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Diversity and Performance Outcomes: The Mediating Role of Diversity Management in Hotel Industry

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ABSTRACT

This study was done to know the relationship between diversity (i.e. surface level diversity and deep level diversity), diversity management and performance outcome. This study also explains the mediating effect of diversity management on diversity and performance outcome. A conceptual model was developed and suitable propositions were made and the conclusion as well as implications was also discussed. This study gives an idea about the how diversity management plays an important role in influencing the performance outcome especially among diverse group of employees in the organization.

Keywords: Diversity, Surface level diversity, Deep level diversity, Diversity Management, Performance Outcome

Introduction

The service industry provides more than 70% of the employment in most industrialized economies (OECD, 2005). The present market size of Indian tourism and the hospitality industry is around \$120 billion and is expected to pass \$420 billion by 2025 (IBEF, 2013). Indian hotel industry has shown an increasing growth trend of approximately 14% during the last few years and it is predicted a similar growth trend will continue in the coming years (Vardharajan & Rajan 2013). The luxury hotels in India is also experiencing exponential growth. According to a report from the Ministry of Tourism, Government of India (2012), in March 2012 there were 750 hotels in India with 4 or more stars. The figure is expected to reach 1338 by March 2017, and 2457 hotels by March 2022. This growth rate also creates demand for

trained Human Resources; the report forecasts that 587,000 by March 2022 for 4 star upward hotels. It also states that the employee turnover rate in star category (luxury) hotels was between 11 and 12% in 2011, compared with 20% in hotels in general (Ministry of Tourism, Government of India, 2012). The brighter side is that India's working population of 630 million is expected to touch 830 million by 2016, with India having the highest percentage of working people in the BRIC countries (Brazil, Russia, India and China) (Business Today, 2007). Sengupta (2004) writes that HRD is "like a soft version of HRM...is unitary in approach and lays emphasis on building employee competence, commitment and strong organizational culture" (p. 172). Khandekar and Sharma (2005) found that HR capabilities are positively correlated to organizational performance and are a

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