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CULTURAL DIVERSITY IN HOSPITALITY MANAGEMENT

– How to improve cultural diversity workforce



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CULTURAL DIVERSITY IN HOSPITALITY MANAGEMENT

The bachelor's thesis investigates cultural diversity in the hospitality management. It aims at presenting effective ways to improve cultural diversity in a workplace. This study was commissioned by JW Marriott San Antonio Hill Country Resort & Spa in Texas, USA and three hotels in Stillwater, Oklahoma, USA: Atherton Hotel, Hampton Inn & Suites and Residence Inn.

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. These best practices of cultural diversity are discussed in detail both in the literature review and in the study.

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. The aim of the interview was to support the literature review and gather new ideas and improvement areas for cultural diversity management and culture infusion. The captive questionnaire survey mainly focused on collecting employees' attitudes towards their cultural values and other employees' cultures.

Cultural diversity can have a significant influence on the hospitality business. The study reveals that cultural diversity is highly important in hospitality business due to global customer-related industry. However, this phenomenal benefit has challenges as well, such as communication barriers between employees. The best practices for enhancing cultural diversity resulted in establishing a cultural diversity committee, a language bank or a cultural event. Additionally, customs are the most appealing cultural attribute which the workforce wants to discover from other cultures. Cultural diversity has been considered in the hospitality business but is not carefully implemented. Therefore, there is a strong need for more education and training on cultural diversity in the future.

KEYWORDS:

Culture, diversity, cultural diversity, management, cultural diversity training, cultural diversity management, lodging business, hotels, tourism.

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MONIKULTTUURISUUDEN JOHTAMINEN MATKAILUALALLA

Tämä opinnäytetyö käsittelee monikulttuurista työympäristöä matkailualalla. Sen keskeinen tavoite on selvittää tehokkaita monikulttuurisuuden parantamiskeinoja työympäristössä. Toimeksiantajina ovat olleet sekä monikansallinen matkailuyritys JW Marriott San Antonio Hill Country Resort & Spa, Texas, Yhdysvallat että kolme hotellia Stillwaterista, Oklahomasta, Yhdysvalloista: Atherton Hotel, Hampton Inn & Suites ja Residence Inn.

Opinnäytetyö pohjautuu kulttuuriteorioihin ja kulttuurien monimuotoisuuteen, ja niiden vaikutuksiin matkailualan työympäristössä, joita johdetaan monikulttuurisesti. Lisäksi työssäni tarkastellaan monikulttuurisuuden hyötyjä ja haasteita. Näiden lisäksi työ tutustuttaa ratkaisuja näihin haasteisiin; erityisesti strategisen suunnitelman, joka perehtyy monikulttuurisuuden kehittämiseen yrityksessä monikulttuurisuuden harjoittelun avulla. Näitä ratkaisuehdotuksia käsitellään sekä teoria- että tutkimusosiossa.

Tässä opinnäytetyössä on käytetty sekä laadullista että määrällistä tutkimusmenetelmää. Laadullinen tutkimus toteutettiin haastatteleamalla seitsemää resort-hotellin johtajaa JW Marriottissa. Määrällinen tutkimusosa toteutettiin puolestaan kyselyllä. Kyselyssä kohderyhmänä olivat edellä mainittujen Stillwaterin hotellien työntekijät. Haastattelujen tavoitteena oli tukea teoriaosiossa käsiteltäviä aiheita sekä saada uusia ideoita ja kehitysehdotuksia monikulttuurisuuden johtamiseen ja kulttuurien integrointiin. Kyselyjen tavoitteena oli pääasiassa selvittää, millaisia asenteita työntekijöillä on omiin kulttuuriarvoja ja muiden työntekijöiden kulttuureita kohtaan.

Monikulttuurisuudella on merkittävä vaikutus matkailualaan, minkä myös työ tuo ilmi. Koska matkailuala on asiakaspalvelukeskeistä ja kansainvälistä yritystoimintaa, monikulttuurisuuden huomiointi yrityksissä on elintärkeää. Kuitenkin monikulttuurisuus käsittää myös haasteita, esimerkiksi kommunikaatio-ongelmia työntekijöiden välillä. Opinnäytetyö tuo esille, että tehokkaimpia monikulttuurisuuden hyödyntämiskeinoja ovat monikulttuurinen toimikunta, ns. kielipankki tai kulttuuritapahtumat. Lisäksi eri kulttuurien käyttäytymistavat kiinnostavat vastaajia eniten. Tulokset osoittavat, että monikulttuurisuus ja sen tärkeys ymmärretään matkailualan yrityksissä, mutta sitä ei ole vielä kunnolla otettu käytäntöön, siksi monikulttuurisuuden koulutuksella on suuri merkitys myös tulevaisuudessa.

ASIASANAT:

Kulttuuri, monipuolisuus, monikulttuurisuus, johtaminen, monikulttuurisuuden harjoittelu, monikulttuurisuuden johtaminen, majoitusliiketoiminta, hotellit, turismi.

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1 INTRODUCTION

Globalization is a current trend and has a great impact on hospitality industry (Reisinger 2009, 8). Accordingly, people with diverse backgrounds work even more together and there are a great amount of new perspectives of executing events. In a corporate world this is an advantage in order to differentiate from other businesses within the industry. However, diverse cultural backgrounds can create a lot of conflicts. Hospitality industry, particularly, has great dimensions with cultural diversity. Due to its phenomenal dimensions, managing the diverse workforce in an effective way can be seen as successful tool to meet the corporate goals.

This study was commissioned by JW Marriott San Antonio Hill Country Resort & Spa, Texas, USA and three hotels in Stillwater, Oklahoma, USA. The aim of this bachelor's thesis is to provide valuable facts about advantages and challenges of cultural diversity, and present effective ways how to improve cultural diversity in the hospitality business. The research question of this study is: How does culturally diverse workforce influence the hospitality business and how can it be managed? Additionally, it also examines how management can practice and infuse all the cultures of the employees.

To start with, this bachelor's thesis introduces major cultural theories and their applications to the workplace. Followed by cultural diversity in a workplace, there is a thorough focus on diversity benefits and challenges. Finally, it presents solutions in order to consistently lead the company regarding diversity. The best practices of cultural diversity are discussed in detail in both the literature review and the study. There are managers' and employees' viewpoints on cultural diversity.

2 CULTURE AND CULTURAL DIFFERENCES

2.1 Definition of culture

One component of investigating culture involves processes of globalization and cross-cultural elements as a global *cultural homogenization*. This refers to blending different cultural practices into one blended uniform of cultural practices. Cultural homogenization usually disregards local cultural perspectives. (Huang & Trauth 2006, 260.) From a cultural point of view, globalization is the process of increasing homogeneity of individual lifestyles within the organization. It comprises different views and greater opportunities for the company and the employees (Sonnenschein 1997, 3). Globalization combines people into a single world society.

In essence, the modern tourism and hospitality environment is experiencing an increasing internationalization and globalization. The huge development of the hospitality industry over the past decade has been extensively influenced by advanced technology, communication systems and transportation. People travel more around the world, and their countries are integrated into global markets. This leads their exposure to culturally different societies, social interactions, and cultural exchanges. The fact is that travelling and tourism is growing into a multicultural environment which obtains both similarities and differences in worker behavior across cultural borders. Tourism and hospitality organizations will work in a very complex multicultural tourism environment and they must understand the perception of culture and the role of national culture, and how impact both employee as well as tourist behavior. (Reisinger 2009, 85.)

According to Tylor (1871, 1) the first person to give the definition of culture said that culture is a complicated definition due to several different factors, such as knowledge, belief, art, morals, law, custom, and all other kinds of skills or routines people may have. Culture is the way people function and communicate with each other all the time. It literally means that culture plays a crucial role in

people's attitudes and it defines people's actions (Tayeb 1996, 36). When humans are considered as an engine to establish and reform society, culture becomes a basic measure to assess activities as well as understanding people.

Culture as a word has many different meanings. Initially, *culture* originates from Latin word *cultura*, which means to cultivate. It refers to human activity and symbolic structure designs that emphasize the importance and value of the actions. (Reisinger, 2009, 86.)

The concept of culture is really complex to describe due to its name referring to extremely broad and multidimensional phenomenon (Reisinger 2009, 86). It is constantly changing and easily lost because it only exists in our minds. Culture is not tangible, however, culture can be expressed through tangible items such as food, architecture, clothing, art or expressed elements such as an organization's vision, but there are other unarticulated elements as well. Ultimately, it is the full range of learned human behavior patterns.

The purpose of culture is to explain how to live, talk, think and do things. It gives guidelines for one's life to behave in a socially accepted way and value diverse things. It clarifies what is correct, honest, true and important. It also sets up rules and regulations to society in order to obtain stability and peace (Reisinger 2009, 105). Culture is the main force that brings people together, creates uniqueness of the cultural group as well as communicates with one another. Cultures are perceived to embrace group work, sharing and teamwork. However, culture and society is not the same thing. People perceive that their society is distinct from other societies in terms of shared traditions and expectations. Culture is created and submitted to others in a society. (Reisinger 2009, 105.)

In this bachelor's thesis culture is considered as a behavioral manner of different individuals with different backgrounds in the work environment and organization. Fundamentally, culture is utilized as a broad phenomenon which covers diverse beliefs, values, attitudes and behavior of various perspectives of diverse population within the globalized hospitality corporation. Culture refers to employee's abilities, skills, communication, traditions, behavior and attitudes to-

wards themselves, the work environment, co-workers and their different cultures in this bachelor's thesis.

2.1.1 Types of cultures

There are different types of cultures within the society. Various culture levels and types are associated with each other. The most broad culture level is *universal culture* whereas *individual culture* represents the most unique category as illustrated in Figure 1.

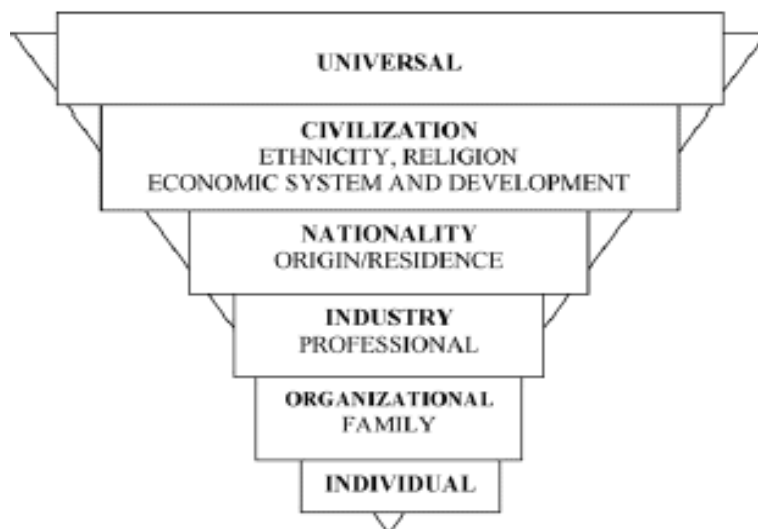


Figure 1. Levels of culture (Reisinger 2009, 100).

Basically, everybody belongs to the universal culture category. All nationalities and humans with their diverse beliefs, ideas, morals and values are part of the universal culture. For example, all people have special forms of speech for special occasions (Minkov 2011, 19). Followed by the *civilization culture* category, civilization is the broadest level of cultural identity that people obtain. This category involves, for example, ethnicity and religion. *National culture* is a more nar-

row culture. Generally, culture refers to national culture, which can be called country culture. National culture can be determined by a country of residence, country of birth, or citizenship. People's behavior and perceptions are shaped by several other cultures, such as ethnicity, family, friends, global environment, occupation, race, religion, and value systems. (Reisinger 2009, 98.)

Finally, minor culture components within the society are *industry*, *organizational* and *individual culture*. Those three levels are more unique. They have the most diversity and differences due to the stimulus of other categories. Fundamentally, individual culture is the most shaped by the influence of other levels of cultures, which impact personal beliefs, thoughts and values. (Reisinger 2009, 99-100.)

2.1.2 Layers of culture

Almost everyone belongs to a number of different categories and groups of people at the same time. People unavoidably carry layers corresponding to different levels of culture. There are likely three layers of culture that are associated with learned behavior patterns and perceptions.

Firstly, the most common layer consists of cultural traditions that distinguish a person's specific society. Culturally shared traditions are like myths, ceremonies, legends and rituals verbally or nonverbally (Ford et al. 2005, 98). For instance, shared language is very a visible traditional cultural attribute. It is learned from parents and other family members who have it. As a result, cultural traditions are passed from generation to generation (Ford et al. 2005, 98).

Secondly, each culture consists of several subcultures which are non-national cultures that share values and mental programming (Velo 2011, 16). Diverse societies in which people originate from many parts of the world often maintain a great deal of the original cultural traditions of their national culture. Consequently, individuals frequently are part of a particular subculture in their new society. They share cultural traits that set them apart from the rest of their new society. A subculture can be distinguished based on its members' race, nationality, tribe, religion, geographic region, ethnicity, socioeconomic class, age,

gender, occupation, politics, sexual orientation, or a combination of these factors. For example, in the United States subcultures consist of different ethnic groups, such as African Americans, Hispanics, and Asian-Americans, which are the three major ethnic groups (Reisinger 2009, 41). All these subcultures share a common identity, food tradition, language, and other cultural traits that come from their common ancestor background and experience. The cultural differences between members of a subculture and national culture decline and eventually disappear. Accordingly, the subculture tends to lose gradually their ancestry roots.

Thirdly, cultural universals are the last level of culture. These mean learned behavior patterns that are collectively shared by everybody. It does not matter where these people live because everyone has these cultural universal traits. Using age and gender to classify people are great examples of the universal attributes. Even though there are universal manners of executing things, different cultures and subcultures have developed norms, rules and specific ways of expressing them (Velo 2011, 16-17). Some subcultures, for instance, likewise deaf subcultures, use sign language instead of verbal language.

2.1.2 Cultural distance

Cultural distance indicates a gap between different national cultures (Reisinger 2009, 111). Cultural distance can be notified within organization, particularly within hospitality industry. Hospitality organizations, likewise international and multinational tourism companies, likely hold several different cultures within the property. There can be diverse cultures between employees or between employees and customers. Organizations should decrease the cultural distance, especially between their employees. The cultural distance affects interactions between employees from two different cultures. The greater the distance gap is, the more conflicts appear and this lowers the rewards experienced from working together (Chemers et al. 1995, 15).

Cultural distance is a vital component of international tourism and multinational companies. In essence, it measures the extent to which national cultures differentiate and are related to the compared culture (Crotts 2004, 85). Therefore, organizations and managers are advised to measure the cultural distance within the property. There are numerous measures of the perceived cultural distance between countries and cultures. Reisinger (2009, 113-114) suggests examples of measuring cultural distance by using the cultural diversity index, cluster analysis index, self-rating method, and linguistic distance index. Cultural diversity index ranks differences between each country from the base country according to Hofstede's four cultural dimensions. The index ranks all dimensions from very similar to very dissimilar. Cluster analysis index differentiates language, religion, and geographical location into five clusters: Anglo, Nordic, Germanic, Latin and the rest of the world. Each cluster's distance is calculated from Great Britain. Moreover, self-rating method observes respondents' cultural differences between their countries and others by using a low-to-high distance scale whereas linguistic distance is based on language genetics or common ancestor similarity by ranging the difference from 0 to 7. (Reisinger 2009, 113-114.)

Using cultural distance methods or other measurement tools as reviewed in the study, organizations will be more aware of their employees, their cultural background and possible cultural distances. When they have measured the differences and similarities between employees, they know which things to emphasize and change, as well as what things to take into consideration in order to become more knowledgeable of the cultural dimensions.

2.2 Cultural variability

In the hospitality industry diverse cultures infuse on a daily basis. There are several contrasts between employees or between a customer and an employee in the hospitality organization. Cultural diversity management is necessary in order to understand the variability of cultures that initially appear inside the or-

ganization. It is important to recognize cross-cultural behavior if the company wants to have a competitive edge in the hospitality industry.

Cultural variability involves both recognizing differences and accepting them. Acceptance is a respect of culture and appreciation of differences in culture, such as values, norms, styles, behavior. The three layers of culture should be valued and respected in a correct manner. (Rosinski 2003, 35.)

2.2.1 Sources of cultural differences

Cultural variability identifies major dimensions along which national cultures differ from each other. There are multiple cultural differences among numerous nations. Cultural differences can appear in verbal or nonverbal communication, social interaction, personality, gender, class or education (Rosinski 2003, 17). They impact human behavior and how employees execute tasks.

Cultural difference also comprises systematic differences, for example, in beliefs, philosophy and values of social regulation. Within an organization there might be a great deal of systematic differences across cultures. Therefore, Hofstede (2012) has made a conclusion that Asian cultures are more collectivistic whereas Western cultures tend to be more individualistic. It is really important for managers to take these cultural differences into consideration due to their different characteristics, for example in terms of collectivistic or individualistic goals. Managers who understand cross-cultural behavior are an asset for any company in order to bring the best out of employees and be a coherent, consistent, and successful organization. (Geert Hofstede 2012.)

As two people from two different cultures interact within the organization and attempt to find an understanding to their cross-cultural approaches, these cross-cultural partners bridge the cultures into a so called third culture (Graen & Hui 1996, 65). The third culture includes methods of finding compromises between distinct cultural practices. Cross-cultural partners find ways to create organizational practices and management techniques that assists everybody within the organization. In order to establish synthesized third cultures, systematic differ-

ences must be understood, reconciled and transcended since it is a new system with infused cultural characteristics. The third culture is vital for businesses that look for international partnerships. Therefore hospitality organizations and managers should construct effective third culture practices. (Graen & Hui 1996, 65-66.)

2.2.2 Cultural values and dimensions

According to Peterson (2004, 22) cultural values are principles and norms that a group of people considers as good, right, or worthwhile. Values characterize the center of any type of culture and comprise psychological, spiritual, and moral phenomena. In essence, values are standards of socially desirable behavior. (Reisinger 2009, 91.) They differ from other cultures and explain cultural differences. Changes in values impact people's thoughts, beliefs and actions which may arouse conflicts and disagreements. Therefore, cultural values have an important role in regulating customs and etiquettes that occur in the workplace (Dong & Liu 2010, 224).

Cultural differences and values can be measured as well. The measurements give guidelines for the company to recognize cultural differences and take action if needed. The cultural difference measurements help the organization to acknowledge future requirements in terms of the culture of the organization, employees, and customers. One of the most common cultural dimension measurements to distinguish cultures is created by Hofstede (Minkov 2011, 45).

2.2.3 Hofstede's dimensions of cultural variability

Hofstede conducted well-known studies of how values in a workplace are influenced by culture (Minkov 2011, 45). The study shows both national and organizational culture value impacts. He analyzed a significant amount of data base about employee values from over 70 countries and published his results in 1980. He indicated that the values that differentiated countries can be divided in

four different dimensions: power distance, individualism vs. collectivism, masculinity vs. femininity and uncertainty avoidance. (Hofstede 1980, 14; Woodside & Martin 2007, 28.)

The first cluster, power distance, is the extent to which the less powerful members of organizations and institutions expect that power is distributed unequally (Hofstede 2001, 79). Power distance refers to dissimilarities which are expected and accepted within a culture (Mattila 1999, 378). For instance, Asian cultures have a reasonably large power distance. Thus, in Asian cultures the lower social status will have to respect and admire higher social status people.

Another culture-based variable that explains differences is individualism versus collectivism. Individualism is the degree to which individuals are expected to look after themselves whereas collectivist culture involves cohesive strong in-groups which will look after each other with automatic loyalty (Hofstede 2001, 225). As concluded earlier, Asian cultures are more collectivistic than Western cultures.

The third dimension involves masculinity versus femininity. Masculinity denotes the distribution of gender roles. In the business world, this dimension is a basic issue for societies. The assertive and competitive pole is typical of the masculine and the modest and caring pole is considered feminine (Hofstede 1980, 79). For example, Middle Eastern countries are on the masculine side whereas Scandinavian countries take place in the feminine side.

Finally, uncertainty avoidance consists of the tolerance of the society for ambiguity and uncertainty (Hofstede 2001, 145). It explains how accepting people are toward others who have dissimilar opinions to what they are used to. Uncertainty tolerant cultures attempt to have as few rules as possible. Controversially, uncertainty avoiding cultures desire to minimize the possibility of surprising and uncomfortable situations through strict laws and safety factors.

In addition to the four cultural value dimensions there is also a fifth dimension observed and added in 1985 by Michael Bond (Hofstede 2001, 351). It comprises long-term orientation versus short-term orientation. Long-term oriented

cultures value perseverance and thrift, whereas short-term oriented cultures value protecting one's face and fulfilling social obligations.

2.3 Corporate culture

In the past the term *corporate culture* was widely used by research professionals and managers in many organizations all over the world, especially in Japanese and American corporations. Later, corporate culture and its influence on the development of enterprises were profoundly studied which is one of the main reasons why there are many different concepts of corporate culture today (Thu 2011, 19). According to Edgar (2004) corporate culture (see Thu 2011, 19) refers to:

“The system of shared beliefs, values and standards of solving problems, which is created in the forming and developing process of a corporation and demonstrated through physical and nonphysical forms and behaviors of its members.”

Basically it is the same as culture within society focusing on the different norms, beliefs, values and attitudes of each employee and creating corporate guidelines which serve equally every employee within the organization.

Organizational culture involves a great deal of dimensions and levels. Therefore it can be compared to a tree (King et al. 2007, 287). The roots represent both the core values and management style of the organization and individual behavior describes the main stem of the tree. The branches and leaves of the tree signify all the characteristics of the company influenced by members, such as philosophies, myths, values, structures and systems within the organization (King et al. 2007, 287).

National culture characteristics play a vital role in the establishment of organizational culture (Lashley & Lee-Ross 2003, 148). Within an organization there is a great deal of different cultures that managers and employees must understand and obey. First of all, *industry culture* applies to the culture of a specific indus-

try, such as the hospitality industry. The hospitality industry is a whole other world from the construction industry, for instance, with its customer-related business.

All industry cultures have a *professional culture* within the industry (Schneider & Barsoux 1997, 57). That refers to the professional knowledge and terminology used in a specific profession. For example, the healthcare industry is greatly distinguished from the hospitality business with dissimilar beliefs, values, dress codes, codes of conduct and task requirements.

Consequently, corporate culture not only consists of industry and professional cultures, but also *functional cultures* such as products and services (Schneider & Barsoux 1997, 57). Hospitality organizational culture comprises mainly customer-related services, such as hotels, restaurants, resorts, recreational spas, and other tourism products. Usually, hospitality organizations possess several functional cultures within the property. Specific departments, for instance accounting, food and beverage, recreation, housekeeping, spa, concierge, and banquet departments within a resort hold characteristic cultures. Each department has their own way to perform and meet their goals, and their own customers to serve.

3 CULTURAL DIVERSITY IN A WORKPLACE

3.1 What is cultural diversity?

With the diverse workforce of organizations, cultural diversity involves differences in gender, age, color, ethnicity, sexual orientation, religion, disability, education, personality, and skills (Lashley & Lee-Ross 2003, 204). Issues of diversity involve attributes that are harder to identify and which can be defined after knowing the employee for a longer period of time, such as attitudes, values, traditions and principles.

To begin with, diversity can be divided into primary and secondary differences. Primary differences are stable factors that are distinguished by individuals, for example age, gender and racial background (Clements & Jones, 2006, 13). These internal dimensions are basic factors that individuals live on a daily basis and define personality. Secondary differences may tremendously alter, such as religious beliefs, class, education and experience. A final layer of diversity is associated with the organizational context involving the job or position held, seniority, or status at work. (Gardenswartz & Rowe 2009, 37.)

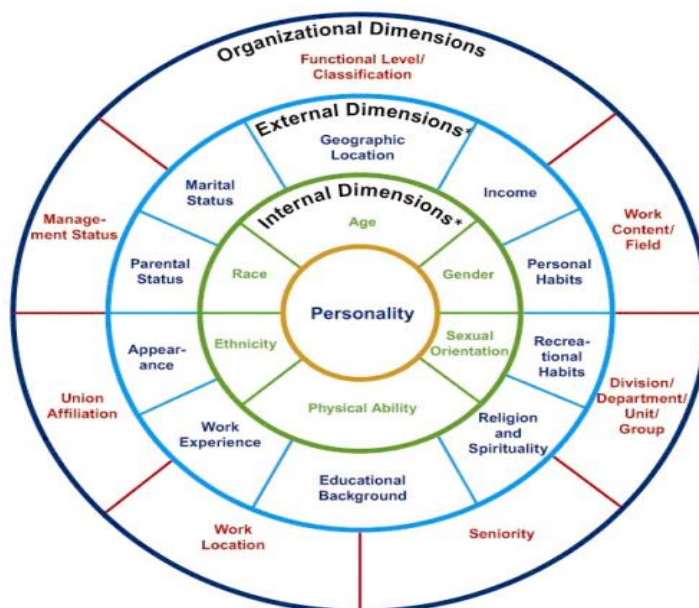


Figure 2. Four layers of diversity (Gardenswartz & Rowe 2009, 37).

Cultural diversity can be referred to as the variety of human groups, societies or cultures in a specific region, or in the world all together. Cultural diversity indicates a mixture of both individuals and groups with dissimilar backgrounds, beliefs, characteristics, customs, traditions, and values. It categorizes people with diverse race, ethnicity, nationality, religion, or language among various groups within a community, organization, or nation. For example, a wide range of multicultural people can be found in the United States. With one-third of multicultural and multiethnic people (Humes et al. 2011, 4), the United States is a melting pot of all different cultures around the world. There are, for example, African-Americans, American Indians, Caucasians, Hispanics and Asian-Pacific Islanders. All these people have their own ways of life and own identities that discrete from others. Minority cultural groups are increasingly extending across the country. Especially within the last decade, 2000-2010, the minority groups have increased 9.7 per cent (Humes et al. 2011, 4). It was seen that the United States ethnic minorities involved 28 per cent of the population in 2005; by 2050 this ratio will have reached 50 per cent. Thus, the American workforce has dramatically changed and is more diverse than ever before. (Seymen 2006, 298.)

Not only societies or cultures in a specific region identify diversity but the mosaic of belief systems, human social structures, and strategies for adapting to situations in different parts of the world define cultural diversity. Many people with different demographics and socio-cultural characteristics argue that they do not only represent a homogenous group; they rather belong to different groups with different characteristics. For example, a person could claim to be Caucasian, European, Christian, female, Finnish, middle class, and a young adult. There are also a large amount of variations on how societies arrange themselves in the community in terms of morality, ethics, freedom and loyalty. (Reisinger 2009, 32-33.)

Another important feature of the cultural diversity of the global and international workplace is the multi-levels of interpretations ranging from national to regional, organizational, professional, and team. Different cultural factors at each level coexist, interact with each other, and together produce diverse work environ-

ments of globally distributed work practices. However, the influence of different cultural factors at different levels is not equal and varies across work environments. Some cultural factors may be more visible than others and some may seem trivial compared to the predominant factors depending on the cases. Thus, not all cultural diversities are noticeable; people can also differ in terms of hidden attributes (Rosinski 2003, 22). For instance, in any group there will be different thoughts, values, social backgrounds and levels of education. Other invisible attributes involve generation, sexual orientation, marital status, political or religious beliefs, physical abilities and life experience. Invisible attributes contribute a great deal to the mix of ideas and perspectives in a workplace. Thus, these internal and external factors of individuals significantly influence organizational dimensions.

Moreover, cultural diversity can be also related to *multiculturalism* which refers to communities containing multiple cultures. It supports a society which takes all distinct cultural groups into account without having any culture predominating. *Interculturalism* can be associated with multiculturalism but it is only interaction between two cultures. (Reisinger 2009, 33-34.) Instead multiculturalism involves several cultures, and therefore can be referred to as cultural diversity.

3.2 Importance of cultural diversity

Cultural diversity is vital for companies in the long-term. It especially is important for hospitality industry organizations to identify cultural diversity in advance when growing internationally. Unfortunately, there are companies who go international without a strategic plan and get surprised by the cultural issues which their international business encounters (Peterson 2004, 78).

When it comes to cultures, there might be thoughts of similarity. Some cultures are alike, especially the countries who have language as a mutual bond, such as England, USA and Canada. However, among similar cultures differences certainly exist and due to expectation of familiarity there might be even more issues and barriers than people expect (Peterson 2004, 63).

It is important to recognize cultural backgrounds in any organization since dissimilarities can negatively influence a company's successful performance. Diversity management enables an organization to transform diversity from a legal responsibility to an asset. The organization is able to take huge steps in the right direction despite the cross-cultural barriers. Cross-cultural barriers may result in developing invisible challenges within the organization. For example, planning, risk taking, styles of communication as well as conflict management are some invisible elements (Sonnenschein 1997, 109).

Without diversity in the workplace, hospitality corporations run the risk of becoming monoculture organizations that see things from a very limited perspective. Establishing diversity in the workplace is not limited to laws that pertain to the hiring of women, disabled people, gay men and lesbians and minority ethnic groups. Additionally, it is not limited to managing or even honoring differences between people but it is about considering those differences and allowing them to work in the best possible way for the benefit of both the organization and the worker. Significant cultural differences do exist and definitely play a role in work and life with people from other cultures but that is the fact in every globalized organization. In fact, as the economy becomes increasingly global, the workforce of any organization will become increasingly diverse. Organizational competitiveness and success will depend on the ability to effectively manage cultural diversity in a workplace and communicate effectively across cultures (Okoro & Washington, 2012, 58). As soon as hospitality organizations evaluate the diversity policies and plan for the future, the more profitable and valuable they will remain in the global hospitality markets. Accordingly, an organization's human capital will increase in the globalized economy (Okoro & Washington, 2012, 58). Human capital refers to one's skills, knowledge and abilities which will produce economic value.

In order to make the hospitality business a successful work environment, Human Resources managers and leaders must redefine diversity management and leadership (Kossek & Lobel 1996, 3). They have to define the motives behind their interest in diversity and identify the specific ways diversity will benefit

their organizations. According to Kreitz (2007, 3) organizations should clearly explain the meaning of diversity with one or more defining words in order to understand the framework of diversity.

3.3 Benefits of cultural diversity

An organization's success and competitiveness depends upon its ability to embrace diversity and realize its benefits. When organizations actively assess their handling of workplace diversity issues and develop and implement diversity plans, there are multiple benefits for the organization. In essence, cultural diversity creates cultural competence for the organization. It has several ways of providing a competitive edge and increased productivity in the hospitality business (Devine et al. 2007, 122).

Cultural diversity in a workplace has a great socio-cultural aspect. First of all, cultural diversity management enables employees to become more knowledgeable of diverse employees and customers of the organization. It can help broaden their views and the way they approach problems in the future. Organizations employing a diverse workforce can supply a greater variety of solutions to problems, especially in customer service (Devine et al. 2007, 122). When people have different views and backgrounds, they often observe a problem from distinct perspectives. Diverse members can better understand and ultimately help those customers who are similar to them. From the customer's perspective, customers feel more comfortable dealing with an organization's employees that are like them. Customers feel an identity with associates like them and are more willing to interact with organizational employees who are culturally knowledgeable. Thus, cultural diversity improves customer service. Diverse members can provide more information, novel approaches, and richer perspectives on solving organizational and customer problems. Basically people become more innovative by enhancing creativity (Devine et al. 2007, 122). Employees bring experiences and individual skills to the work community as well as more ideas and suggestions that are flexible in adapting to fluctuating markets

and customer demands. To conclude, cultural diversity increases problem solving through knowledge resources and expands adaptability and flexibility within a hospitality organization, both with co-workers and customers.

Diverse contributions are valued, not just the contributions of a few people or groups but the whole community. Differences among individuals are understood, recognized and accepted. It provides equal opportunities, values, and fairness, and removes organizational barriers. Diversity improves the organization regardless of its mission; it makes the organization proactive and flexible to new things and issues (PwC 2011, 1). As a result people are more encouraged to work together and this fosters an inclusive culture that values the contribution of a workplace made of diverse individuals. Therefore, monoculture, which refers to the assumption of being the same and having similar needs, is avoided and it will help diverse people learn to work effectively together. (Clements & Jones 2006, 12)

The collection of a diverse workforce enables an organization to see things from a different perspective. There are communications of varying points of view and it provides new ideas and experiences. Diverse members tolerate altered ideas and understand organizational communication patterns. Additionally, diverse employee collection of experiences and skills, for example, language and cultural understanding, gives an advantage to organizations that have globalized customer service. (Devine et al. 2007, 122.)

Cultural diversity also results in more effective execution. It increases productivity on complex tasks. These tasks usually require difficult cognitive input which in turn requires knowledge resources, like information, skills, critical analysis and perspectives that diverse members can provide. Companies, who encourage cultural diversity, also encourage and motivate people to perform to their highest ability. Basically, cultural diversity reinforces continuous improvement. It will result in higher profit, productivity and return on investment (Clements & Jones 2006, 14).

3.4 Challenges and problems with cultural diversity

Even though there are benefits to cultural diversity, there are also some challenges. Cross-cultural challenges arise from cultural gaps. As the industry grows, opportunities for misinterpretation and misunderstanding of workforce and customer needs can be enhanced (Rosinski 2003, 69). In order to avoid cultural tensions and frustration and successfully deal with multicultural employees, hospitality industry people must recognize and understand the importance of cultural differences in meeting diverse coworkers' and tourists' needs. However, there are a great amount of challenges in terms of cultural diversity which organizations should regulate and not just terminate. Racism, sexism, ageism, and homophobia are great challenging factors in culturally diverse contexts which prohibit corporate teams from achieving their goals (Sonnenschein 1997, 3).

First of all, communication is a huge challenge for culturally diverse organizations due to perceptual, cultural and language barriers. (Devine et al. 123). Miscommunication is very likely to occur among diverse organization members. Even if all the people around a table speak English, cultural differences can create strong barriers to understanding (Peterson 2004, 64). There may be people who purposely use language that excludes people from certain groups. Even simple misunderstandings caused by cultural and other differences in behavior, work attitudes, and communication styles disturb the workforce (Sonnenschein 1997, 3). Ineffective communication of key objectives results in confusion, lack of teamwork, and low morale. Those need to be overcome in order to be successful within the international and multicultural hospitality industry.

Secondly, commitment and loyalty can be a challenge for the organization (Sonnenschein 1997, 4). Commitment usually attaches to the cultural background group; employees feel loyalty to their original cultural background groups rather than to the whole organization which has different cultural groups. There is a demanding task for management to resolve these limitations and

have these small groups remain faithful to the whole organization. There are always employees that will reject cultural diversity and its changing patterns. They want things done the same way as always. This limits new ideas and declines progress. In that case, implementation of diversity in workforce policies might be too challenging for the company.

Furthermore, cultural diversity also complicates decision-making (Powell 2006, 14). It is not easy to find solutions and compromises to complicated ethical dilemmas. The principles of ethical decision-making certainly differ for the employees of the organization with different values, beliefs, and rituals. Changes in values affect people's thoughts and actions which likely results in conflicts. According to Reisinger (2009, 79) people who do not share cultural values have greater difficulties in understanding each other. To that extent employee differences enhance the potential for conflicts and misunderstandings.

One challenge is to create successful diversity management in the workplace. Diversity training alone is not adequate for the organization's cultural diversity management plan. There has to be a strategy and implementation proposal for every department and function of the organization.

3.5 Solutions and best practices for cultural diversity

Cultural diversity has both pros and cons but there are great solutions available in order to make hospitality organization more successful through cultural diversity. The benefits are extensive with cultural diversity but challenges are big as well. Solutions will bridge the gap between the benefits and challenges. Accordingly, cultural diversity solutions are extremely important for the organizations.

First of all, hospitality organizations need to change and reassess their cultural diversity approach, and make an effective cultural diversity management plan as a part of their corporate strategy (Friday & Friday 2003, 864). Additionally the strategy should be convenient in order to implement it in practice, particularly with diversity training. The most relevant and significant features of solutions and best practices are profoundly discussed in this chapter.

3.5.1 Cultural diversity change

An organizational strategy is logical in order to achieve movement into a desired goal. It gives guidelines how jobs and people should be organized. (Kossek & Lobel, 1996, 9.) For an organization to fully practice the complexity of diversity culture change, it needs to pay attention to three major categories: individual attitudes and behaviors, managerial skills and practices, and organizational values and policies (Gardenswartz & Rowe 2009, 38.)

Individual attitudes and behaviors are really crucial to understand. Individuals should think about their behavior and recognize their approaches and actions towards multiple diversity related topics. For example, how they feel if co-workers are homosexual or if there are several languages spoken in the workplace. In order to change more towards a diverse understanding of their work environment, individuals at work must acknowledge their own behavior and attitudes towards all the diversity factors and respectively appreciate them. These behaviors will eventually influence organizational culture, openness to co-workers as well as customer service. However, individual changes are not that dominant that it would influence to change the corporate culture. (Gardenswartz & Rowe 2009, 38.)

Furthermore, cultural diversity change requires management professionalism. Managerial skills and practices need to be changed to broaden management styles due to the mosaic of diverse individuals with different skills and perspectives on tasks. The mixture of a culturally diverse workforce needs to be managed actively by supervising, coordinating and directing (Friday & Friday 2003, 865). One style of management is not possible for an organization with a wide range of employees in order to contribute at the topmost heights of performance (Gardenswartz & Rowe 2009, 38). Some employees need more direct instructions or strict time rules than others as seen in Hofstede's (1980, 268) uncertainty avoidance. However, involvement and feedback from employees is recommended for the management in order to improve the needs and equality. Management needs to know the differences of individuals with the intention of

improvement of team spirit, commitment, conflict management, and work performance (Gardenswartz & Rowe 2009, 38).

Finally, organizational values and policies are the most demanding tasks of the three cultural diversity changes. They involve the fundamental policies and ethics of the whole organization: what the organization eventually aims at, what image they want to promote in order to apply effective cultural diversity workforce in hospitality management, what kind of workforce they want in the future, and what kind of characteristics of workforce are vital for the performance (Gardenswartz & Rowe 2009, 38). In conclusion, hiring process and recruitment are crucial components which have to be implemented equally.

Besides, it is more beneficial for the organization in the long-run when the diversity process is detailed. It helps the organization remain on the systematic change approach in the midst of unintended consequences. Thinking strategically about all possible consequences is very critical. (Gardenswartz & Rowe 2009, 38.)

3.5.2 Corporate strategy for cultural diversity

Corporate strategy will critically help an organization improve cultural diversity in a hospitality workplace. Changes in the organization will be implemented by a planned change approach by moving proactively from one stage to another (Friday & Friday 2003, 867).

To begin with, the management and executive teams need to commit themselves to cultural diversity (Kreitz 2007, 5). Leading by example is a great and effective tool for managing diversity (Sonnenschein 1997, 173). The executive level is not the only role model but all the employees at each level and department of the organization must conduct cultural infusion and make a commitment to its practice.

Initially, hospitality organizations should make an assessment in order to understand their current state regarding diversity and increase the organizations' self-

awareness (Sonnenschein 1997, 22, 179). An assessment will help the management team acknowledge challenges and issues of diversity. SWOT-analysis can be a great tool for investigating internal and external factors (Friday & Friday 2003, 867). It gives a proposal for which things to add and which ones to eliminate. To that extent, assessments reveal barriers that are preventing goal achievement or it suggests which inclusions to add. Fundamentally, the assessment assists organizations to communicate and educate about diversity. It sets goals, objectives and priorities for the corporations.

There are a couple of distinctive methods for gathering assessment data within the organization. The first step is to review the existing data (Gardenswartz & Rowe 2009, 40). For instance, it can comprise demographic data of the workforce, customer satisfaction information or complaints. Basically, any kind of information which is related to the company, such as statistics can be found in existing data. Moreover, interviewing leaders with the information of the cultural diversity objectives and challenges that they consider is another method of strategic assessment of cultural diversity. In a third method assembling focus groups with managers, supervisors, and employees might be helpful in understanding the barriers and issues with diversity. Ultimately, the last method will give statistical information about employees' perceptions of the organization's diversity management. (Gardenswartz & Rowe 2009, 40.) These methods play a crucial role in defining cultural diversity in the hospitality business and give guidelines for how to train the workforce.

One of the most vital practices is to recognize differences in resolving cultural diversity difficulties and foster workforce homogenization. Management and the Human Resources Department have to recognize and acknowledge the cultural differences and recognize that the different types arise for different reasons and circumstances. They have to find a method for successfully dealing with a problem and finding a system to become a cohesive workforce. Thus, a vital step in implementing proper cultural diversity strategy is to establish a cultural diversity council within the organization. (Kossek & Lobel 1996, 3.)

All hospitality organizations are recommended to have a diversity plan (Kreitz 2007, 5). The plan should be comprehensive, attainable, something in which everyone can participate, and finally, it has to be measurable in order to observe regular improvement and development in cultural diversity. Management and the executive team have to plan what to change and design a rational timeframe executing the cultural diversity plan.

Furthermore, it is not adequate to possess a great cultural diversity plan but the implementation should be considered in-depth as well. Management and the executive team should respect the diversity on a personal level in order to practice cultural diversity management to their employees. One of the most efficient ways to implement diversity to the employees is diversity training. Educating and training the workforce leads to the development of in-house expertise (Clements & Jones 2006, 15). Organizational efforts to inform and educate employees about diversity benefits to the organization will assist in greater organizational performance.

In the long-run reassessments are vital in order to improve and measure the business. The first assessments serve as a great benchmarking tool for future assessments. For instance, organizations can launch a customizable cultural diversity employee survey as a reassessment method which provides broad reporting from the entire workforce. Reassessments should answer two kinds of questions, including the process as well as the results in order to profit the most from the evaluations (Gardenswartz & Rowe 2009, 42). Moreover, valid and reliable performance measurements, such as benchmarking or comparative analyses of other organizations are great assessment tools (Clements & Jones 2006, 15). To conclude, both evaluations and assessments are an integral part of management. They will show the current state of the cultural diversity strategic process.

Additionally, the Human Resources Department is responsible for taking care of staffing procedures to meet the objectives of having a multicultural workforce (Kossek & Lobel 1996, 74). The Human Resources Department makes sure that managers and executive team members incorporate cultural diversity poli-

cies into all departments and functions of the organization. Their primary task is to establish a culture that serves most beneficially the organization's cultural diversity plan. Management needs to create an attitude of honesty and openness that employees' ideas and comments are encouraged to be expressed. It also invents a feeling of equal value. For managers, promoting diversity in leadership positions offers visibility and understanding of the genuine benefits of diversity. Managers are recommended to consider a succession plan for identifying and developing a diverse pool of talent for an organization's potential future leaders as well as the recruitment process, which plays an integral part in strategic cultural diversity leadership (Kossek & Lobel 1996, 79). It is a demanding project to find a suitable supply of qualified, diverse applicants for employment.

These tools will give great assistance to the organization. In conclusion, there are great guidelines for management and the executive team to improve cultural diversity. It is generally understood that managers will follow the diversity process of assessment, planning, implementation, and evaluation.

3.3.3 Cultural diversity training

Cultural diversity training is vital in creating awareness and helping people develop knowledge and skills. Training can ultimately result in behavior change throughout the organization at individual and team levels. Diversity training can play a major role in breaking down employee ignorance and creating a more culturally enriched environment. (Clements and Jones 2006, 5-6.)

Cultural diversity training will also have various challenges, such as anger (Clements and Jones 2006, 128.). It is difficult to decide how to manage a workforce with different holidays, traditions, and manners (Gardenswartz & Rowe 2009, 52). An organization needs to ensure that local employees understand the needs of multicultural workers. They might be unaware of how to deal with people with different cultures, beliefs, and abilities. For example, as non-nationals get a break to fit in with religious observance, it can lead to feelings of

unfairness and inequality. In the cultural diversity training there can be a lot of tensions and conflict discussions. Thus, the management of diversity should really be as much about changing attitudes, mindsets, and cultures as about regulations and procedures.

The main idea of cultural diversity training is to understand what it is and why it is important. Training should also cover understanding culture at all levels: individual, national, and organizational levels. (Gardenswartz & Rowe 2009, 41.) Trainers need to explain the behavioral influences of culture at the job as well as defining the phenomena of stereotypes, prejudice, and assumptions. Diversity training has following four key factors: understanding, seeing things in a new way, reflection and realization (Clements and Jones 2006, 46-49).

In addition to employee diversity training there can also be management and supervisor training on related topics (Gardenswartz & Rowe 2009, 41). For instance building diverse teams or confronting conflict efficiently in diverse groups are useful cultural diversity management training topics. Moreover, in order to make the training more convenient, a great tool is to integrate diversity into already existing training. For example, combining it into the current supervisory training is an effective way to control diversity training. (Gardenswartz & Rowe 2009, 41.)

In addition, measurement and accountability are essential in training. In practice, there can be assessments to get workers' attention on topic and can more rapidly lead to results. Assessments obtain learning intentions such as knowledge increase, behavior and attitude change (Clements & Jones 2006, 150).

The skills and attributes of the trainer need to be suitable for the task. First and foremost, they have to be flexible, handle conflict management and manage group dynamics (Clements & Jones 2006, 7-8). Diversity training can have multiple teaching methods, such as video, role play, theatre, quiz, and small group work. It is important to consider which method will help people learn. (Clements & Jones 2006, 116-131.)

3.6 The future of cultural diversity

“Diversity is more diverse than ever” (PwC 2011). It is obvious that globalization will shrink boundaries and cultural diversity will become even more important. Diversity will become an essential factor in the hospitality business, both in the workforce and the marketplace. Expanding international trade and immigration flow will continue to develop and the diversity will exponentially grow in the future at the expense of global markets. According to the Bureau of Labor Statistics African Americans, Latinos, Asians and women are expected to comprise 70 percent of the U.S. workforce by 2016 and white Americans are expected to comprise less than 50 percent of their population (Lott 2010).

According to Velo (2012, 195) in 2020 networked phase will empower the cross-cultural management. Quick reactions, creativity and innovation will be even more vital in the culturally diverse business world. Networks are based on knowledge and there will be a great emphasis on research-focus approach. Nowadays incoming factors such as inventions, technology, social networks affect the whole globe at the same time and in the same way. Thus, evolution goes towards the same practices and customs across the world. This aspect of how technological progress changes cultures has led and continues to lead to two interesting characteristics of these current times. First of all, culture will increasingly develop in terms of subcultures and less in terms of national cultures, and second of all the big social and economic differences will not be geographical, but rather knowledge-based. (Velo 2012, 195, 199.) As a result, due to globalization throughout all the countries, the hospitality industry will meet even more cultural infusion and homogenization.

As the people move across nations, so do cultural issues. Belief systems and values change between the regions and cause a lot of trouble. In the future, religion will be a current issue for culturally diverse organizations. It is challenging to manage a workforce with different traditions, values, holidays, and manners (Gardenswartz & Rowe 2009, 52).

Additionally, the cultural diversity future is associated with demographics. The aging workforce, baby boomers, will be an issue for developed countries and take action to people with disabilities. The young world of tourism and hospitality is changing and to the greater extent, older people, especially over 60-years old who are fitter and obtain more wealth to spend on travel, are extensively travelling and participating in leisure activities (Baum 2006, 191).

4 STUDY ON CULTURAL DIVERSITY

4.1 Research methods

Qualitative research

In this section cultural diversity in hospitality industry is discussed from qualitative research perspective. Qualitative research is likely to collect more so called rich information of relatively small amount of cases whereas quantitative approach gathers more limited information with a great number of cases (Veal 2006, 193).

There are different qualitative research methods; however, an interview is one of the most used techniques in research and development work. Interview approaches vary in relation to what kind of information people want to collect to support the development work. (Ojasalo et al. 2010, 95.) This bachelor's thesis has used in-depth interview as a qualitative research method. An in-depth interview is similar to questionnaire-based survey but tends to get deeper in the topic, and encourages respondents to talk and explain their answers (Veal 2006, 195). The seven in-depth interviews were implemented with a target group of managers in a multinational organization JW Marriott San Antonio Hill Country Resort & Spa, Texas, USA. The respondents were from different management levels involving two supervisors, two managers, two directors and one executive manager. This research method was chosen because there was a need to clarify in practice the development work of the thesis and support the current facts of cultural diversity in a workplace.

First part of the in-depth interview as seen in Appendix 1 gathered certain background information of manager's personal cultural values and asked them to define cultural diversity in general and in a workplace. Followed by present cultural diversity situation questions, the interview asked parallel questions which could be related to other questions. The purpose of similar questions was to collect as many perspectives and situations about cultural diversity as possible.

At the end the interview also consisted of questions of identifying management issues on the topic as well as future visions. The interview was conducted at JW Marriott and each of the managers was interviewed separately. Answers were transcribed by typing notes and voice recorder.

Quantitative research

However qualitative research method is widely used as a combination with some other research method to support the results. (Ojasalo et al. 2010, 95.) In addition to qualitative research method there is also quantitative research method used with captive questionnaire survey. It supports the interviews and gives more viewpoints on diversity from employees' perspective. The quantitative research was conducted by anonymous captive questionnaire survey in three different hotels in Stillwater, Oklahoma, USA. The hotels involved were Atherton Hotel, Hampton Inn & Suites, and Residence Inn. According to each hotel's website information; Atherton Hotel is a small boutique hotel at Oklahoma State University campus (Atherton Hotel at OSU 2012), Hampton Inn & Suites has 81-room facility (Hilton Worldwide 2012) and Residence Inn promotes as a business hotel with a long stay (Marriott International, Inc. 2012). All the hotels' clientele is mostly business travelers. The captive questionnaire survey was conducted with all employees, not only management level. The amount of responses in the captive questionnaire survey involved 25 employees in total of all three hotels.

This questionnaire as seen in Appendix 2 has used the method of assessment in corporate strategic diversity plan by having a questionnaire to employees. Hospitality organizations should make an assessment in order to understand their current state regarding diversity (Sonnenschein 1997, 22, 179). An assessment will help the management team acknowledge values, barriers and issues with diversity. This questionnaire illustrates statistic information about employees' background, cultural values and perceptions of their own and other employees' cultural attributes.

4.2 Results of the manager interviews

4.2.1 Background of cultural values

To start with, managers' adherence of their traditional cultural attributes varied a lot. Two of seven managers (28,6%) mostly follow their traditional cultural values whereas only one manager (14,3%) replied that cultural values are not important and does not pay attention to cultural values. The most responses (42,9%) rarely follow cultural values as indicated in Figure 3. Changes in values impact on people's thoughts, beliefs and actions.

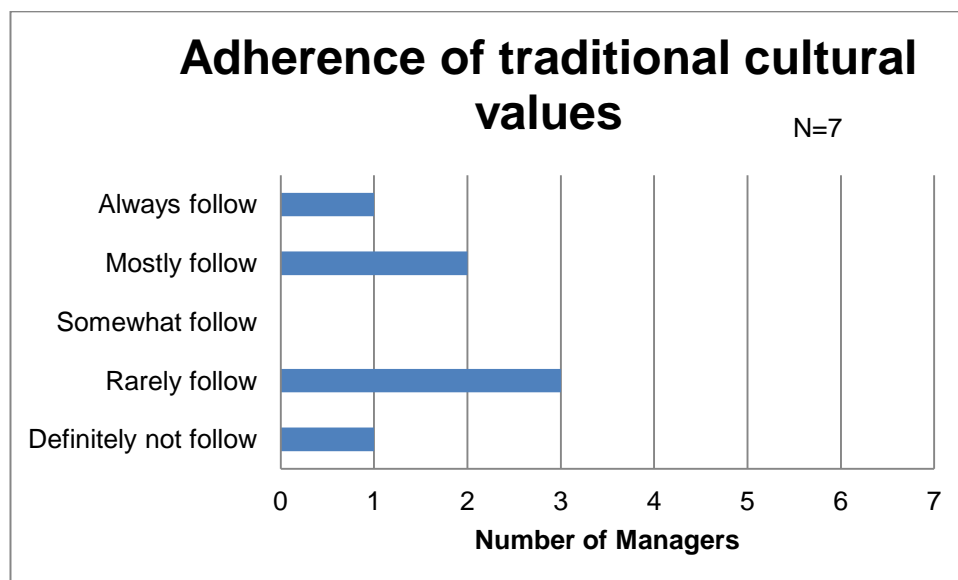


Figure 3. Adherence of traditional cultural values of managers.

4.2.2 Importance of cultural diversity

All the managers have a mutual understanding what cultural diversity denotes. They all indicate that it is a mixture of backgrounds which group together in an organization sharing their different values and beliefs in order to get broader perspectives. One manager (14,3%) stated that:

“it is more related to ethnical background which will not be discriminated in the workplace.”

Instead, varied workforce will adapt and welcome everyone’s culture as well as celebrate it during the work day.

When it comes to defining cultural diversity’s importance in hospitality management, all the managers had a positive opinion of the vitality of cultural diversity. Most of them (71,7%) highlighted it to be absolutely, extremely important. The following question requested particularly importance of cultural diversity in a workplace. All responses were unilateral and managers approved its phenomenal importance.

“Understanding the staff and co-workers, sharing ideas and educating them about different culture are needed in order to complete a great productive team in this industry. The company will have a great product at the end to deliver to guests.”

Two managers (28,6%) highlighted that it is important due to communication and relating to different backgrounds helps to understand where people come from. It is vital to understand both other employees as well as customers which may have unfamiliar etiquettes and customs, such as expressing things.

4.2.3 Influences in a workplace

The interview also focused on influences of cultural diversity in the workplace. All of the seven managers responded that cultural diversity has beneficial influences on the organization. Six managers (85,7%) agreed that cultural diversity management will even influence on productivity in the long run.

Four managers (57,1%) credited cultural diversity as a potential benefit to hospitality business due to global dimensions and customer service as a balanced approach (see Figure 4).

“The corporation operates on a global level and therefore needs to be aware of any changes in the hospitality business. It will prepare the company for the future.”

One respondent (14,3%) agreed that people have mobility and access new markets to gain exposure to new cultures. This manager also noted that Asian markets in particular are becoming presently significant in the global market. Only this manager expressed a sole interest in global dimensions.

Two exclusively emphasized cultural diversity’s ability to increase the motivation of employees which results in improved customer service. Cultural diversity is important for employees to relate to and understand diverse clientele as well as co-workers. According to Devine et al. (2007, 22) a diverse workforce can supply a greater variety of solutions to problems and become more innovative in customer service.

“The organization practices warm heart and family atmosphere which will automatically reflect to customers. They will have a cozy experience which brings loyalty and value.”

It will be an advantage to build a professional relationship with the clientele they are serving as well as the employees.

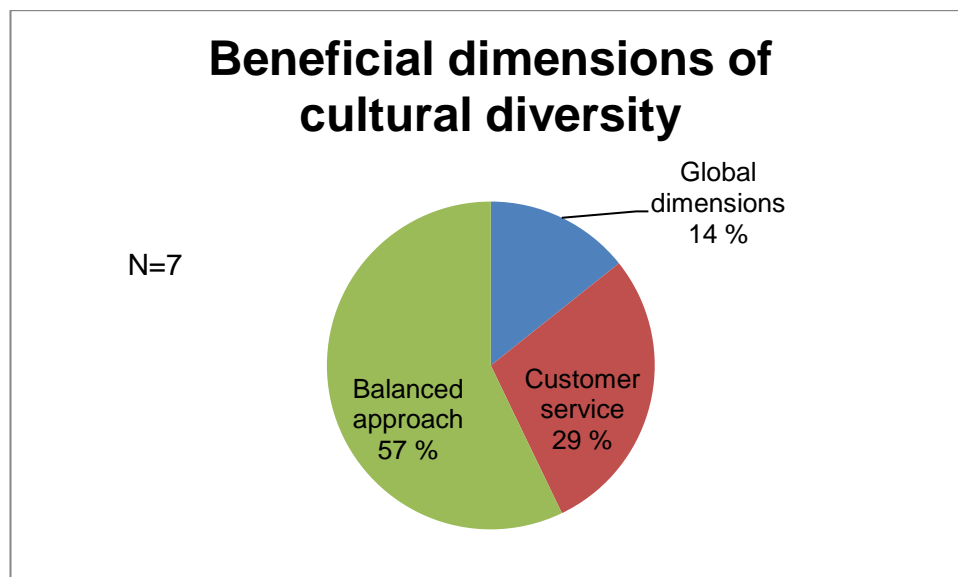


Figure 4. Beneficial dimensions of cultural dimensions.

When asking about cultural diversity's reflection to work environment, three of seven managers (42,9%) claimed that Human Resources Management is taking it into consideration and place a high value on cultural diversity in a work environment (see Figure 5). There are training and groups with respect to cultural diversity management. One respondent (14,3%) rejected it to obtain any reflection to work environment. The last three managers (42,9%) associated their responses with personal values which relating to Marriott values. These values highlighted open door polices and how to treat employees as family. One of Marriott's core principles states that by treating employees well, they will in turn take care of the customer, resulting in the customer and the customer will come back (Marriott 2012).

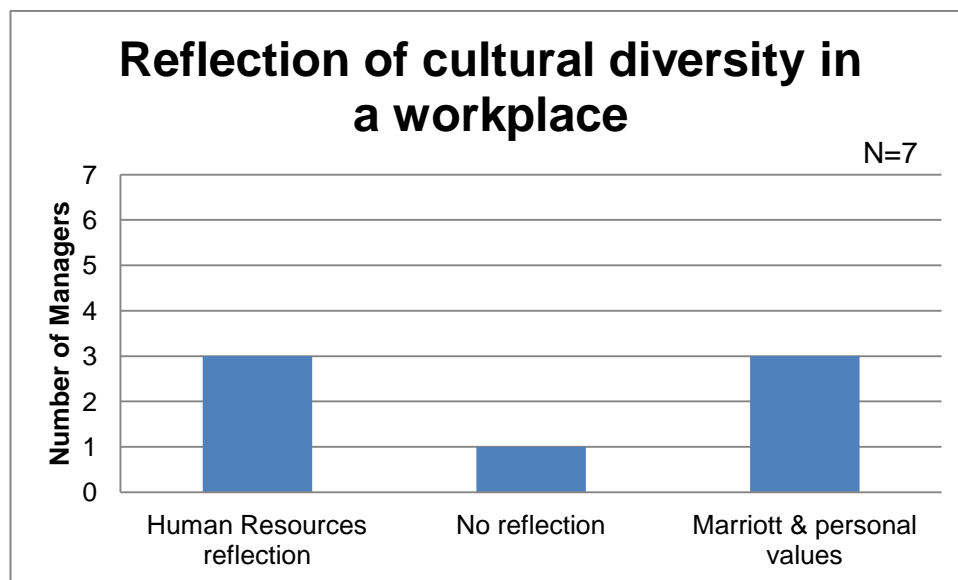


Figure 5. Reflection of cultural diversity in a workplace.

In the area of organizational culture influences between departments, managers unilaterally responded that organizational culture differs from between departments within the property. Functional cultures such as products and services have dissimilar characteristics from department to another (Schneider & Barsoux 1997, 57). Some differences are drastic like in the housekeeping department. Four respondents (57,1%) mentioned housekeeping as a department that contains a concentration of employees with certain ethnic background. Ad-

ditionally two managers (28,6%) contrasted the spa employees which are describes as emotional and caring with recreation which is described as a younger, louder workforce with energetic and outgoing attitude. These two managers noted that departments with varying cultures will attract different people for jobs. For example a job may require manual or technical work, and may be located in the front or back of the house. As a result, each department has its own way of performing, meeting goals, and serving customers.

4.2.4 Best practices of implementing cultural diversity

The interview also gathered information about practical ways to implement cultural diversity knowledge in the workplace. Managers gave numerous suggestions, some of which are currently practiced by JW Marriott. Others were suggested hypothetically as ideal cultural practices for the organization. Managers had the option to give more than one suggestion. Four managers (57,1%) believed that a diversity committee would be the best solution (see Figure 6).

“People would get into group, express past stories in an open form and educate people.”

Four managers (57,1%) advocated for organizing a cultural event. Suggestions included:

“Every quarter of the year there could be a cultural day of certain culture with its music, food and language.”

All the managers agreed on participating in a cultural day if it was arranged by the organization.

All the managers mentioned a language bank to be an effective tool which is currently implemented by JW Marriott. A language bank is program where employees are available to interpret different languages for other employees who need translators. A language bank facilitates understanding and communication between employees with different languages. According to one of the managers JW Marriott has over 30 languages spoken within the property.

Other ideal practices were suggested by individual managers. One (14,3%) suggested that integrating people from varying departments for a collaborative project would be the best practice.

“This project would include people that do not usually work with each other. The project would solve problems more creatively.”

Additionally, a few (28,6%) stated that the hiring process at Marriott International Inc. is a great tool implementing cultural diversity. The organization does not discriminate during hiring process but rather encourages diverse people to apply for a position, regardless of background.

“Recruitment in college is a big part of the recruitment process which is definitely related to diversity.”

Two managers (28,6%) emphasized cultural diversity training as a beneficial tool for the workforce to practice working together, brainstorming new ideas and choosing the best fit for the system.



Figure 6. Best practices of cultural diversity.

When infusing cultural diversity in the workplace, managers suggested cultural diversity committees, cultural days and daily rehearsal examples (see Figure 7).

Managers had the option to give more than one suggestion. Daily rehearsal informs employees about what is happening on the property. It increases everyone's awareness of resort events and notifications. Specifically, service and cultural notes give guidelines for employees to follow each day. Two managers (28,6%) suggested that infusing cultures could be implemented practically through service and cultural notes in daily rehearsal packages.

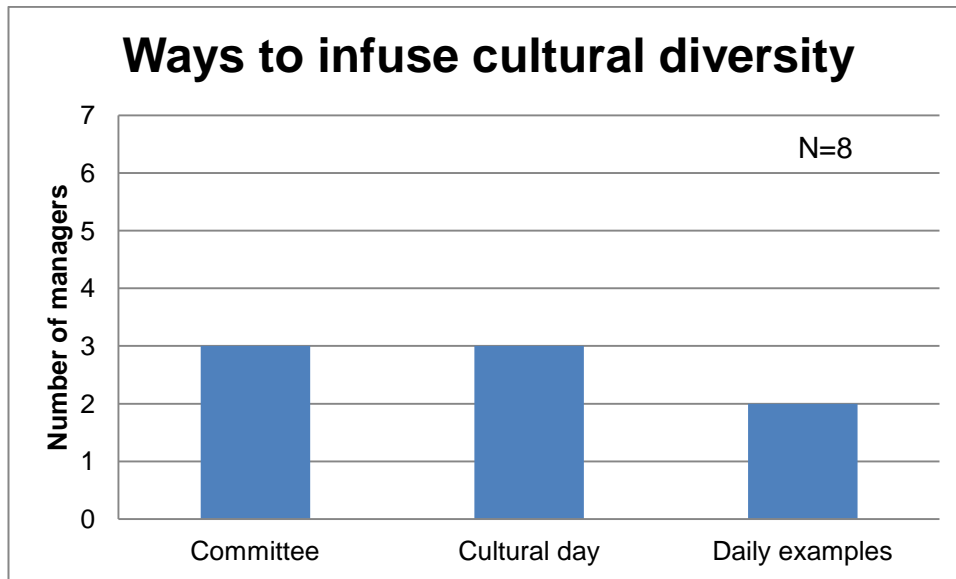


Figure 7. Ways to infuse cultural diversity.

Leading by example is a great and effective tool in managing diversity (Sonnenschein 1997, 173). Executives are not solely responsible as role models but additionally all employees at every level and department must conduct culture infusion and be committed to its practice. There are two practices within the organization, that follow this model of cultural infusion, according to three managers (42,9%). These include pot lucks and birthdays which incidentally educate employees concerning different cultures. It was interesting that one manager disclosed:

“Managers attempt to educate their employees by reflecting those individuals who have same kind of interests or situation in life, for instance managing time between work and family.”

Moreover, three out of seven responses (42,9%) gave specific responses about leading by example. Asking questions assists to gain a better understanding of values and fosters respect among employees. And showing interest in employees' cultures builds trust. Specifically, two managers (28,6%) expressed:

"There is better implicit meaning when employees want to take time-off due to things which are relative to their culture."

One manager (14,3%) ensured that, providing the same level of service to all people, no matter what they look like, is a vital leading by example tool. Accordingly associates will follow the manager's example.

Six out of seven responses (85,7%) recommended Intranet Marriott classes when discussing ways to implement cultural diversity on management level. There is currently an online mandatory training class on cultural diversity for supervisors, managers, directors and upper level management. There are also other classes such as, conflict management, which focus on cooperation with different cultures and personalities.

"The cultural diversity training process at JW Marriott is currently in a remodeling phase and there is a new training class 'Valuing our World of Differences' for management to complete by March 2013."

Nevertheless, only two managers (28,6%) were aware of the training and two other managers (28,6%) were unsure if they had any training at the moment. The final three managers (42,9%) explained that there was no training after the mandatory online training class.

However, four managers (57,1%) suggested cross training and benchmarking of different operations and departments for being an effective learning tool, especially on the management level. It would broaden their perspectives which assist in understanding own department.

4.2.5 Management issues

Additionally the interview focused on management issues in respect to cultural diversity in the workplace. When questioned about interactions with other cultures, six out of the seven responses collected (85,7%) recalled an employee situation where cultural values clashed. Language barriers received two of six votes (33,3%), and two of six responses (33,3%) also referred to religion as being an issue, with praying being a specific example. Values created another group which produces conflicts between employees. Two managers explained different situations where two employees working closely together with had dissimilar values which resulted in interaction barriers (see Figure 8). There were a lot of conflicts and these employees needed an intermediary to solve the disrespectful situation. The mediator tried to find different ways for the employees to work together and understand each other. Cultural barriers needed to be overcome in order to reach a resolution.

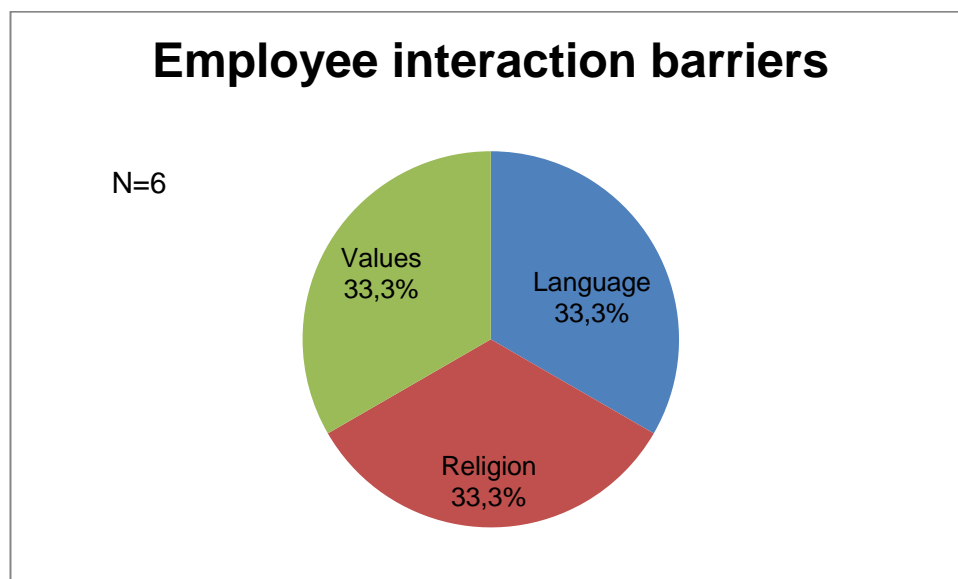


Figure 8. Employee interaction barriers.

The greater distances between two different value perspectives cause the appearance of more conflicts and lower the rewards experienced from working together (Chemers et al. 1995, 15). All managers listed examples of areas

where cultural distance is potentially problematic. Three of seven (42,9%) specifically mentioned a guest encounter. Exemplary guest services are necessary to establish a comfortable and authentic environment. The last thing managers want is for customers to feel unpleasant or upset. One manager gave an example explaining that touching guests in the or at banquets, can be considered problematic from guest perspective. Interestingly, one manager agreed employees having problems adapting to certain clientele when seasons change. Employees develop a tendency to seeing certain customers and when the clientele changes seasonally, they have problems accommodating to different clientele. The manager claimed that associates make judgments about clientele when changes occur, and eventually it will be problematic for the customer and quality of service.

When examining the employee to employee perspective, two of seven responses (28,6%) acknowledged that cultural distance happens in every department, and likewise an age difference between the workers. The majority of the Recreation Department is composed of young college students and cultural distance could be strongly demonstrated if older, middle-aged people worked with or in recreation. Three of seven managers (42,9%) highlighted communication issues to be the greatest component in causing cultural distance. There are serious issues in communication between employees, and there is a significant need for tiding that gap.

4.3 Results of the employee questionnaires

The captive questionnaire survey aimed at investigating employees attitudes towards cultural values, own cultural enhancement and other cultures in the workplace. Results indicated:

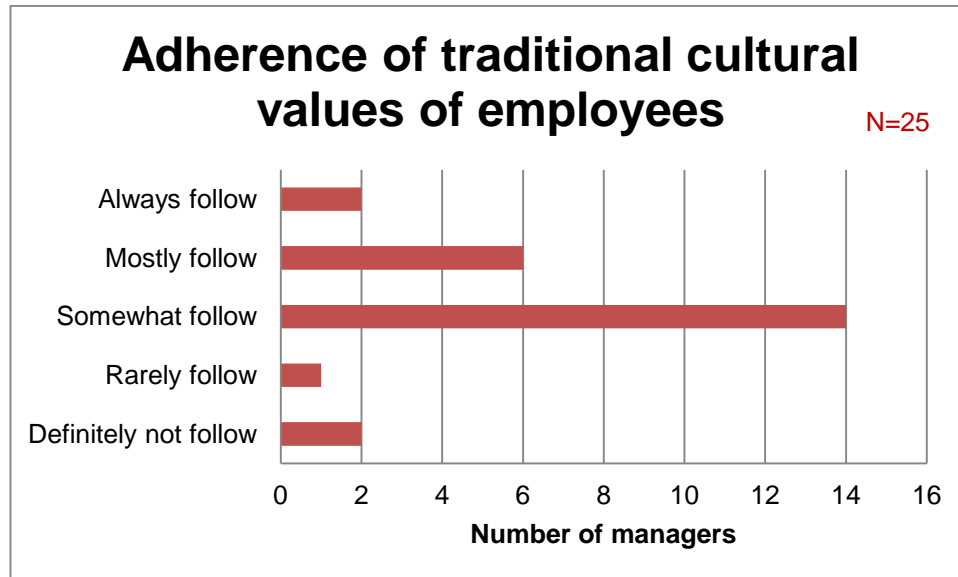


Figure 9. Adherence of traditional cultural values of employees.

It can be seen in the Figure 9 that cultural values managers have a selection of fluctuation whereas the questionnaire indicated that cultural values of employees were more stable. The questionnaire investigated that traditional cultural values are somewhat followed up to 14 people of total employees (56%). Six employees (24%) mostly followed traditional cultural values.

Additionally, the questionnaire asked to identify one to eight the most valuable cultural attributes. The attributes were attire/clothing, customs, food/cooking, holidays, language, music/dancing, religion and traditions. The highest possible attribute score is 8 and the lowest is 1. All 25 employee responses were averaged for each category and the top three average scores indicate the three most important areas of culture within the context being addressed. With regarding values, the top three cultural attributes reported included: language 5.6, customs 4.9 and holidays 4.9 (see Figure 10).

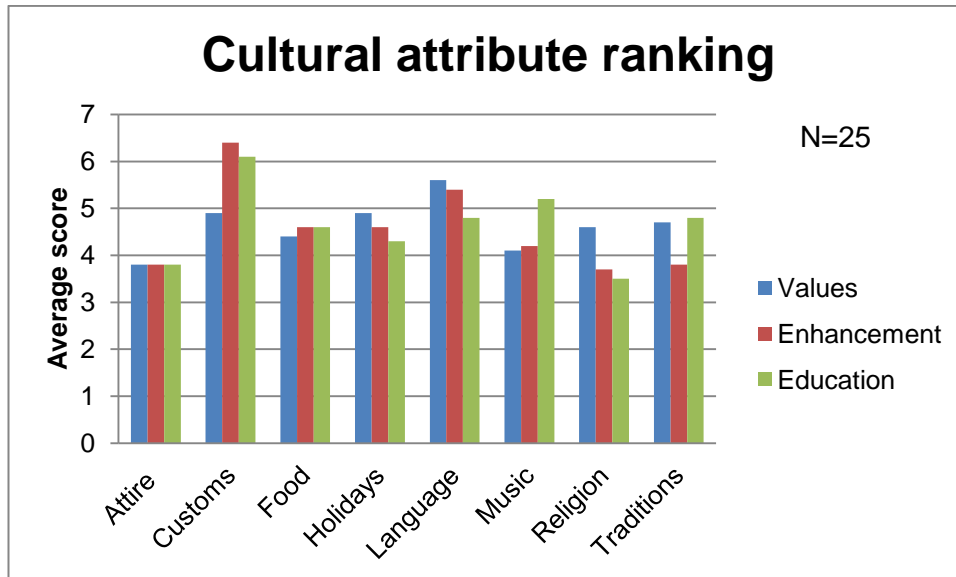


Figure 10. Cultural attribute ranking.

In the area of enhancing employees' own culture in the work environment, customs scored the highest 6.4. Language was the second highest cultural attribute with the score of 5.4, and holidays credited 4.6. However, all of the cultural attributes resulted in relatively high scores. With regarding willingness to other employees' cultures, customs (6.1), music (5.2) and tradition (4.8) recorded to be the most motivating cultural elements.

Overall it was recognized that there are numerous differences in employees' values of cultural attributes. The most valued and scored cultural attribute resulted to be customs by crediting to the top three cultural attributes in every category.

A Chi -Square test was performed to investigate whether age or gender affect cultural attributes scores. The chi-square test is designed to examine significant differences which might be difficult to address from unclear pattern (Veal 2006, 340). Age was dichotomized to include a less than 30 years old and over 30 years old group. Gender was dichotomized to include a male and female group. Cultural attributes scores were dichotomized to include a high interest score group (>4) and a low interest score group (<5).

In the case of values, neither age nor gender had a significant effect on any cultural attributes scores. Enhancement is employees' areas of interest on their own culture and improving their visibility in the workplace. It could be indicated that females were more interested in enhancing holiday knowledge than males. Additionally, it was remarkable that over 30-years old associates were more interested in food than less than 30-years old employees. In the area of willingness to know about other associates' cultural attributes, there were the most significant differences. Females were much more motivated to know about holidays. Females also were motivated to know other associates' religious beliefs. Moreover, over 30-years old were more interested in customs than under 30-years old employees.

Finally, the questionnaire asked employees to explain what would be the best way to enhance their own culture in the work environment. In the open ended questions six of 25 employees (24%) reported language and communication as areas to be enhanced in the current workplace.

The last question of the questionnaire asked willingness to participate in a cultural day arranged by the organization (see Figure 11). Seven employees (28%) stated that they would definitely participate in a cultural day. However, the results broadly varied and seven different employees (28%) would not really participate in a cultural day.

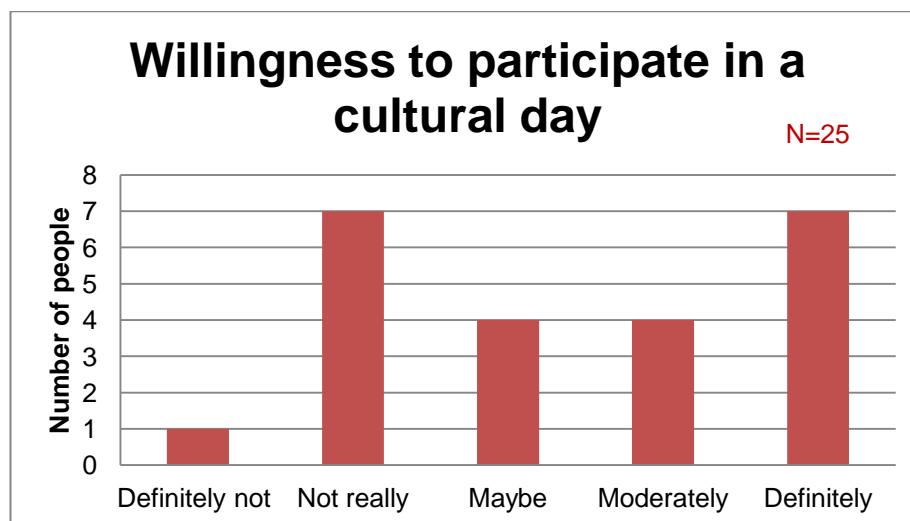


Figure 11. Willingness to participate in a cultural day.

4.4 Potential improvement areas for the future

Cultural diversity is a relatively new phenomenon in hospitality industry (Seymen 2006, 297). Therefore it is crucial to address its importance in the hospitality business and incorporate it into corporate strategy. The investigation of cultural diversity and cultural competence improvement will result in the success of the global customer-related hospitality industry.

It should be noted that cultural diversity has been considered but not carefully implemented at JW Marriott nor at any of the three Stillwater hotels. There are indicators of cultural diversity being practiced; however there are many areas that need enhancement. There are particular areas for suggested management improvement which will be discussed in this section.

In order to accommodate potential issues Human Resources should heavily incorporate cultural diversity. Although less than half of the managers interviewed considered cultural diversity to be a serious component of Human Resources; fostering diversity is an essential Human Resources Management task. It is imperative that cultural diversity expand from being a noble idea to a functional reality within the workforce.

4.4.1 The development of culture's values and importance

Both managers and employees follow their personal traditional cultural values with extreme variation. Cultural values having a varying level of appeal, and will attract some people more than others. However, managers are categorized to adhere less of their self-identified culture than employees. I strongly believe that the more cultural values are esteemed in your own life, the more attention you will have towards other people's cultural values and attributes. Therefore, the workforce would in theory be more willing to incorporate cultural diversity when employees are highly invested in respecting and understanding cultural values.

All the managers, from supervisor positions to executive levels admitted the importance of cultural diversity in the workplace. Nevertheless, there is a possibility that managers realize the vitality of cultural diversity, but do not fully comprehend the enormous impact cultural diversity can have on the corporation's success and ability to stand out from other hospitality markets.

4.4.2 The improvement of influences in a work environment

Over half of the managers stated that cultural diversity contributes beneficially to a global perspective. The intangible "globe" is becoming smaller as more cultures continue to cross borders and barriers, creating additional opportunities to grow in an international perspective. Global dimensions will be extremely beneficial in the long-run due to development of cultural knowledge all around the world. Having a greater emphasis on customer-related influences is a great tool to motivate people and to infuse cultures within the workplace. The hospitality business, encounters diverse clientele from all walks of life and from all around the world. The more diverse workforce, the better infusion of culture – This infusion prepares employees for future customers and enables them to serve customers remarkably. This in turn will create quality service and enhance overall guest experience. In conclusion, the thesis indicates that cultural diversity has global dimensions and customer service influences within hospitality industry. Therefore those influences should be emphasized and given more respect.

This industry heavily involves managing interactions and explanations, whether it is concerning employees or customers. Less than half of managers recognized that cultural diversity could result in workforce improving communication abilities. I strongly agree that communication is the most important key to being successful in the hospitality business. The questionnaire for employees also revealed the elevated status of communication. Employees selected language and communication as areas to be enhanced in the current work environment. Therefore there should be a heavy focus on communication practices in corporation's cultural diversity strategy.

4.4.3 The enhancement of best practices of implementing cultural diversity

The thesis collected data about practical ways to implement cultural diversity knowledge in the workplace in order to effectively manage cultural diversity and respond to the international customer-oriented influences. There are several helpful ways to enhance implementing cultural diversity in practice. Overall, four of seven managers desired more education on the topic of cultural diversity because there are not adequate resources available to instruct managers. It is recommended to have proper cultural diversity education offered separately to management and employees.

It was an excellent experience diagnosing that there was a desire to have a cultural diversity committee within the organization. A cultural diversity committee creates opportunities for education and networking. It can also serve as a catalyst for the workforce community by actively promoting cultural diversity and encouraging people to get involved in infusing cultures. I strongly agree that committees will positively influence on a workforce and inspire employees to take part in the action. It would be a relatively simple method, and it would enhance planning and implementing cultural diversity activities. A couple examples of possible activities to be implemented include a cultural event or language bank. Moreover room decorations and cultural days would give opportunities to embracing cultures and more celebration.

All managers were willing to participate in a cultural day arranged by the organization. Nevertheless, the employees' willingness to attend varied immensely. This demonstrates their unwilling attitudes and behavior toward other cultures and learning from other cultures.

However, cultural infusion should not just be for special occasions but should be practiced daily in the workplace. The committees, cultural events and language banks are not available in every day routines. When more frequent cultural infusion is arranged, the workplace develops and fosters cultural knowledge and mutual understanding. For example, attaching cultural notes in daily rehearsal

packages would represent such an effective technique as recommended by one manager.

The committee is a great tool to bring employees together but, it has limitations, in that it might not serve the fundamental idea of infusing cultural diversity. Instead, a project would provide a better means of infusing culture through the goal of teamwork. Similar to what the leadership manager suggested, having people from different and personal backgrounds brainstorm would result in diverse ideas allowing the team to reach a consensus. Projects would definitely strengthen the perspectives of employees but the project is not a full proof. In fact, it can lead to a rise in tensions, disagreements and cultural distance. Additionally, it is a time-consuming method because of the 24-hours working systems of different departments (creating a difficulty in finding available time to implement these projects), but is still certainly one of the most productive methods.

It was interesting to observe that only two of seven managers reported cultural diversity training as an effective way of implementing cultural diversity in the work environment. Cultural diversity training is crucial to overall inclusion. Diversity training provides the knowledge, skills and tools to assist team members for in improving behaviors and attitudes. Training is important for creating and sustaining change that fosters a more diverse, inclusive, respectful and productive organization.

When referring to cultural diversity training at the management level, there are Intranet Marriott classes available. However the amount of cultural diversity related classes are insignificant and even dismal because there is a lack of concentrated effort. Such classes are clearly not mandatory at JW Marriott since some of the managers were completely unaware that these training classes exist. I strongly recommend that more education classes are needed to cultivate cultural diversity on management level. Classes should be constructed both in independent studies and in classes with face to face interactions and discussion. Online classes would give essential tools for the managers and an in person class would foster theory with practical examples.

In addition to training, it was encouraging that some managers suggested cross-training and benchmarking of different operations and departments, especially on the management level. Cross-training between departments should be more fundamentally supported. Each department has its own process of accommodating and implementing ideas. It reaches more hand-on work, brings new ideas to own department. As a result, departments link together and are more united which reflects to customers' overall satisfaction at the end.

Furthermore, it was noted many times during the interviews that an open door policy is an excellent strategy to lead by example and makes employees feel more comfortable and welcome in the work environment. Nonetheless, there should be even more considerations and suggestions on how to create comfortable and welcoming employee atmosphere. Managers do not collaborate with the employees in the field but the employees should work as a unified team. Thus, there should be more emphasis on cross-cultural training between employees rather than manager-employee situations. Manager-employee interactions are also vital but the focus should be concentrated on the workers which will have the most influence and impression on the customer.

When enhancing the recruiting process as a best practice for the organization, new hires should be coached in-depth to cultural diversity issues in recruitment process. Only two of seven managers requested a class from Human Resources or cultural diversity training involved in new hire orientation. If the cultural diversity training would be incorporated in the orientation, new employees would be more prepared and aware of potential issues related to cultural diversity. In the actual selection of new hires, staff should consider applicants and choose the best candidate that will suit the team and also will bring something new. In the long run this hiring process would result in a more diverse and productive team.

To sum up, management can practice cultural diversity with numerous methods. The thesis demonstrates practical ways to successfully manage cultural diversity in a long term perspective, to infuse all the cultures of employees and to change the diverse workforce into unified team.

4.4.4 The advancement of management issues

It can be noted from the interview responses that a majority of managers has encountered an employee to employee-interaction where cultures have conflicted. Disagreements are a major element of cultural competence which need to be declined and avoided if possible. Because results scored high in this section, it signifies a lack of methods available to bridge the gap of the cultural distance and create a third culture between the employees. There are many different values which can result in disagreements. This is especially true within departments with different ages and ethnicities present, where focus tends to correspond with values and beliefs. This ultimately results in small distinctive groups within the larger organizational whole, rather than one cohesive work community. Small groups have a tendency to create negative ambiance and perpetuate judgmental ideas. Thus, improvement of cultural distance and third culture should be fully administered among employees through the dissolution of small groups and creating an environment that is sustained by unity.

Moreover the cultural distance gap among employees needs to be adjusted first in order to serve customers with more respect and sympathy. As a consequence, employee-customer situation should be prioritized after narrowing the gap between employees. The importance of employee interactions should be more coordinated and advised due to rapid reflection of atmosphere within the employees to customers. Therefore, there is a significant need for the cultural diversity education and training.

In order to minimize cultural disconnects concerning employees, there has to be improvement on cultural attributes that other workers value. Employees evaluated customs, music and tradition to be the most motivating cultural elements of other cultures. It was surprising to notice that three managers suggested food to be a connector to other cultures. Furthermore three of seven managers believe on knowing etiquettes; how people perform in daily work and what their customs entail. As a result, knowing customs of other employees' cultures should be emphasized. It was suggested by the managers that if you get to know your

employee little by little, then it becomes easier to relate and will eventually strengthen the business system. Accordingly gaps will tide and bring employees even closer together. All managers agreed to be very open-minded and willing to learn from other cultures. Dedicating the effort to learn more about people not just on a business level but on personal level, demonstrates that managers care and will create greater relationship in the workplace.

4.5 Envisions of cultural diversity

In the future cultural diversity will continue to grow rapidly as people move throughout the world. Four of seven (57,1%) managers claimed that in the next decade JW Marriott will hold cultural diversity as high value, and the company will only improve in understanding different cultures. All managers anticipated that cultural diversity will impact changes within the next decade. For example, there will be natural changes in generation of employees, such as the retirement of baby boomers. People will be more receptive to changes and therefore becoming more accepting.

Cultural diversity training becomes even more crucial for the organization as the cultures cross the borders and infuse within corporations. According to five managers (71,4%) cultural diversity training will become even more prominent and will occur more frequently due to union of more diverse people (see Figure 12). In addition to the union of people, two managers (28,6%) believe that as the United States grows, and particularly certain cities like Washington D.C. grow, cultural diversity training will become more prevalent. However, one manager (14,3%) made a great point about the need for cultural diversity training in their organization.

“JW Marriott is a global brand and it services travelled accomplished clientele. Additionally in 2014 JW Marriott brand will obtain more international than domestic properties.”

The organizations will grow to be increasingly global and employees to virtually work anywhere. Thus, more training on the topic will eventually be required.

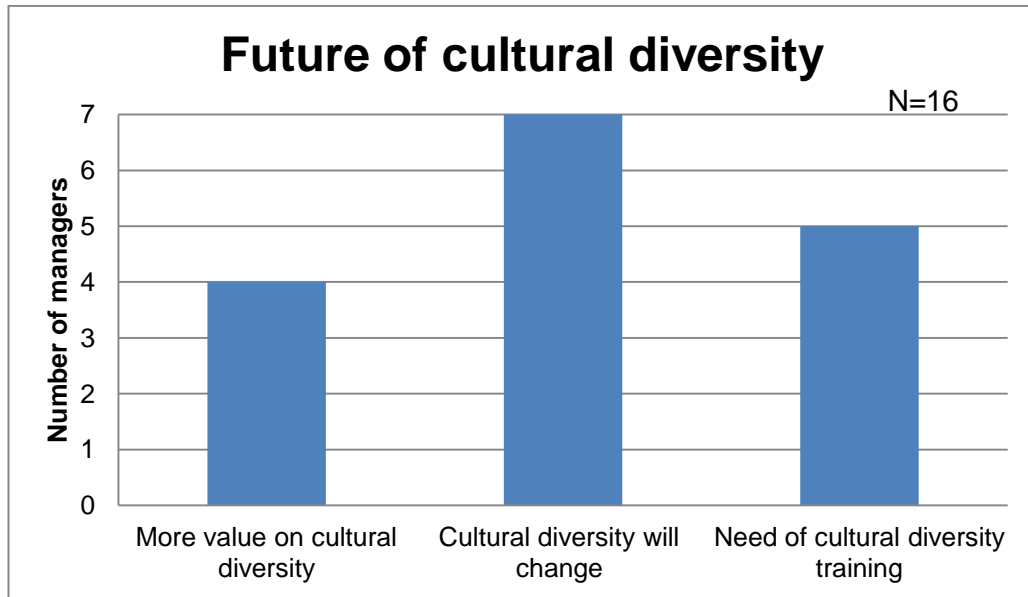


Figure 12. Future of cultural diversity.

5 CONCLUSIONS

In a summary, the purpose of this thesis was to illustrate the influences of cultural diversity in hospitality management and increase awareness of its importance in today's globalizing industry. It aimed at incorporating some best practices of cultural diversity and demonstrating potential improvement areas for the management. It attempted to gather experiences and ideas from the management level as well the employee level. This study resulted in attaining various suggestions on improvement and development of cultural diversity in the hospitality organization. It was interpreted throughout the results that cultural diversity committee, language bank and cultural event are effective ways for hospitality management to infuse different cultures and become a coherent diverse workforce. Additionally customs are the most appealing cultural attribute which the workforce wants to discover from other cultures.

The cultural diversity will continue to grow in the future as the global market becomes more diverse and cultures infuse across borders and barriers. Cultural diversity has been considered in the hospitality business but is not carefully implemented. Therefore, there is a strong need for more education and training on cultural diversity in the future.

The primary purpose of the bachelor's thesis research method was to focus on employees' background information and introduce methods on infusing cultures within the corporation and to discover employees' attitudes on cultural diversity in the workplace. Gathering information about employees and their attitudes on cultural diversity is a part of a corporate strategy of cultural diversity. Initially the amount of responses was insufficient, and therefore management interviews were implemented because the responses did not reach desired goal. The questionnaire could only give demographic information, cultural values, and expose employees' attitudes and behavior towards cultural diversity in the workplace. Additional comments in open ended section of questionnaire revealed that there are varying attitudes towards other cultures. These comments should be considered seriously by the organization and they also provide a starting

point for changing the attitudes of employees through cultural diversity training and infusion of cultures. It is important to recognize cross-cultural behavior with the explicit intention of creating and maintaining cultural competence in the hospitality industry.

Thus, the questionnaire could have been formulated differently in order to ask more probing questions and elicit responses more in-depth to the topic. Additionally questions could have been better articulated considering there was a comment by one of the participants about some confusion on one of the questions.

The interviews resulted as a great tool to gather more scientific support for the bachelor's thesis. The main goal of the in-depth interviews was to collect more comprehensive information and novel ideas. The interviews greatly corresponded to the theory of the thesis and confirmed the importance of cultural diversity in the workplace and illustrated improvement areas within the hospitality corporation.

In the future, there needs be more research conducted on cultural diversity training. The research could profoundly focus on improving cultural diversity training. It could also give more specific guidelines on which issues to take into consideration. This research would be beneficial for organizations to have access to methods and practical examples for understanding and changing the attitudes of both managers and employees in the workforce. The research could give a knowledge base for cultural diversity training; demonstrate how to design the training, teaching tactics, and evaluation. Additionally genuine action methods could be developed in order to give advice for cultural diversity training. The present bachelor's thesis provided ground work on the topic and now I am optimistic to see where the future studies take it.

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Appendix 1. Cultural diversity interview

JW Marriott
Veera Korjala
30 min

BACKGROUND

1. What is your position at JW?
2. What culture do you associate with?
3. How important are cultural attributes to you?
4. How much do you follow your cultural values? 1 definitely not follow - 5 always follow

DEFINITIONS

5. How would you define cultural diversity?
6. How would you define cultural diversity's importance in hospitality management?

PRESENT SITUATION

7. How do you see your cultural values reflected in a work environment?
8. How important is cultural diversity in a workplace? Why?
9. In your opinion, what are some practical and effective ways for JW to implement cultural diversity?
10. How do you lead as an example your employees in terms of cultural diversity?
11. How do you currently implement cultural diversity at JW management level?
12. Please, briefly explain your current CD training process?
13. In your opinion, are cultural diversity and its proper management a benefit for the organization? Why?
14. What influences cultural diversity has to hospitality management?
15. In your opinion, can cultural diversity and its proper management have productivity influences?
16. How organizational culture differ between departments?
17. How could management infuse all the diverse cultures in the workplace?

MANAGEMENT ISSUES

18. Have you experienced any employee situations where cultural values clashed?
19. Where are some potential areas where cultural distance could be problematic?
20. Do you see areas where cultural diversity could be improved?
21. How willing are you to learn about the other cultures of your employees? How are you going to do that?
22. What aspects/cultural values do you feel are important to learn in order to minimize cultural disconnects?

FUTURE

23. How do you envision cultural diversity training looking in the future?
24. In your opinion, how will cultural diversity look like in 5 years/10 years?
25. Would you be willing to attend to a cultural day arranged by JW?

Thank you!

Appendix 2. Cultural diversity questionnaire

CULTURAL DIVERSITY QUESTIONNAIRE

My name is Veera Korjala and I am a graduate student in Hospitality Management at Turku University of Applied Sciences. This questionnaire is part of my bachelor thesis. The aim of this questionnaire is to gather data about the cultural diversity of organization's employees. The data will be used in resolving a thesis project. Mark the options or write in your text. Please answer as many questions as you feel comfortable; this survey is voluntary. This questionnaire is anonymous.

Please mark to ensure that you understand that this questionnaire is voluntary and it only attempts to improve the work environment.

1. Gender?
 - Female
 - Male

1. How old are you?
 - Less than 20
 - 20-29
 - 30-39
 - 40-49
 - 50-59
 - More than 60

2. Please indicate the primary racial/ethnic group with which you identify. (If you are of a multi-racial or multi-ethnic background, indicate that group with which you identify most of the time.)
 - African American/Black
 - American Indian/Alaskan Native
 - Asian/Pacific Islander
 - Hispanic/Latino
 - Middle Eastern
 - White Caucasian
 - Other. (Please Specify): _____

3. From which country did your ancestors originate?

Where are you from?

 - Country: _____
 - State: _____
 - City: _____

4. What is your religion?
 - Buddhist
 - Christian, please specify: _____
 - Hindu
 - Islam
 - Jewish
 - Mormon
 - None/Atheist
 - Other non-Christian religion, please specify: _____

5. What cultural attributes are the most important to you? Please rank from 1-8, 1 meaning the most important and 8 the least. Place 0 for items where no interest.

_ Attire/Clothing	_ Language
_ Customs (e.g. gestures, etiquette)	_ Music/Dancing
_ Food/Cooking	_ Religion
_ Holidays	_ Traditions (e.g. leisure activities, entertainment)
_ Other. Please specify: _____	

6. Which number represents the degree to which you follow the traditional cultural values of your ethnic background? Circle.

I do not follow rarely follow somewhat follow mostly follow always follow
 1 2 3 4 5

7. What in your opinion would be the best way to enhance your own culture in the work environment? Please rank from 1-8, 1 meaning the most important and 8 the least. Place 0 for items where no interest.

- | | |
|---|--|
| _ Attire/Clothing
_ Customs (e.g. gestures, etiquette)
_ Food/Cooking
_ Holidays
_ Other. Please specify: _____ | _ Language
_ Music/Dancing
_ Religion
_ Traditions (e.g. leisure activities, entertainment) |
|---|--|

8. Please explain how would you enhance your culture in your current work environment?

9. What would you like to know about the cultural traditions of other employees? Please rank from 1-8, 1 meaning the most important and 8 the least. Place 0 for items where no interest.

- | | |
|---|--|
| _ Attire/Clothing
_ Customs (e.g. gestures, etiquette)
_ Food/Cooking
_ Holidays
_ Other. Please specify: _____ | _ Language
_ Music/Dancing
_ Religion
_ Traditions (e.g. leisure activities, entertainment) |
|---|--|

10. Would you be interested in participating in a cultural day arranged by your workplace?

Definitely not not really maybe moderately definitely
 1 2 3 4 5

Please feel free to comment on the above questionnaire or on any other cultural diversity issues you may have.

Thank you for taking the time to complete this questionnaire.