hotel outside.										
38.	Organisation makes me feel that my work is important.										
39.	I like to have a good relationship with this hotel.										

PART D

In the following table, please rate the following questions

5 = Highly satisfied; 4 = satisfied; 3 = Neutral; 2 = Dissatisfied; 1 = Highly dissatisfied

Q. No.	Service Quality	5	4	3	2	1
40.	Receive information on time regarding work					
41.	Excellent follow-up action					
42.	Give importance to employee feelings					
43.	Right payment method (Salary)					
44.	Sufficient holidays are provided					
45.	Salary hikes are done on annual basis					

Any other suggestions? If any,

THANKYOU FOR YOUR VALUABLE TIME AND SUGGESTION

Hotels Chosen for study in Coimbatore



Zone, Coimbatore



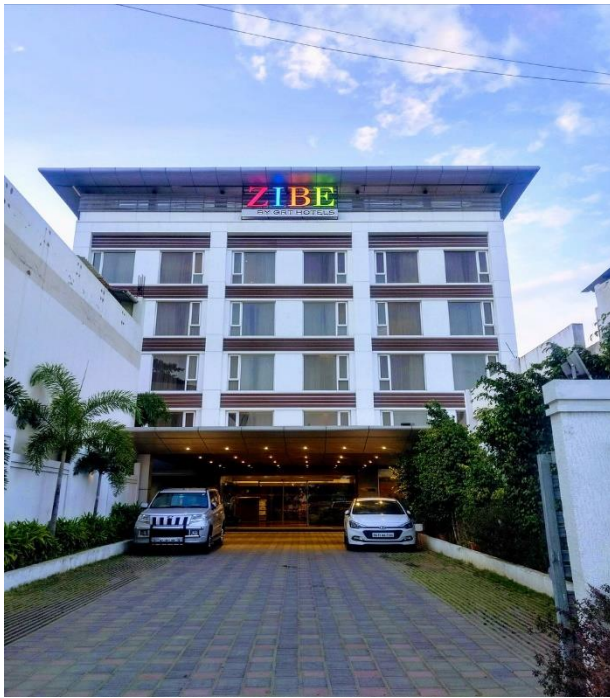
Le Meridien, Coimbatore



The Arcadia, Coimbatore



Gokulam Park, Coimbatore



ZIBE, Coimbatore



The Acacia, Coimbatore



Hotel Jump In and Out, Coimbatore



Apple Park, Coimbatore