DIVERSITY MANAGEMENT AND ORGANIZATIONAL PERFORMANCE: MEDIATING ROLE OF LEARNING ORGANIZATION FOR SELECT LUXURY HOTELS IN INDIA

Thesis submitted for the award of the degree of

DOCTOR OF PHILOSOPHY

in

Commerce

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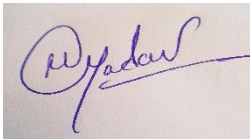

LOVELY PROFESSIONAL UNIVERSITY

PUNJAB 2023

DECLARATION

I, hereby declared that the presented work in the thesis entitled "Diversity Management and Organizational Performance: Mediating role of Learning organization for select luxury hotels in India" in fulfilment of degree of **Doctor of Philosophy (Ph. D.)** is outcome of research work carried out by me under the supervision Dr. Sunil Kumar, working as Associate professor in the Human resource management 11 Mittal school of business of Lovely Professional University, Punjab, India. In keeping with general practice of reporting scientific observations, due acknowledgements have been made whenever work described here has been based on findings of other investigator. This work has not been submitted in part or full to any other University or Institute for the award of any degree.

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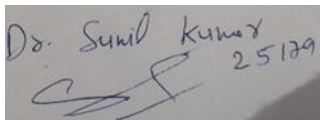Registration No.: 41800091

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CERTIFICATE

This is to certify that the work reported in the Ph. D. thesis entitled "Diversity Management and Organizational Performance: Mediating role of Learning Organization for select Luxury hotels in India" submitted in fulfillment of the requirement for the reward of degree of **Doctor of Philosophy (Ph.D.)** in the Commerce, Mittal school of business is a research work carried out Meenakshi Yadav, 41800091, is bonafide record of his/her original work carried out under my supervision and that no part of thesis has been submitted for any other degree, diploma or equivalent course.

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ABSTRACT

Mainly, there are two major purposes of the study: 1) to determine the direct impact of "diversity management practices" on "organizational performance" of various luxury hotels in India; and 2) to determine how "diversity management practices" affect "learning organisations" and what impact they have on "organizational performance" of various hotels. Luxury hotels in this category include both 4- and 5-star establishments. The first variable in the study is "diversity management practices," which include both "HR practices" and "non-HR practices" ("equal representation and development opportunities", "receptivity to diversity and diversity management," "evaluation and promotion of diverse employees"," "hire and retain diverse employees,"); the second variable is "learning organization" ("team learning and collaboration", "continuous learning", "dialogue and inquiry", "embedded systems", "empowerment", Strategic leadership, "System connection"); the third and last variable is "organizational performance" ("market share," "productivity," "return on equity," "profitability," "customer quality," "service" The present study explores the various components of "diversity management practices" and the relationship between "diversity management practices" and "organizational performance," and this relationship gets affected if a "learning organization" is included in the organization.

A systematic and extensive review of the literature has been done from 1985 to 2021 to conduct a comprehensive study on "diversity management practices," "learning organizations," and "organizational performance" among various luxury hotels in India. Studies reviewed in the literature review were mainly related to three major variables: "diversity management practices," "learning organizations," and "organizational performance." Moorhead and Griffin, 1992: "Differences in age, gender, caste, ethnicity, religion, heritage, region, physical abilities and disabilities, educational background, and knowledge of the employees are termed as workplace diversity." The conclusion of 24 studies (Webber and Donahue, 2001) revealed that there is no direct relationship between diversity, group conflicts, and organisational performance.

(Horwitz and Horwitz, 2007) mention that job-oriented diversity programs are positively related to organizational and team performance, no direct relation found between demographic diversity programs and "organizational performance." (Bassett-

Jones and colleagues, 2007) To succeed in implementing the best "diversity management practices," there should be appropriate structures and systems. (Malik et al., 2017) suggested that the direct effect of "diversity management" on "organizational performance" has not been evaluated yet. This gap is critical for providing a path view of what is lacking and what needs to be done. There is a huge requirement for conducting studies on the concerned topic. (Hoch & Kozlowski, 2014) argue that to maintain a sustainable environment and management in the organization, the most essential element is the employee's knowledge and wisdom. Therefore, it is mandatory to create new knowledge in the organization, and new knowledge is created through knowledge and experience sharing among employees. Continuous learning and performance improvement are the heart and soul of any business (Urbancová et al., 2020). If there is a lack of skill and efficiency in the hospitality industry, then it will directly affect employee performance (Lashley and Rowson, 2010).

(Nolan and Caravan, 2016) mentioned that due to limited skills and efficiency, the turnover rate increases, which demands training programs to maintain service levels in hotel organizations. The direct effect of "diversity management" on "organizational performance" in the hospitality industry has not been evaluated. Most probably, the perception of employees regarding various diversity management practices in hospitality organizations is negative (Diversity Inc., 2013). Based on all these previous research and studies, the main three variables identified to conduct research are "diversity management practices," "learning organizations," and "organizational performance," and therefore, based on these identified variables, the study was undertaken with the following objectives:

- To examine the components of Diversity Management Practices amongst select luxury hotels in India.

- To examine the perception of employees on various Diversity Management Practices

- To assess the extent of variation in the perception of employees on various Diversity Management Practices with respect to five demographic factors (Gender, Age, Caste, Religion and Geography).

- To assess the influence of Diversity Management Practices on Organizational Performance amongst select luxury hotels in India.

- To assess the mediating role of the Learning Organization in the relationship between Diversity Management and Organisational Performance.

- To design a framework on how to leverage Diversity Management practices to enhance Learning organization, and overall performance.

To achieve the above-mentioned objectives, certain hypotheses were framed and discussed, along with the population of the study, the research design used in the study, the sampling technique used in the study, the data collection for research purposes, the research instruments used, and the statistical analysis approach used. "Multistage sampling technique" was used to select various luxury hotels across India, and then "convenience sampling" was used to select a number of employees from each luxury hotel.

Selected hotels are Pacific Hotel, Marriott Hotel, ITC Kolkata, ITC Royal Bengal, Hyatt Regency, Hilton Garden Inn, Hyatt Kochi, Marriott, Crown Plaza, and Hotel Leela. From each hotel, 50 to 60 employees were selected as respondents. To achieve the objectives, three scales were used as research instruments, viz. The scale adopted for diversity management practises is from the study of (Kundu and Mor, 2017, Kundu, 2003, Soni, 2000). The learning organisation scale adopted was DLOQ, which was developed by (Watkins and Marsick, 1996). The last variable is "organizational performance," adopted from the studies of (Som, 2008, Khandwalla, 2002).

The scale adopted for "diversity management practices" will be of 20 items: "promote diversity" (6 items), from the study of (Kundu, 2003) "receptivity to diversity and diversity management" (5 items), borrowed from the study of (Soni, 2000); "equal representation and development opportunities" (5 items); and "hire and retain diverse employees" (4 items), borrowed from the study of (Kundu & Mor, 2017). The "learning organization" scale adopted was the DLOQ, which was developed by (Watkins and Marsick, 1996). This scale consists of seven subheadings: team learning and collaboration (3 items), dialogue and inquiry (3 items), continuous learning (3 items), embedded systems (3 items), empowerment (3 items), system connection (4 items), and

strategic leadership (3 items). All of the items were thoroughly researched before creating a questionnaire. The last variable is organisational performance, adopted from the studies of (Som, 2008, Khandwalla, 2002) and (This scale consists of six subheadings: market share (3 items), productivity (3 items), return on equity (3 items), profitability (2 items), customer service (3 items), and quality (3 items).

The obtained scores were interpreted, and the data analysis was done in relation to all variables. The result reveals that "diversity management practices" play a major role in any organization, especially in the hospitality industry, where it has immense importance because in hotels there is a requirement for more diversified employees to satisfy diversified employees and provide them the best service, only if organisations follow adequate "DM practices". Employees have a positive perception towards "diversity management practices." The results of the study also indicate that all three major variables studied are positively correlated with each other.

ACKNOWLEDGEMENT

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LIST OF ABBRIVATIONS

DLOQ – Dimension of Learning Organisation questionnaire

HP – Hindustan Petroleum

HLL – Hindustan Lever Ltd.

IT - Information technology

ULE – Unilever Leadership Executive

NASSCOM – National Association of software companies

PRISM – People, Relationship, Inbound traffic, Social monetization

FTA – Free Trade Agreement

FEE – Free Exchange Earnings

GDP – Gross Domestic Product

FDI – Foreign Direct Investment

INR – Indian National Rupees

USA – United State of America

HRACC – Hotel and restaurant approval classification committee

NSHM – National society for minority in hospitality

HRDM – Human resource diversity management

USP – Unique selling proposition/point

HR – Human resource

ITC – Imperial tabacco company

IBM – International business machines

SPSS – Statistical package for the social science

AMOS – Analysis of moment structures

SEM – Structural equation modelling

ANOVA – Analysis of variance

EFA – Exploratory factor analysis

CFA – Confirmatory factor analysis

SC – Scheduled caste

BC – Backward caste

GEN – General category

DMP – Receptivity to diversity & diversity management

DMQ – Hire and retain diversified employees

DMR – Equal representation and development opportunities

DMS – To promote diverse employees/ diversity

OPE – Market share

OPF – Return on equity

OPG – Profitability

OPH – Customer service/ Innovation

OPI – Quality

LOM – Continuous learning

LON – Dialogue & inquiry

LOO – Team learning and collaboration

LOP – Embedded system

LOQ – Empowerment

LOR – System connection

LOS – Strategic leadership

CMB – Common method bias

CMV – Common method variance

KMO – Kaiser- Meyer olkin

PLS – Partial least squares

VIF – Variance inflation factor

CV – Convergent validity

AVE – Average variance extracted

DV – Discriminant validity

CR – Construct reliability

R^2 – Coefficient of determination

CI – Confidence interval

F^2 – Effect size

Q^2 – Predictive relevance

SSE – Sum of squared prediction error

SS0 - Sum of squared observations

IV – Independent variable

DV – Dependent variable

MV – Mediating variable

CHAPTER 1: INTRODUCTION

Overview

1.1 DIVERSITY

1.2 DIVERSITY MANAGEMENT IN INDIA/ HOSPITALITY INDUSTRY

1.2.1 GROWTH OF HOSPITALITY INDUSTRY IN INDIA AND SCOPE OF DIVERSITY IN IT.

1.3 DIVERSITY MANAGEMENT PRACTICES

1.4 LUXURY HOTELS (4 STAR AND 5 STAR)

1.5 ORGANIZATIONAL PERFORMANCE

1.6 LEARNING ORGANIZATION

1.7 PROBLEM IDENTIFIED

1.8 RATIONALE OF THE STUDY

We all live in a multicultural society that is always evolving, where it is possible to distinguish between people of various races, castes, ages, genders, and religions. We all need to work together if we want to live peacefully. Similar to this, for an organisation to be successful, it must recognise the need for quick action, be prepared, and have the funds to devote to managing workplace diversity. Diversity, social challenges, and globalisation all have a significant impact on how organisational management and behaviour are developed and implemented (Ain & Balu, 2022).

Diversity was once regarded as a legal issue because it was illegal to discriminate against anyone on any grounds, which was roughly 45 years ago. Diversity in the workplace, which exposes the similarities and variances among the people brought to any firm, is currently the main issue employees are dealing with (Yadav & Lanka, 2022). However, in the modern era, diversity management practises must be put into practise rather than just discussed in order to strengthen and increase the competitiveness of organisations (Shakhray, 2009).

Managing diversity in some ethnic work situations is not a new problem; it has been for a long time. Organizations employ a diverse workforce. Every organisation begins transforming itself in response to the changing environment after regulations

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surrounding globalisation are put into place so they can compete, stay in business, and expand across international borders. (Omotayo et al., 2020).

A multicultural workforce is becoming more and more valued by organisations, which results in the recruitment of workers from a variety of demographic backgrounds (including those who differ in age, gender, religion, ethnicity, race, and so on). DM has been seen as an important phenomenon for HRD practitioners to resolve social categorization and discrimination issues for employees' holistic development and organizational performance (Yadav & Lenka, 2022). The organisations' main goal is to create effective, multi-ethnic, varied workforces since they contribute to overall business success. It can be said that diversity management has evolved into a crucial component for any organisation that wants to compete and survive in the dynamic environment, particularly in rapid economic, social, and cultural changes, as a result of the growth and increasing demand of multinational operations and the globalising economy (Kundu, 2001).

1.1 Diversity Management

Because we live in a global community, there is global economic integration, sometimes known as "globalisation." Any organization's workplace is significantly impacted by globalisation. As a result of globalisation, every organisation has unique features including racial, cultural, economic, and national. The process of globalisation, which joins various cities, states, countries, cultures, races, faiths, castes, etc., is ongoing (Inegbedion et al., 2020). The effect of globalisation is directly related to the development of relationships between individuals from different geographical locations. The introduction of the globalisation policy also gives rise to a number of ideas, such as the need for recruiting, rising work demands, and heightened rivalry.

Employers are now choosing workers with various demographic traits from a variety of origins. The next stage is to integrate your newly acquired diverse personnel into the workplace (Otike et. al., 2022). Effective diversity management is demonstrated by a worldwide business culture that allows people to integrate into any organisation without feeling alienated. Because of this, corporations have realised how crucially important diversity management is to their operations (Muhaisen et. al. ,2021).

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Diversity has become as a hot issue for debate in almost every company. Diversity is a huge problem that has to be considered. In an organisational setting, the word "workplace diversity" refers to having varied personnel collaborate for a shared objective. Workplace diversity can also refer to how the workforce is diverse (Poonam and Solkhe, 2021). People from various cultural backgrounds and geographic origins are at the heart of workplace diversity. Workplace diversity in an organisation is created by people with different ages, genders, ethnic groupings, races, faiths, citizenships, and mental illnesses. (Moorhead & Griffin, 1992) state that "workforce diversity" refers to disparities in the age, gender, caste, race, religion, background, area, physical abilities, disabilities, and education of the employees.

Any firm that wishes to operate in a market where there are competition benefits from diversity. Because of this, it needs to be taken extremely carefully. The range of experiences and viewpoints brought about by variations in demographic qualities (The Diversity Committee of the University of California's Chancellor, 2020).

Diversity has been compared to an onion (Gardenswartz & Rowe, 1994), where if we peel back one layer, the others will still be there. He claims that the four dimensions of diversity are personality, organisational dimensions, internal dimensions, and external dimensions. The four model levels which are reflected by these layers in any organization help to extend and influence the notion of diversity as well as the actual reality and attitude of a person. Organizational dimensions are the first and outer layer of diversity, relating to the present and past; external dimensions are comparable to secondary dimensions and include factors like location, work history, marital status, etc.; internal dimensions are comparable to primary dimensions and include factors like caste, physical ability, age, educational level, gender, religion, etc.; and the final personality dimension is comparable to a personality trait.

Individual differences based on personal characteristics, such as age, region, caste, level of education and knowledge, gender, and other aspects that affect how people view one another inside an organisation are what diversity is all about (Ragins and Gonzalez, 2003). The term "diversity in the workplace" refers to the coexistence of employees from various social groups, including those with distinct societal and cultural backgrounds and racial or ethnic origins. (Kundu, 2001). Diversity management is a

corporate strategy that involves using best practises to create an inclusive and diverse workplace (Albert, 1994).

Table 1. 1 Evolution of diversity management

Time period	1960-1970	In 1980	In 1990	2000	2010
Practices	Equal employment opportunity	Affirmative action	Workforce diversity	Global diversity	Multi-workforce diversity
Effect	Establishing discrimination free workplace	Implementing proactive behaviours and action to make EEO (equal employment opportunity)	Providing an "inclusive work environment", where all employees are considered equal and included in management.	Making a difference in the workplace, marketplace and the community.	Making a multi-cultural work environment and changing workforce dynamics

Source: Harvey and Allard (2012)

When the Supreme Court heard the University of California v. Bakke case in 1978, diversity was first made possible through equality and affirmative action. In 1987, the Hudson Institute Report made managerial diversity a topic of discussion. Table 1.1 compares 1960s–1970s diversity management practises to 2000 and evaluates them.

Inclusion of varied people is the fundamental definition of diversity; by diverse, we mean both non-visible and evident distinctions between individuals, such as those related to age, sex, religion, education, region, working capacity, etc. This variety of workspaces contributes to the creation of a productive workplace where individuals from various demographic groups can share their professional expertise and knowledge and maximise their levels of productivity (Shakhray, 2009). (Michàlle and Mor-Barak, 2005) state that "Diversity Management helps in improving decision-making, minimising cost, lowering labour turnover rate, maximising productivity, improving quality, furnishing or increasing the creativity and innovative level of employees, such that they can fulfil all demands of the organisation".

Businesses with a diverse staff typically have workers with higher levels of knowledge, perspective, and heuristics, as well as more advanced technology, tools, knowledge, and estimates, which aid them in resolving a variety of organisational issues (Kearney & Gebert, 2009). Better communication, more harmony, employee justification, fair employment possibilities, etc. are other advantages of having effective diversity management or a diverse staff (Seymen, 2006). Thus, it is claimed that diversity management is essential for any organisation because it aids workers in achieving both their individual and organisational objectives (Fleury, 1999) For a better understanding of diversity management practises and the numerous definitions offered by various writers, please refer to Table 1.2.

Table 1. 2 Definition of diversity management

Year	Author	Definition
2018	Ogundele O.M. et al.,	"Consider diversity as a major source of changes in the workforce composition, so that it may include more senior workers, racial minorities, immigrants, and women".
2019	Kollen T.	"Diversity means managing organisational practises to properly manage people to enhance their potential".
2020	Manoharan & Singal.	"With the help of diversity, skills in solving problems and the ability to make decisions are improved. which also helps increase creativity among employees".
2021	Muhaisen. et. al.,	"Diversity helps in making organisational changes so that all the employees perform to their best ability and potential".
2022	Ain & Balu	"Diversity management consists of "policies and practises" that promote all types of employees with different backgrounds, as well as their acceptance and presence in the organization".

Source: Compiled by researcher

1.2 Diversity management in Hospitality Industry in India

India, as we all know, has a very diverse population, consisting of "a diversity of individuals" with various religions, castes, genders, customs, ages, educational levels, abilities, attitudes, and other characteristics. The private sector is now joining the

government in fostering workplace diversity. The government is doing its best to achieve a balance among the many castes and communities in the workplace. In order to control a varied workforce inside private enterprises, international practises are frequently emulated. The majority of private organizations—including companies, lodging facilities, healthcare facilities, and educational institutions—have begun to promote diversity, have adopted recent diversity management best practises, and have begun connecting their objectives and goals to diversity management practises (Shakhray, 2009).

Organizations are focusing on gender diversity and culture so that they may start treating women equally at work and securing equal positions for them. According to statistics, there are about 400 million women working in various areas in India (Otike et. al., 2022). A diversified workforce, according to Hindustan Petroleum (HP), fosters innovation, creativity and has a Diversity and Inclusion Leadership Committee and is made up of senior, experienced professionals from all over the world. Infosys was the first Indian IT corporation to establish a diversity and inclusion organisation. Among the Indian businesses that specialise in working with women are Cognizant, Dell, Microsoft, and Vodafone. Ford, Coca-Cola, McDonald's, and Nike are a few well-known businesses that support "ethnic diversity." "Hindustan Lever Ltd." is hiring people with varied moral standards, as well as those from various languages and cultural backgrounds. The best example of diversity in terms of ethics and culture is "HLL", who are fostering diversity in both these areas Diversity Inc., (2013).

The top 100 executives and senior managers of "The Unilever Leadership Executive" (ULE) come from 20 different countries. The "NASSCOM Corporate Award" for "Excellence in Diversity and Inclusion" was given to Wipro Limited in 2012 because of their "Most Effective Technology and Implementation of Practices for Disabled Persons." It was ranked No. 2 among the top 25 by "PRISM International: The Association of Diversity Councils," a practise organisation for training, consulting, diversity, and inclusion. With more than 5000 workers, Genpact Limited is a market leader in "technology services and business process management," a "distinguished BPO company," and the winner of the "NASSCOM corporate award" for "Diversity and Inclusion" Diversity Inc., (2013).

1.2.1 Growth of Hospitality Industry in India

The hospitality business is expanding so quickly, especially in India, since "tourism and travel" are expanding so quickly. With the expansion of travel and tourism, which provide several sources of income and employment for people, the nation's economic situation is also getting better. It is difficult to dispute the role that travel and tourism play in the expansion of the hospitality sector and the economy as a whole. The tourist industry not only helps people find work, but it also raises people's standards of living and helps them live better lives (Eshegbe and Dastane, 2015).

Travel and tourism preserve cultural legacy in its entirety, promote world peace and harmony, and safeguard the environment. In India, the hotel industry grew and gained pace in 2018. According to the extent of the hospitality sector, Indian hotels' long-term prospects are still promising. It has helped the economy of the country thrive. Free trade agreements (FTAs) were signed by 10.56 million (provisional) countries in 2018. The Foreign Exchange Earnings (FEEs) for the year 2018 were Rs. 1,94,892 crores, an extend of 9.6% in comparison previous year (Annual report of Ministry of Travel and torsim, 2023).

In terms of foreign exchange, the expected foreign exchange earnings for 2018 were 28.592 billion dollars, an increase of 4.7% from the previous year. India is regarded as the world's second-most lucrative hotel market, behind China. In India, the tourism sector alone is responsible for 9.4% of the country's GDP. The greatest FDI flows into India go to the hospitality industry. The hospitality sector attracted 10.6 billion US dollars in FDI between April 2000 and September 2017 (Annual report of Ministry of Travel and torsim, 2023).

The staff at hotels is quite diverse, and hotels themselves promote diversity internationally. Hotels hire employees from a variety of nations with various cultures. In the hotel sector, diversity's impact is simple to quantify.

60% of industries in India have started to encourage diversity and create employee inclusion plans. Particularly in the hospitality sector, a number of hotels, like the Taj, Leela Aventur, Hyatt, and others, actively encourage and hire a diverse workforce. According to data from the "travel and tourism ministry," every 11th person in India

works in the hotel industry, regardless of caste, religion, gender, etc. The hospitality sector offers 41.6 million jobs to a diverse workforce (Patrick H.A., & Kumar V.R., 2012).

There are around 541 luxury hotels. The "Indian tourism and hospitality, which is a major cause behind the rise of the service sector, is the reason behind the rapid growth in the services industry in India. If we take a quick look at Indian tourism, we can see that it has diverse ecologies, historical history, a vibrant culture, and beautiful natural landscapes. Tourism aids in improving the economic situation of the nation and earning foreign exchange, in addition to giving people job possibilities. For a full comparison of the growth rate in the hospitality sector from 2018 to 2021 given by ministry of travel and tourism (Annual report of Ministry of Travel and tourism 2023), please refer to Table 1.3.

Table 1. 3 Growth rate of hospitality industry from 2018 to 2021

Financial year	Gross Domestic Product (GDP)	Annual change in GDP	Union budget (Ministry of Travel and Tourism)	Reserve per available room	Employment opportunities	Foreign direct investment	Contribution of T $ T in FDI
2018-2019	6.45%	.34% (decline)	2150 INR	5671 INR	75.34%	1132 US dollar	247.37 US dollar
2019-2020	3.74%	2.72% (decline)	1840.77 INR	3342 INR	72.69%	1076 US dollar	191.3 US dollar
2020-2021	-6.60%	10.33% (decline)	1096 INR	5458.68 INR	75.85%	2938 US dollar	121.9 US dollar
2021-2022	8.95%	15.54% (increase)	2026.77 INR	1951.34 INR	79.86%	369 US dollar	45.7 US dollar

Source: Compiled by researcher

For the financial years 2018 and 2019, GDP was 6.45%, change in annual GDP was -.34%, union budget of the Ministry of Travel and Tourism was 2150 INR, reserve per available room was 5671 INR, employment opportunities generated were 75.34%, FDI was 1132 US Dollars, and the contribution of the hospitality industry to FDI was 247.37 US Dollars. For the financial years 2019 and 2020, GDP was 3.74%, change in annual GDP was -2.72%, union budget of the Ministry of Travel and Tourism was 1840.77 INR, reserve per available room was 3342 INR, employment opportunities generated were 72.69%, FDI was 1076 US Dollars, and the contribution of the hospitality industry to FDI was 191.3 US Dollars.

For the financial years 2020 and 2021, GDP was -6.60%, change in annual GDP was -10.33%, union budget of the Ministry of Travel and Tourism was 1096.82 INR, reserve per available room was 5458.68 INR, employment opportunities generated were 75.85%, FDI was 2938 US Dollars, and the contribution of the hospitality industry to FDI was 121.9 US Dollars.

For the financial years 2021 and 2022, GDP was 8.95%, change in annual GDP was 15.54%, union budget of the Ministry of Travel and Tourism was 2026.77 INR, reserve per available room was 1951.34 INR, employment opportunities generated were 79.86%, FDI was 369 US Dollars, and the contribution of the hospitality industry to FDI was 45.7 US Dollars.

1.3 Diversity Management Practices

India invites people from all over the world, promoting variety on a global scale. Indian organisations adhere to the best "diversity management techniques," which aid in addressing the issues of unemployment and poverty while also promoting national development. Employers look for candidates with a variety of demographic traits, including diverse ethnicities, educational backgrounds, communication abilities, talents, and attitudes (Otike et. al., 2022). Employees from different backgrounds are more likely to participate in both informal and formal organisational structures when "voluntary organisational actions" are framed by proper and pertinent policies and programmes. The primary goals of diversity management practises are to maximise the performance of a diverse or heterogeneous workforce and to foster a sense of belonging

among employees from various racial, ethnic, national, educational, and cultural backgrounds. The workforce is diverse because workers are drawn from a variety of ethnic minorities, underrepresented groups, and people who migrate in pursuit of employment opportunities (Tsui et al., 1992). Every employee in the company have some distinctive qualities, including knowledge, experience, and talents, and the organisation needs to value these qualities in order for the employee to develop completely. Diversity management is crucial for the growth of the business as a whole and the exchange of information within it.

Diversity Management policies differs across countries and their public institutions because it is informed by their country specific historical legacies, labour market conditions and regulatory environment. This is reflected in the history of countries like the United States, Canada, United Kingdom, Australia, New Zealand, and India, among others who have the highest immigrant population. The removal of barriers to equitable employment, increased representation of diverse groups at all levels, age discrimination in employment, physical disabilities, genetic information, and style of leadership all played a crucial role in understanding employer requirements and effective management of diversity (Ekejiuba, et. al., 2023).

Numerous studies have emphasised the link between organisational effectiveness and diversity. Numerous scholars have highlighted diversity at the "individual level" (Chatman and Flynn, 2001), "group level" (Schippers et al., 2003), and "organisational level (Armstrong et al., 2010). At the individual level, factors like dedication, absenteeism, turnover, and satisfaction are taken into consideration. Group-level outcomes take into account elements including creativity, idea creation, group performance, cohesion, and disputes (O'Reilly et al., 1998). Overall productivity and overall financial performance were included as organizational-level outcomes in the most recent study on overall organisational competitiveness (Cox and Blake, 1991; Richard, 2000).

Any organisation follows two broad types of practices, which are "human resource management practices" and "non-human resource management practices." "HR Practices" consider factors that look at development and opportunities for employees, such as hiring the best skilled employees, providing training and development

programmes to employees, fairly evaluating performance, and providing genuine compensation to employees. Non-HR practises include personal and demographic details of employees, such as their age, where they belong, which caste they are from, and what their educational qualifications and skills are. (Kossek and Pichler, 2006) observe that, in addition to these two practices, organisations follow four major practises that improve organisational performance and help them achieve their overall goals. These four practises are practises for reducing discrimination, practises for achieving higher financial competitiveness, and practises for enhancing inclusion of employees and justice for employees in organisations.

 The topic of "diversity management techniques" has been in the news since the 1990s, thus it is not a recent concern for any organisation. The significance, ideas, and necessity of diversity management practises have changed and evolved over time. According to (Andresen et al., 2007), every organisation should undertake the necessary preparations for the effective and efficient application of the best diversity management practises in order to function effectively in a highly dynamic environment where changes occur regularly. There aren't many studies that explicitly state how diversity management improves organisational effectiveness and performance (Richard et al., 2004: Watson et al., 1993). The "negative impact of diversity management," which includes misunderstandings, employee churn, social marginalisation, and disputes, was also emphasised in other studies. (Webber and Donahue, 2001: Williams and O'Reilly, 2000) drew conclusions from 24 studies but found no correlation between diversity, and organisational effectiveness.

In contrast to the lack of a direct correlation between demographic diversity programmes and organisational performance, (Horwitz and Horwitz, 2007) note that job-oriented diversity initiatives are favourably associated with team and organisational performance. A proper method for creating "policies and practises" should be the foundation of a systematic approach. To alter the process, a flax management model is employed. According to (Esty et al., 1995), effective "management of diversity" lessens all issues and complaints while fostering greater opportunity and creativity. Tayeb (1998) discussed the value of diversity, which contributes to a greater understanding of

diversity. Managers can effectively manage diversity by using a procedure called "harmonising diversity".

By creating appropriate "diversity management policies and practises," diversity programmes assist make organisations more relevant to varied contexts. (Malik et al., 2017) contrasted these efforts to long-term efforts. He said that in order for organisations to be more effective, appropriate training programmes on diversity must be offered. According to (Jayne & Diboye, 2004), diversity programmes in organisations should be given the proper care and attention because they boost productivity and give a competitive advantage. (Alserhan et al., 2010) described "diversity management" as a difficulty for organisations to operate effectively in a multicultural setting, and as a result, it should be appropriately handled to maximise profitability. Management asserts that diversity has a detrimental effect on organisational production because of undesirable behaviours and attitudes, according to (Homan et al., 2007).

Diversity management practices should be framed properly that it will result in a beneficial manner, such as:

- Increase in productivity and performance
- Reduce interpersonal conflicts by removing barriers related to culture, communication, etc.
- Having better communication skills
- Better problem-solving and decision-making skills.

Any organization can advance and improve with diversity; it will also boost output and the company's overall growth. By having a diverse workforce with individuals from various cultures and educational backgrounds, organizations will benefit and be better able to achieve their goals. Because it integrates sentiments of appropriate engagement in the organization by utilizing each employee's unique qualities, a climate of inclusion is necessary for diversity management. Several things to take into account in the proper management of diversity at work include:

- **Proper communication**

  An organisation needs a good communication system so that staff members may freely express their ideas and take part in crucial decision-making. Language and cultural barriers should be eliminated, policies, procedures, and other crucial laws and regulations should be appropriately developed, and staff should communicate openly.

- **Hiring talented person form diversified areas**

  Employees will be hired from various diversified areas on the basis of their ability and talent. such that they will result in more profitable results.

- **No biasness**

  For a diversified workplace, it is important to have a free and fair selection of employees and hire highly qualified people with the suitable education, credentials, experience, and skill.

- **Each employee should have their own recognition and importance**

  Every employee should have his or her own recognition and importance. No assumptions should be made about the backgrounds of employees.

- **Encourage and boost up employee's**

  Employees should be encouraged and boosted up to work efficiently in a diversified environment. Employees are always treated on the basis of their ability and talent rather than their discernment background.

Diversity management practises, in general, refer to the formal procedures, daily routines, and organisational framework used to control diversity inside a company. Effective management of an organisation can mean many different things, such as reducing expenses, boosting revenues, obtaining a desirable result, fostering a happy work environment, enhancing the firm's reputation, etc (Batmomolin et al. 2022).

Workplace Diversity Management is also perceived as the style of managing differences among the workforce (Ali et al., 2021). The poor implementation of workplace diversity management policies in the Nigerian public sector such as lopsided

application of policies like the quota system, catchment area and federal character principles have threatened the country's corporate existence (Owolabi & Adenle, 2022). Please take a look at Table 1.4 for a better understanding of diversity management practises from diverse author viewpoints.

Table 1. 4 Definition on diversity management practices

Year	Author	Definition
2017	Kundu & Mor	"Diversity management practices" consist of various activities and processes to acquire and retain diversely talented employees in the organisation.
2019	Line & Haaks	Diversity management practises help in achieving organisational goals and objectives and also increase financial competitiveness, organisational justice, and inclusion.
2020	Kleefstra et. al.	"Diversity management practices" help in the growth and success of an organization, and they provide benefits to all stakeholders of the organization, including managers, leaders, and employees of the organization.
2021	Elkhwesky, Z. et. al.	A positive outcome will be generated by all the "formal policies and practices" framed and followed to manage diversity effectively.

Source: Compiled by researcher

1.4 Luxury Hotels (4 star and 5 star)

Hotels in India are classified under the star rating system by the Ministry of Tourism. Different ratings are given to hotels, ranging from one star to five stars. Four- and five-star hotels are considered luxury hotels as they provide luxurious accommodations. In 4 and 5 star hotels, there are different categories such as "Five Star Deluxe" with or without alcohol and then comes heritage, " This classification of various hotels and heritage sites is based on the rating and inspection of hotels, which is done by a committee established by the ministry known as the Hotel and Restaurant Approval and Classification Committee (HRACC). In order to conduct and coordinate the inspection regarding classification and reclassification, various regional committees are located in different cities, such as Delhi, Mumbai, Chennai, Kolkata, and Guwahati. The most recent revision of the classification and reclassification guidelines for operational hotels was on January 19, 2018 (Giorgi et al., 2020).

Heritage hotels are buildings, such as havelis, forts, castles, and other homes, that were constructed before 1950 and have been transformed into luxurious lodgings that offer

a way of life from the past. Based on the services offered and relevant regulations, Heritage Hotels are divided into a number of categories, including Heritage Basic, Heritage Classic, and Heritage Grand. As of December 16, 2014, a new Heritage hotel category named as Heritage Classic, with or without alcohol, has been established (Kuranchi-Mensah et al., 2016).

"Legacy Vintage Hotels" and "Heritage Hotels" share certain similarities. Original buildings that were built before 1950 are turned into new lodgings at Legacy hotels, however 50% of the material used in construction will be from the ancient building itself, preserving the old era and preserving the old building's individuality. Legacy Hotels were informed of the categorization and reclassification standards on April 19, 2018 (Elkhwesky, et. al., 2021)

The popularity and success of apartment hotels is influenced by tourists, businesspeople, and international visitors who come to India for business or family vacations; these visits might occasionally last months. The "Ministry of Tourism and Travel" has introduced a voluntary programme for fully operating apartment hotels, specifically in three-, four-, five-, and five-star luxury hotels (Malik et.al., 2017).

Luxury hotels are just hotels that offer luxurious lodging to their customers or guests; there are no special definitions or terminology associated with the term. A luxury hotel may be a 4- or 5-star establishment; there is no predetermined star classification that defines a luxury hotel. A luxury hotel must offer opulent lodging, a prime location, and an unforgettable experience.

Certain features that a luxury hotel must have are:

- There should be a simple, easy, and well-defined process for booking.

- There should be fast, easy check-in and check-out.

- The offered room must meet customer expectations in terms of location, size, washroom, and so on.

- The service provided to customers must be satisfying enough to make them feel relaxed and comfortable.

- The staff of the hotels must be friendly, cooperative, and punctual with their work. The restaurants of the hotel must be open 24 hours a day, and the quality of the food must be good. Food presentation must be unique and good.

- Guest activities and amenities

- Luxury rooms feature

- Luxury bathrooms

The hotel sector is claimed to have a larger diversity because it employs people from all ethnicities, religions, and castes, as well as people of all sexes and educational levels. Studies that take mediators into account as learning organisations and demonstrate the "connection between diversity management and organisational performance" are scarce. According to the regulations of the "Ministry of Tourism," there are various categories of 4 and 5 star hotels, including 4 star hotels with alcohol (247 hotels with 12628 rooms) or without alcohol (82 hotels with 3819 rooms), 5 star hotels with alcohol (162 hotels with 21714 rooms) or without alcohol (31 hotels with 2991 rooms), and 5 star deluxe hotels (169 hotels with 37555 rooms). Numerous four- and five-star hotels, including Taj, Oberoi, JW Marriott, Radisson, and many others, undertake diversity management on an extensive scale. These hotels follow uniform rules, regulations, policies, and practises, so their workforce is properly trained (in 4 star hotels, this equates to 30% of skilled workers and 60% of supervisors), and they have good communication skills, among other things (Ministry of travel and tourism, 2023).

1.5 Organizational performance

According to (Simons and Enz, 1995), "performance" refers to an individual's "real work performance" within a company; "performance is all about the job produced within any company. Performance refers to how much and how well a person uses the tools and tasks assigned to them. The organization's aims and objectives have a direct impact on how well it performs. (Gittell et al., 2010) Organizational performance is measured by comparing the actual result to the anticipated result and ensuring that work is carried out in accordance with goals and plans. In his study, (Weigland, 2007) notes that "employee performance" refers not just to an individual employee's performance

but also to the collective performance of all employees in a group who are engaged in carrying out their assigned tasks over an extended period of time.

 (Robbins, 2020) identified three key elements that aid in the analysis of individual performance: individual attributes, individual task, and individual behaviour. Author continues by saying that AMO is essential to the situation's performance. A represents aptitude, O represents opportunity, and M represents motivation, a person's skill, motivation, and opportunities determine how well they perform. Three categories are used to categorise individual performance: individual competencies, organisational support, and leadership quality (Llopis, 2011). Individual competences are the unique abilities, knowledge, and skills somebody employs to carry out his job. A support organisation is a place of work where the job that employees do, the laws, norms, and policies that apply to them, the equipment and technology, and, most importantly, the relationships between employees are all structured. Leadership quality refers to how leaders treat their subordinates; employees should feel valued and motivated by their employers; and a good working relationship should exist between leaders and subordinates so that the latter can be approached with problems and the former can also receive new and creative ideas.

Performance is compared to a multidimensional construction by (Marquis et al., 2008) since it takes into account a variety of aspects, including the individual factor, the leadership factor, the teamwork factor, and the contextual factor. The employee's unique characteristics and capabilities, which he puts into his work, such as skills, confidence, ability, knowledge, work experience, motivation, and desire to work, are considered individual factors, in his opinion. The leadership element relates to how leaders conduct toward their subordinates. In interactions with subordinates, leaders should inspire and value them, offer appropriate assistance and direction so that every subordinate complies with instructions.

Teamwork is the quality of cohesion, cooperation, and relationships among team members. Employees that are part of a team or group must get along well with one another and have mutual respect. Employee cooperation is what makes an organisation effective and aids in attaining its goals. The phrase "contextual factor" refers to the situational factor; depending on the circumstances or environment in which employees

work, certain changes are constantly occurring in the "internal and external environment" of any organisation, and it is necessary to adjust to these changes and carry out one's duties accordingly (Shen et. al., 2009).

Now let's see how we can measure performance. Performance is measured periodically. Factors that are considered when measuring the performance of the organisation are input, behaviour, and output. According to (Urnam & Schneeweis, 2008), measurements of performance are based on three bases: performance based on subject, performance based on attitude, and lastly, performance based on result. Performance based on subject means what efforts an employee puts into his work and what skills, methods, and techniques are used by the employee (Rhodes, 2023). Next is performance based on attitude, which means the personal behaviour and qualities of the employee while doing their job and how sincerely and punctually they are performing their assigned duties (Majczyk, 2022). The last is performance based on the result. It means evaluation and assessment of employees in the organization. This is important because if the employees are not assessed properly, then their performance may decline. Thus, the techniques for employee performance appraisal must be adequate.

Organizational performance refers to the combined and overall output of businesses, which includes "firm competitiveness and corporate financial performance." All of this may be accomplished in a setting that is generally inclusive and participatory (Gittell et al., 2010).

Organizational performance in the hospitality sector refers to both customer satisfaction and profitability. It also focuses on cost reduction and service quality improvement, both of which enhance hotel performance (Giorgi et al., 2020). In short, hotels measure their performance using a mix of objective and subjective metrics. Profitability and cost-cutting are two examples of objective metrics based on actual results, while customer happiness and service quality are examples of subjective metrics based on perception.

In any hotel organisation, the development and decline of organisational performance can be directly attributed to human resources. This is the case since all actions inside hotel organisations are carried out either directly or indirectly by human resources, or

by the employees of that business. Employees' attitude, demeanour, working style, and talents play a big part in determining how well they do because they are only accountable for keeping a decent working atmosphere and a calm environment for themselves and clients (Malik et al., 2017). Only properly and efficiently performing staff are fully happy.

(Kuranchi-Mensah et al., 2016) Employee performance in the hospitality sector refers to the respect and collaboration between coworkers, the bond and commitment between employees and the company, the employee's efforts, the labour turnover rate, absenteeism, and the organisational standards. Human resources are either directly or indirectly responsible for the performance of any hotel organisation because employees are the most crucial part of any hotel company and the centre of all activities. To better understand organisational performance, take a look at Table 1.5.

Table 1. 5 Definition of organisational performance

Year	Author	Definition
2016	Kuranchi-Mensah, et. al.,	Organizational performance means the revenue of the organization, its effectiveness and efficiency, and its financial stability. When the goal of any organisation is successfully achieved by utilising available resources effectively, it is termed "efficient performance."
2019	Kollen	Organizational performance refers to how effectively an organisation operates.
2020	Gabriele Giorgi, et. al.	Organizational performance considers all those factors that lead to the success of an organization, such as production level, profitability, goodwill, etc.
2021	Elkhwesky, Z. et. al.	Organizational performance means measuring the performance, growth rate, employee opinion, customer opinion, and goodwill of an organisation.

Source: Compiled by researcher

1.6 Learning organization

The idea of a learning organisation has been around since the 17th and 18th century (Harvey and Allard, 2012). However, Peter Senge brought it up for the first time in his book "The Fifth Discipline" published in 1990. A "Learning Organization," which fosters both individual and group learning, is crucial for ongoing learning (Watkins and Marsick, 1996). Improved knowledge, more precise decision-making, lasting solutions,

better outcomes, and simple understanding and adaption of various perspectives of partners in an organisation are all aided by learning environments in workplaces.

Learning can take many different forms, such as: a) using mental and intellectual effort to attain goals; and b) developing a creative and original way of thinking or understanding in order to implement a new management concept (Kim et. al., 1998). Four stages of learning were established by (Watkins and Marsick, 1996): individual, team-oriented, the learning organisation is determined by the organisational climate. A "learning organisation" is tied to the needs and environment of the organisation; it is neither a management style nor an organisational strategy. Employers who value learning help their staff become more productive and inventive. Learning organisations also enhance knowledge, experience, and skills. Additionally, learning organisations help an organisation overcome all of its obstacles and enable it to overcome and adapt to a dynamic environment. (Ortenblad, 2004).

Learning organisations are important to the management paradigm and basic concepts, which include continual employee growth and evaluation and are multidimensional in character (Yang et al., 2004). The term "learning organisation" has been defined differently by several authors (Goh and Richards, 1997: Senge, 1990: Watkins and Marsick, 1996).

Acquiring knowledge, understanding, and skills is the process of learning. The main goals of learning are to increase one's knowledge base or to learn new things. Learning involves adopting new information, skills, behaviours, and knowledge. Context is where learning happens. Learning something new requires time; it is not something that can be accomplished immediately. More than just memorising facts and steps, learning is a whole process. Learning may lead to long-term changes. The phrases "learning organisation," "organisational learning," and "individual learning" are frequently used in regard to learning. Peter M. Senge first discussed learning organisations in 1990.

Employees create a learning organisation when they attempt to increase their capacity for learning through knowledge used in the job. A learning organisation fosters, holds onto, and shares knowledge among staff members for a particular goal. A "learning organisation" is the optimum type of organisation where some effort is needed. Any

firm must be a learning organisation in order to compete in a constantly shifting and competitive environment (Chen et. al., 2022). The right systems and support for learning must be offered, and staff members must be encouraged to further their education in order to have a competent and effective organisation. An effective organisation may always be identified by its ability to modify its internal environment (Llopis, G., 2011).

"Learning organisations," as defined by (Watkins and Marsick, 1996), are all about continuously learning and applying that learning while working in the organisation. The organisation should have an environment that supports continuous learning; it should support and promote dialogue and inquiry; it should provide proper support and encouragement to collaboration and team learning; it should have a proper system for capturing and sharing learning; and employees must have a collective vision rather than their individual goals (García-Rodríguez et. al., 2020). They list seven different factors that turn an ordinary organisation into a "learning organisation." For further details on the various seven dimensions of learning organisations, go to table 1.6.

Table 1. 6 Seven factor of learning organisation

Dimensions	Definition
Create continuous learning opportunities	Proper opportunities for continuous education and growth are provided to employees, employees can learn on the job.
Promote inquiry and dialogue	Employees are supported in providing their views and opinions on any concerned inquiry. Their feedback, questioning, and experimentation are supported at the workplace.
Encourage collaboration and team learning	Team collaboration is valued and rewarded in the organization, and employees are encouraged to work collectively in a group.
Establish systems to capture and share learning	Employees are encouraged to use both high- and low-technology systems to share learning and enhance their level of knowledge.

Empower people toward a collective vision	Proper allocation of responsibilities among employees ensures that they are motivated to learn new concepts and take accountability for their work. Employees contribute to the shared vision and direction of organizations.
Connect the organization to its environment	Employees are encouraged to scan the working environment and use information to improve their performance, which is reflected in the entire organization, which is linked to its community.
Provide strategic leadership for Learning	Employees in organisations receive learning support, and leadership, according to the leadership model, for business results.

Source: Compiled by researcher

Organizational learning and learning organisations had no distinction until the 1980s, despite the fact that they were frequently used interchangeably elsewhere (Mulili & Wong, 2011). These two terms are true Organizational learning and learning organisations share some similarities, such as a focus on knowledge acquisition, data interpretation, and fostering learning inside the organisation (Kezar, 2005), but they also differ in significant ways. Organizational learning focuses on the risks and restrictions to learning and attempts to eliminate or lessen those risks and restrictions. Then, organisational learning prioritises internal elements that impact "learning and performance of employees" in contrast to other learning organisations, which prioritise external factors and eliminate any dangers while promoting improvement (Kezar, 2005).

(Yeo, 2005) noted in his research that a "learning organisation" is a specific sort of organisation, but "organisational learning" is just a mechanism that governs learning within the organisation. In his study, (Ortenblad, 2004) identifies three key distinctions between "learning organisations" and "organisational learning" that aid in establishing this distinction. The first is that whereas "organisational learning" solely refers to a method that controls learning, "learning organisations" are actually a component of organisations. The second is that organisational learning occurs naturally without any form of effort, whereas learning organisations must make some efforts to be implemented in the organisation. Organizational learning enhances an organization's

productivity by researching experience, education and creativity. Organizational learning is the process of gaining knowledge and creating insights that can affect how others behave. Inter organizational relationships and the process of learning are both aspects of organisational learning.

(Brown and Duguid, 1991) they regard organisational learning as a bridge that connects working and innovation. Organizational learning includes knowledge creation and transfer. Both of these terms sometimes create confusion. People generally consider them as one, but they are quite different from each other. Learning organisations are an ideal form or type of organization, whereas organisational learning is simply a process. (Tsang, 1997). According to (Hossain et al., 2020), " knowledge acquisition, and skill are individual events." Everyone has the ability to learn if given the proper time and support. Organizations encourage individual learning, so employees should take advantage of those learning opportunities.

Individual learning, or adult learning, is influenced by the organisational context. Nowadays, students treat learning as a lifelong activity for their personal development and are more aware of it. A diverse work environment will give hotel organisations tremendous opportunity to gain new skills and broaden their knowledge. People with diverse backgrounds, education levels, skill sets, and cultural perspectives will aid in learning and simplify processes (Alshaabani et. al., 2021). It will help them develop their capacities and talents. They will gain knowledge and come up with fresh, creative solutions to the issue. For a list of various definitions of "learning organisation" by various writers, please refer to Table 1.7.

Table 1. 7 Definition of learning organisation

Year	Author	Definition
2022	Ain & Balu	The efforts made by employees to improve their learning capacity, which generally form applied knowledge, are referred to as learning organizations. Learning organisations are an ideal type of organisation in which some effort is required.
2021	Elkhwesky, Z. et. al.	"Learning organization" means when one employee learns on a continuous basis and then uses the same to make the organization's work more efficient and productive.

2020	Hossain et. al.	When the learning of an individual employee increases continuously and employees are trained to adjust themselves according to the changing environment, the organisation is termed a "learning organization."
2020	Kleefstra, et. al.,	The main focus of a "learning organization" is on identifying external threats and then enhancing the "learning and knowledge" of employees such that they can overcome those threats. Organizational learning focuses on the internal factors that affect learning and performance within the organization.
2020	Manoharana & Singal,	"Learning organization" is that form of organization which needs to exert some effort, learning organization means developing insight and getting knowledge which have capacity to influence other behaviour.

Source: Compiled by researcher

The hospitality sector also places a high priority on organisational modernisation techniques and learning awareness (Qi & Chau, 2012: Levitt & March, 1988: Argyris C., 1997). The hotel sector is a dynamic, service-oriented industry, so customer appreciation and feedback are essential. The main responsibilities of the hospitality sector include everything from marketing to general management (Line & Hanks, 2019). In this regard, (Tajeddini, 2011) argued that improving workplace effectiveness requires a learning environment. Continuous learning, particularly in the hotel sector, boosts employee knowledge and aids management in becoming more adept at all of its tasks, including cultural adjustments, cooperation, teamwork, etc (Badinelli, 2000; Min, Min, & Chung, 2002).

Organizational learning is crucial for the expansion and development of the hospitality sector since it fosters knowledge development. (Bear et al., 2010; Kossek & Pichler, 2006). For example, fresh data is produced, shared, and evaluated for organisational use. The key challenge now facing the hospitality sector is how to process and use learning abilities so that they lead to the generation of new knowledge and efficient skill application. Learning theory is used by mainstream methodologies to frame or execute its capabilities. "Organizational learning capability" refers to a range of learning techniques, such as practical, experiential, internship, and training (Chiva, Alegre, & Lapiedra, 2007). In the modern hospitality sector, hotels are putting more of an emphasis on the employees' capacity for learning and giving them more learning opportunities so that they can increase both profitability and guest happiness. Strategic

viewpoints are highlighted as a source of organisational variety by organisational learning (Grant, R. M., 1996).

Employee productivity encourages seamless operation and raises morale (Bhatnagar and Minocha, 2006; Lopez-Cabrales et. al., 2011). Learning organisations demonstrate communication and teamwork skills, and employee knowledge and information are improved by ongoing education. Organizations must become learning institutions if they are to equip employees with the skills they need to perform their jobs and fulfil their duties. (Simons & Enz, 1995). Organizational learning needs to be implemented urgently. It is essential to keep learning in order to improve the outcomes and performance of five-star hotels. (Yang, 2008). Improved and enhanced skills aid in problem-solving, process improvement, acceptance, knowledge maintenance, and the development of interpersonal skills (Dosi et. al., 2008).

1.7 Problem identified

The administration of different workforces from various demographic groups is referred to as "diversity management," notably in the hospitality sector, where diversity management is particularly critical given that only people carry out all tasks in this sector. However, as was already said, due to a dearth of research that concentrate on and measure diversity management in the hotel industry. Hospitality industry is one of the major sector which is the most innovative and creative in implementing diversity, multigeneric workforce and learning diversity workforce (Alshaabani et. al., 2021). Hotels industry have to be innovative and creative in order to satisfy the diversified customers and to make them comfortable with their environment. Hotels recruit diversified employees such that they can make diversified customers comfortable (Chen et. al., 2022).. Earlier organisations were following equal employment opportunities scenario, then it upgrade to affirmative action then it converted into workforce diversity, again it was up graded to global diversity and for now organisations are focusing in multigeneric workforce diversity (Inegbedion et al., 2020).

Employee perceptions of an ethical approach to diversity and perceived organisational performance are strongly correlated, (Rabl et al., 2020). Other organisational

approaches to diversity and other dimensions of diversity management, such as caste, gender, age, religion, demographic factor, etc., may also be examined. (Urbancová et al., 2020) noted that these practises help to increase employee motivation, efficiency, and productivity. As a result, more attention must be paid to putting in place suitable diversity management practises, particularly in the hospitality industry. After examining "diversity management techniques" in firms, (Kleefstra et al., 2020), after analysing the "diversity management practices" in organizations, have found that the main reasons or key factors behind paying attention to diversity are dependence on knowledge, global operations, talent shortages, and a dynamic business environment.

More focus will be placed on gender diversity, diversity of nationalities other than those of the disadvantaged, diversity of colour, ethnicity, age range, and diversity of those with disabilities (Rhodes, 2023). There isn't enough research that quantify the connection between "diversity management and organisational performance" (Hossain et al., 2020). The direct effect of "diversity management strategies" on "organisational performance" needs to be quantified. Diversity management methods emphasise the future strategy and uncertainties in the hospitality sector. They have an impact on both "employee performance" and "organisational performance." Understanding their correct meaning and nature is crucial for developing best practises in diversity management and learning organisations. It is also necessary to devote the necessary time.

(Malik et al., 2017) provides suggestions that more studies should be conducted to measure the impact of "diversity management on learning organisations" and on "organizational performance." The market share of those organisations will increase automatically if they follow good "diversity management practices" and also satisfy their diversified customers. (Kaur & Arora, 2020). Moreover, it is very clear that business cannot enhance performance on its own. So we must introduce some other important concepts that provide support for a proper "diversity management system" and help enhance "organizational performance."

In the present time, when there is a shortage of talented and able employees and the employment rate starts declining, different organisations all over the world start recruiting talented employees from various minority groups, immigrants, women, etc.

with some special skills to cover the gap in the market. (Hossain et al., 2020) Nowadays, organisations give more importance to an employee's skills, abilities, and work experience than to their demographic factors. When employees are recruited according to their ability and talent, then it will increase their faith in the organization, their career satisfaction, and their organisational commitment. (Rahman, 2019; Omotayo et al., 2020) mention that when employees are recruited from diversified areas on the basis of their ability, it will maximise employee productivity, employee satisfaction, reduce labour absenteeism, and reduce the turnover rate. As a result, organisational performance improves (Ndukwe et. al., 2020)

(Manoharana & Singal, 2020; Eshegbe, Dastane, 2015; Rao and Bangali, 2014) noted that "diversity has positive or negative effects on management, human resources, organisational behaviour, and strategy." "Diversity management" simply means employees are recruited based on their ability, skills, talent, and knowledge without considering their age, religion, caste, gender, etc. "Diversity employees" means employees of any age, gender, caste, religion, or region work together as a team and understand and cooperate with one another. "Best diversity management practices" are those practises that help any employee fulfil their dreams and ambitions related to that particular organisation and motivate them to cooperate with other employees. (Elkhwesky, et al. 2021) "Diversity management" incorporates the collective efforts of all employees and their leaders, which make for good industrial relations, peace, and a healthy working environment. (Binder, 2019) By getting inspired from the above-mentioned author and on the basis of the research gap identified, we conducted the present study with a motive of presenting the actual and appropriate "role of diversity management practices" in hotel organisations, what perceptions hotel employees have regarding "diversity management," whether "diversity management" contributes to "learning organizations," and how both "diversity management" and "learning organisations" affect "organizational performance." In light of the foregoing statements and the study's purpose, certain research questions were developed:

1. What are the various "diversity management practices" administered by select luxury hotels in India?

2. How do demographic factors affect perceptions of "diversity management practices" in luxury hotels?

3. How are "diversity management practices" related to "organizational performance"?

4. Whether "learning organizations" mediate the relationship among "diversity management" and "organizational performance"

"Diversity Management and Organizational Performance: Mediating role of learning organization for select luxury hotels in India."

This study attempted to propose a more effective method of applying "diversity management techniques" in the hotel organisation such that it boosts "learning in the organisation" and increases "overall organisational performance." All the questions raised above were addressed.

1.8 Rationale of the study

As mentioned above, diversity management is a major and essential element in any organization, especially in the hospitality industry. The hospitality industry majorly contributes to the economic and national growth of any country. In India, the hospitality industry contributes 9.2% of total GDP while also providing 8.0% of employment opportunities. We can say that every 11th employee is engaged in the hospitality industry. The growth rate of the hospitality industry is quite fast and rapid (Chen et. al., 2022). Looking at the progress scale of the hospitality industry, it becomes critical to consider all factors that are responsible for the industry's growth and development and must be given more attention. In hotels, all the activities are somehow and somewhat related to the human element, so more focus must be given to managing human resources properly in the hospitality industry. Proper "policies and practices" should be framed, whose focus is on the development and effective management of employees (Majczyk, 2022).

It is common knowledge that hotels hire a diverse workforce to serve a diverse clientele. As a result, it is critical to implement effective diversity management practises to ensure that diverse workforce members feel valued and included by management and the company. The impact of "diversity management practises" on the "hospitality business"

has been the subject of numerous studies, but only a small number of them specifically address how these policies affect "employee performance," "organisational performance," and "learning organisations."

(Ain, Dr. Balu, 2022) conducted a study on "diversity management" in the hospitality industry. In their study, they discussed the importance of diversity management in concerned organizations and mentioned that still more studies should be conducted on "diversity management" to measure its effect on "learning organizations." (Muhaisen et al., 2021) indicate that there is scope to conduct more studies that focus on "diversity management practices" as enterprises and establish learning organisation processes (Li et al., 2021). Studies must be conducted to measure "diversity management practices" and their "special role in enhancing collaborative learning activities and networking" (Inegbedion et al., 2020). (Yadav and Lenka, 2020), also looking at the different problems identified, look at them in two different ways: a few papers focus on "diversity management practices," and a few of them focus on "learning organisations" (Giorgi et al., 2020). "Diversity management practices" play a special role in enhancing "collaborative learning" activities and networking (Owolabi & Adenle, 2022).

(Malik et al., 2017) noted in their analysis that additional research is needed to determine how "diversity management" affects "organisational performance," just as they did in the case of "organisational performance." What is the employees' understanding of "diversity management" in light of the challenges that have been identified, how do employees deal with different "diversity management methods," and what do they think about the use of these practises? What effects do "diversity management techniques" have on "learning organisations" and how do they affect organisational performance? These inquiries offer a justification for carrying out this investigation with sensible goals.

Research questions developed are:

- What are the various "diversity management practices" administered by select luxury hotels in India? (base for objective 1)

- How do demographic factors affect perceptions of "diversity management practices" in luxury hotels? (base for objectives 2 and 3)

- How are "diversity management practices" related to "organizational performance"? (base for objective 4)

- Whether "learning organizations" mediate the relationship among "diversity management" and "organizational performance" (base for objectives 5 and 6)

Based on above research question following objectives were framed:

- To examine the components of Diversity Management Practices amongst select luxury hotels in India. (based on research question 1)

- To examine the employee's perception on various Diversity Management Practices. (based on research question 2)

- To assess the extent of variation in the employee's perception on various Diversity Management Practices with respect to five demographic factors (Gender, Age, Caste, Religion and Geography). (based on research question 2)

- To assess the influence of "Diversity Management Practices" on Organizational Performance amongst select luxury hotels in India. (based on research question 3)

- To assess the mediating role of the Learning Organization in the relationship between Diversity Management Practices and Organizational Performance. (based on research question 4)

- To design a framework on how to leverage Diversity Management practices to enhance Learning organization, and Organizational Performance. (based on research question 4)

This study meets all of the aforementioned goals and makes a significant contribution to the creation of some useful "practises and policies" that will help the hospitality sector implement "diversity management practises" in a way that improves employee and organisational performance and fosters learning within the organisation.

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CHAPTER 2: LITERATURE REVIEW

Various study's variables—"diversity in the workplace," "diversity management methods," "components of diversity management," "diversity management in the hotel sector," "organisational performance," and "learning organizations" is thoroughly examined in the literature review.

Overview

2.1 Diversity management practices

2.2 Diversity Management in India/ Hospitality Industry

2.3 Learning Organization

2.4 Organizational performance

2.5 "Diversity management practices", "learning organization" and "organizational performance"

2.6 Research gap identified

2.1 Diversity management practices:

Management is a "social discipline" that analyses and deals with people's behaviour and human insight; it is all about how we make others work in accordance with our wishes or how we accomplish our tasks through others. The task of competent management is so challenging. People who work together in the same place cannot all be of the same kind (same age, gender, caste, religion, region, etc.); there will always be some differences between them. Therefore, effective diversity management is essential if you want your diverse workforce to function well. Diversity management is the process through which an organisation chooses to hire, select, and keep a diverse range of individuals from different backgrounds. (Thomas, 1991). Due to globalisation and the resulting increase in worldwide migration, diversity management is becoming more and more crucial (Ariss and Sidani, 2016). Diversity management became more popular when it was used by Roosevelt Thomas in 1990 in the USA (Kelly and Dobbin, 1998).

Prior to Act VII of the "Civil Rights Act of 1964," "affirmative action" and "equal employment opportunities" were utilised in place of diversity management in the USA. Research studies also changed toward diversity management once "equal employment chances" was replaced with it (Cox & Blake, 1991). Diversity management was not given much attention when it first emerged as a concept. Diversity management became a fascinating and crucial topic for every organisation when the case of the Hudson Institute of the USA was published in 1987 in a report titled "Workforce 2000: Work and Workers for the 21st Century" (William and Arnold, 1986).

There are numerous definitions of "diversity management," but none of them are agreed upon by all authors. Employee diversity refers to differences and variety. Although every aspect of the workplace may be same or homogeneous, there will always be differences in the workforce due to social identity or other demographic criteria like age, gender, caste, religion, region, ethnicity, culture, educational background, knowledge, and experience, among others (Weber and Donahue, 2001).

To encourage equity, inclusiveness, and competent people from varied backgrounds, "diversity management" is used. For a given workplace, it is essential to have appropriate "diversity management techniques," as competent management alone cannot ensure that diverse employees perform well. According to their knowledge and abilities, "diversity management," "affirmative action," and "equal employment opportunity" help to provide employees who are able, skilled, and talented as well as train them to respond to a variety of scenarios and sudden changes. Lack of diversity management may have a negative impact on organisational profitability, staff effectiveness, and productivity. Employee turnover and absenteeism rates may rise as a result of employees' lack of a sense of fairness and inclusion; as a result, it sometimes causes anxiety, stress, and tension in their brains, which may lead to conflicts between them.

Diversity is defined by (Williams and O'Reilly, 1998) as an employee's behaviour that sets them apart from other employees at work. In their study, (Jackson et al., 2003) note that "diversity" refers to the variation in how employees perceive varied employees working in the same environment. The organization's employees can be distinguished based on a wide range of characteristics, including age, gender, caste, religion, area,

etc. Different theories, including "social identity" (Tajfel, 1981), "similarity-attraction" (Byrne, 1971), and "self-categorization," are used to characterise heterogeneity in the diversity notion (Turner et al., 1987). These ideas are distinguished by the employees' social identities and personal identities. First off, there are reversal links between social identity and personal identity. Social identity is based on the affiliations and organisations that employees belong to, Whereas, a person's identity is not based on their affiliation with a group. Second, according to the "self-categorization theory," employees differ from one another and within their own group based on things like money, status, and education. (Turner et. al., 1987).

In "social identity theory," an employee's perceptions on various attributes like caste, age, religion, gender, and region help in classifying them into certain social groups. (Tajfel, 1981). According to the "similarity-attraction theory," employees are attracted to similar kinds of employees who have the same attitude, nature, and demographic factor, and they get disturbed or distracted by dissimilar types of employees. (Byrne, 1971). These theories all together highlight the conceptual foundation of "relational demography theory" (Tsui et al., 1992), and on this basis, a conclusion can be made that the attitude and behaviour of employees are highly affected by demographic factors. As per the concept of all these theories, it is concluded that diversified employees in the organisation affect the organisation adversely and may bring about a negative outcome, whereas employees of similar nature and background bring homogeneity to the organization, improve efficiency and productivity of employees, and also reduce conflicts among employees.

Every organisation should recognise the value of having a diverse workforce and should adopt sound "diversity management strategies." Even managers value a varied workforce, and they should stop treating everyone equally and start praising creative and skilled workers in order to raise morale, productivity, and creativity among staff members, foster an inclusive workplace culture, and lower turnover.

"Diversity management strategies" are always helpful in maintaining a happy workplace. A successful diversity management programme is essential to fostering respect and appreciation among employees (Painter et al., 2008). "Diversity management methods" support the development of respect and admiration for each

employee's possessions based on a variety of demographic variables, including caste, age, religion, gender, region, education, knowledge, and so forth (Paulson et al., 2011; Bear et al., 2010;). "Diversity management methods" will solve all the issues relating to employee discrimination and foster an atmosphere of inclusion where employees will feel valued.

Employee discrimination or an employee who does not feel included in management will have an impact on their efficiency and productivity, generating a negative performance index or lowering the organization's overall performance and profitability. (Sidney & Chadwyck, 2001). To increase employee inclusion and participation, a voluntary organisational decision is made and implemented in both formal and informal organizations, which is referred to as "diversity management policies and practices." (Harvey & Allard, 2012).

Acceptance and inclusion are the prime motives served by diversity management. Employees should be directed and appreciated for working in a diversified team, and they should be taught to respect the diversified employees. Every employee has its own perception, attitude, and sense of handling any situation, so they should respect and cooperate with one another so that the overall organisational mission can be achieved successfully.

(Roberson, & Jeong, 2007) Every organisation that employs a diverse group of people is required to have effective diversity management procedures. "Diversity management practises" aid in increasing worker productivity and attaining the business objective, which any organisation adjusts in accordance with the skills and talents of its diverse workforce (Harvey & Allard, 2012). Diversity management is seen as a type of multicultural organisation where people from all socio-cultural backgrounds work to the best of their abilities. Through diversity management strategies, a majority-oriented organisational culture is changed into a heterogeneous pluralistic culture that affects various value systems.

Through diversity management, organisational justices are established, ensuring that no employee experiences prejudice or unjust treatment because of characteristics such as age, caste, religion, gender, or ethnicity. "Diversity management techniques" raise

staff productivity and efficiency, which boosts organisational profitability and supports organisational transformation in addition to creating a sense of fairness. (Cox et al., 2006: Ozbilgin & Tatli, 2011).

Today, most work is done in groups or teams, thus it is crucial to understand the distinctions between team members in order to perform teamwork effectively. This is especially true in hotels, where work is separated into several groups and different teams are responsible for carrying out those tasks. The hospitality sector is looking for qualified, capable, and talented individuals regardless of their demographic and regional characteristics in a constantly changing environment. If a company doesn't have a comprehensive strategy to address the changing environment and doesn't apply effective diversity management practises to end employee discrimination, it could have a detrimental effect on both the company and the employees. (Khandelwal, 2002).

The most prominent form of diversity is gender diversity, especially in the hospitality industry and the information technology industry. Continuous efforts are made to promote gender diversity in these two industries. (Pelled et al., 1999) In some other countries, except India, women are the lead representatives of organizations. Attracting and retaining female employees, as well as including them in important decision-making processes, is a strong strategic decision in the organization. The role of female hotel employees is critical; more than half of hotel employees are female. The concept of women's access is growing on a large scale, especially in the hotel industry, among both developing and developed countries. Nowadays, when men and women are given almost equal importance, the scope of "diversity management" also increases. (O'Leary & Weathington, 2006).

Almost every organisation starts following "diversity management practices" to improve their profitability, productivity, and organisational performance. Also, they make sure that employees feel included, justified, and satisfied at the workplace (Kochan, T. et al., 1992; Dobbs, 1998). As mentioned above, changing the environment increases the importance of diversified employees. A diversified workforce consists of both men and women, a diverse background of employees, and physically challenged and disabled employees. When employees are recruited by considering their ability and talent irrespective of their demographic background, it will generate a greater pool of

talent and help in motivating employees to perform with their fullest efficiency, improve their productivity, create understanding and cooperation among employees, and also help in making better decisions in the organization. Various diversity management practises are followed by different organisations to manage their diverse employees and make the best use of their abilities and skills. But doing so is not an easy task. Many organisations face numerous challenges; if diverse employees are not managed properly, this may have a negative impact on the organisation and reduce overall organisational profitability and performance (Simons & Rowland, 2011).

The workforce in the hospitality sector is diverse and actively engaged. They are not just restricted to a single nation, but they are also sought for internationally to provide a diverse work environment. The two main results of diversity among employees working together are increased educational facilities and educational levels. Diversity in the workplace helps minority and female employees find appropriate career possibilities and raises employee aspirations. It is evident that every firm currently seeks to achieve a balance between male and female employees when employing new employees after giving women in the organisation appropriate career chances. Equal work possibilities for men and women are a sign of the world's talent, cohesion, and support (Bizri, 2017).

Every organisation should respect the needs and requirements of both men and women and their choices. Organizations must develop policies that take into account the needs and desires of women. Initially, women and minorities were not treated fairly in the organization, even though they were not included in important decision-making. They were dominated by male workers and white employees, which resulted in organisation failure. Ultimately, organisations started managing diversity and started including women and minorities in decision-making. According to the "US Civil Rights Act of 1964," organisations in the US have to follow diversity practises to have "equal employment opportunities." Prior to 1980, diversity was limited to gender and race, such as women and white and black employees, but it was later expanded to include other demographic factors such as religion, educational qualification, experience, skills, and so on (Sharma and Gupta, 2016).

Today, a number of additional unspoken elements, such as an employee's educational background, knowledge, experience, working style, aptitude, etc., are taken into account while evaluating diversity. A few scholars emphasise in their research that diversity is significantly broader when taking into account people's views, attitudes, culture, and other factors rather than only their visible identities like age, gender, caste, handicap, etc. All of these elements must be taken into account in the diverse employee criteria in order to have effective diversified personnel (O'Connell, S., 2005).

Solving issues relating to employee similarities and differences is diversity's primary purpose. A multiracial society is something that organisations must cope with. These organisations will only be successful if they recognise the value of and need for allocating adequate resources to managing diversity. Organizational behaviour, globalisation, and the analysis of management practise implementation are three key areas where diversity has an impact. Prior to the passing of a strict anti-discrimination law, employees were not treated properly; but, when the law was passed, employees felt justified and included. Adequate "diversity management methods" and suitable diversity are crucial for a healthy competitive environment. Simply put, "workforce diversity" refers to the degree of diversity in the workforce.

Do employees come from diversified areas with different demographic factors? (Moorhead and Griffin, 1999) mention that nowadays, when technologies are developing so rapidly and the work environment changes so frequently, it becomes very important for any organisation to change itself accordingly so that it can survive in the market and face competition. Organizations are competing with each other on the basis of their employees' ability, skills, and talent, so it cannot be ignored that organisations are hiring and retaining talented and skilled employees from diversified areas. The main focus of every organisation is on implementing "best diversity management practises and policies" such that their diversified employees feel inclusive and justified and work with their fullest efficiency. Nowadays, diversity management practises are important at any workplace.

(Yang & Konrad, 2011) To manage diversity effectively, it is very important that diversity management practises consist of formalised practises that are developed and implemented within an organization. According to (Alcazar et al., 2013) study, which

investigated various five HR strategies used while managing diversity, the major five HR strategies are equal work opportunities, balance between family and work, flexibility in working time, intercultural training, fair and bias-free performance assessment, and finally fair compensation. (Chowdhury, 2015), "Diversity management practises" have been examined in a few organisations in Bangladesh. The results indicate employee satisfaction, customer satisfaction, and compensation analysis are the most essential elements. Therefore, to hire and retain talented employees, DM Practices are required. According to (Bizri, 2017), diversity management positively affects employees' feelings, increases work engagement, and increases employees' affective commitment to organizations.

It is difficult to manage diversity in an organization. In order to manage diversity at the workplace, certain points are to be kept in mind, such as:

- What is the perception of different employees regarding different policies and practices followed in the organization, and how do they deal with those policies and practices? What is their opinion?

- to maximize employee efficiency, and motivate them to make the necessary organizational changes.

Employees may share similar values, such as a similar way of giving respect or a similar need for self-recognition, but the ways in which they demonstrate those values may differ from one another. It is quite difficult to determine the needs of various employees. The best way to get respect and appreciation from others is to appreciate and respect them. From a diversity-sensitive perspective, the best way to enhance the efficiency and productivity of employees is to appreciate them and enhance their self-recognition. Proper diversity management helps maximise employees' ability to contribute toward achieving organisational goals. Diversity management practises help ensure equal treatment for all kinds of employees and reduce historical discrimination. Managing diversity fulfils all legal necessities, business necessities, and social responsibilities. Diversity management practises create an environment of inclusion and equal participation, working for the betterment of every element engaged at work (Putnam, 2007).

If there is any default in effective "diversity management practices," then there is a possibility of having adverse outcomes such as an employee's efficiency and productivity declining, production cost and time increasing, and employees feeling biased and dissatisfied, which creates tension and anxiety in their mind and may cause mental and physical health problems. Lack of proper diversity management practises makes it difficult to hire talented, skilled, and experienced employees. Having good management alone does not guarantee success in managing diversified employees, but it is mandatory to understand the role of diversity in specific areas of management (Devine et. al., 2007). Employees are trained and advised in order to face and survive the different situations in which they have to work. Affirmative action, equal opportunity, and diversity are the three most important factors that help employees work in a variety of situations.

According to (Simons & Rowland, 2011), employees should be given adequate instruction on how to communicate, cooperate, and act appropriately in a variety of scenarios. Any organisation or sector, but especially the hotel sector, must today practise diversity management since it creates new opportunities. Requirement of "diversity management techniques" in organisations and the best ways to use them to achieve beneficial outcomes should be further studied (Davidson et al., 2010).

2.2 Diversity Management in India/ Hospitality Industry

All of the activities in hotels are people-focused, so we might say that the hospitality sector requires a lot of labour. In Indian hotels, there is a rising demand for a variety of personnel. The employment rate in the hospitality sector is growing at a 3% annual rate. Every year, the hospitality sector adds close to 400000 new jobs. Additionally, especially in four- and five-star hotels, but also in lesser hotels, the labour turnover rate is very high, reaching 50% (Annual report of Ministry of Travel and Tourism, 2023). The hospitality sector is experiencing a skill, talent, and experience scarcity, which forces hotels to acquire people from a variety of backgrounds and on a contract basis for certain specialised duties. The need for competent and talented people compelled the hotel sector to hire a diverse workforce and adopt appropriate "diversity management strategies" for them. It can be challenging to find diverse staff, particularly

in the hospitality sector. Employee diversity presents an organisation with both possibilities and difficulties. (Devine et al., 2007)

(Pitts & Jarry, 2007) assert that a proper understanding of diversity is essential for effective diversity management. It is crucial that diverse employees be invited to significant management meetings and functions since, according to a few reports released by the ministry of tourism and travel, diverse employees in the hospitality industry contribute to improving the nation's economic situation. Employee diversity will help managers use resources more effectively and contribute to a more effective workplace. There is little research that emphasises the function and significance of diverse employees (Knippenberg and Schippers, 2007). Bias and discrimination will have a negative impact on both the hotel organization's staff and its guests.

To have a positive work environment and a progressive growth rate, there should be proper diversity management in the hotels. Having a diversified environment is the key to success for any hotel organization. Discrimination in a hotel's workforce effect employee performance and the organization, but it will have a far-reaching impact on the employees' mental and physical health. Several reasons exist for which hotel companies recruit and retain diversified employees, will improve employees' knowledge and cooperation and help in bringing new talent, fresh ideas, and different viewpoints into the organization. (Simmons, 1996). If any organisation does not follow diversity in its system and does not take any essential action to avoid "discrimination and injustice," it will dissatisfy and disappoint its employees and clients. Therefore, it has become very important for any organisation to have a diversity strategy and to have reframed their policies and strategies concerned with diversity management (Suh E. et al., 2012). The most important strategy to be followed by every hotel organisation is a diversity management strategy to involve employees in important decision-making and the functioning of the organisation (Farren and Nelson, 1999).

Visibility and invisibility are two broad definitions of "diversity" in any hotel organization. Visibility includes all those factors that are visible, like region, age, ethnicity, caste, gender, religion, and mental and physical abilities; on the other hand, invisibility includes all those factors that are invisible, such as employee skills, talent, education, income, religion, personality, and learning style (Putnam, 2007). Cultural

workers are considered an essential source of success for the hotels; hence, they are managed properly and given appropriate attention (Devine et al., 2007). In order to fulfil the requirements and demands of diversified customers in hotels, hotel management is recruiting highly diversified employees (Christensen-Hughes, 1992). Diversified workforce also aids in improving business proficiency and reputation of hotels (Diversity Inc., 2002). Hotels are able to make a better consumer base by utilising diversified skills and talents of employees, utilising competitive advantage, making good relations between multicultural societies, satisfying employees, refining business output, and creating a favourable working environment.

Diversity management policies help in hiring highly talented and skilled employees from diversified areas, which helps create a positive working environment and increases productivity and performance. The hospitality industry is globally known as a labor- and capital-intensive industry (Rao & Bangali, 2014), in which success depends on the service provided by its employees and the satisfaction level of customers; therefore, it becomes more important to have diversified staff and effective DM practises so employees can feel included in the organisation and continuously try to increase their performance. The hospitality industry broadly includes hotels, motels, restaurants, apartments, guest houses, and so on, which serve a diverse range of customers from various countries. To provide the best services and comforts to a diversified customer base in the hospitality industry, hotels start locating and operating their functions and services at different locations so that customers cannot face any difficulty.

Particularly in the hospitality industry. Managing a diversified workforce means that there should be no discrimination among employees regarding their age, gender, nationality, caste, religion, region, or educational qualification (Sharma and Gupta, 2016). According to (O'Connell, S., 2005), if there are diversified employees and proper DM practises are followed, it will help hotel organisations to avail a competitive advantage in the market as they are more capable of generating creative and innovative ideas. It is critical that whatever diversity management policies and practises are implemented are appropriate and well thought out, as implementing the wrong diversity management practises can have negative consequences. Managing diversity is not as

simple as it looks (Rijamampianina & Carmichael, 2005). Diversity is important in the hospitality industry, but if it is not managed properly, it can be harmful (Korjala et al., 2013). It may create many problems for hotels, like unequal salaries and discrimination among employees, not involving women in decision-making, etc. (Gerhart, 2008; Allen and Sachs, 2007).

(Shen et al. 2009) observed a research gap addressing the HR management strategies that must be used to manage diversity effectively but did not find any applicable and trustworthy diversity management techniques to be used. Male employees are employed in hotels at a higher rate than female employees. In addition, men directly influence how women are perceived in the workplace (Perez et al., 2018). If there are more men in hotel companies, for example, this will have an impact on women's morale and roles. The two diversity-related concerns that are deemed to be most pressing and that require immediate resolution are gender inequality and gender diversity (Shen et al., 2009). Women in the hotel sector make less money than men do, and some of them even experience harassment (Gerhart, 2008). Women are not treated equitably and are given less priority than men even during performance reviews, training compensation, and advancement.

According to a 2014 report by Intercontinental Hotels Group (IHG), it is important to promote gender diversity in workplaces where female employees receive the support and opportunities they need. Women should actively participate in important decision-making, conferences, and external diversity summits. They should also be chosen as leaders and representatives (Elbaz and Haddoud, 2017). Without respect for any form of prejudice, all employees are given equal job chances. (Annual report of Marriott, 2013). Empowerment is a crucial dynamic notion in the hospitality business that can enhance employee service quality and organisational success (Korjala, 2013). Employee empowerment in company culture needs to improve (Bektas and Sohrabifard, 2013).

The key to creating a collaborative environment in hotels that fosters innovation is to empower diverse groups (Kennedy and Schleifer, 2006). It is crucial to inspire and increase employee empowerment (Yang and Konrad, 2011). In order to break through the glass ceiling, women's empowerment is also necessary (Ohemeng et al., 2015).

There should be appropriate empowerment initiatives in place to encourage higher staff engagement. An "empowerment strategy" aids in boosting employee dedication, their degree of creativity and invention, their productivity, their skills, and the quality of their work, all of which contribute to increased profitability. Using empowerment techniques benefits both managers and employees (Bektas and Sohrabifard, 2013).

There are certain points which are kept in mind before implementation of any empowerment strategy, such as instructing and training employees in dealing with a particular situation and how to cooperate with one another, making them realise their responsibility and how to perform their assigned duties without any complaints or problems, and also teaching them how to appreciate others (Thamizhmanii and Hasan, 2010). Hilton organizations adopts the best empowerment strategies to empower women. The hospitality industry employs diversified staff with distinct skills and abilities such that they can obtain critical resources like skilled employees, fresh and innovative ideas, cultural sensitivity, stakeholder legitimacy, etc. (Ortlieb and Sieben, 2013) Managers are trained and learn to deal with diverse employees in prominent hotel organisations like Marriott, Sodexo, and Hyatt so they can recruit and attract highly skilled and talented employees. (Diversity Inc., 2013).

The hospitality industry organises Several campuses provide support to minority groups such as the National Society (NSMH) in order to develop and recruit talent. Educational institutes and universities are also paying due attention to the importance of diversity in hospitality by including diversity in their syllabuses and textbooks (El-Said, 2013). There is a sufficient amount of research and study focused on the necessity of diversity management in the hospitality industry. Educational institutes and universities encourage readers to get attracted towards diversity management and help in understanding the correct meaning and function of diversity. There are numerous other important issues related to the concept of diversity (Madera et al., 2013), such as employee and manager perceptions of diversity management (Garib, 2013), cross-cultural work values of hotel managers (Ineson et al., 2013), employer perceptions of diversity in hotel organisations (Houtenville and Kalargyrou, 2012), and customer perceptions of diversity in hotel organizations.

2.3 Learning Organization

The concept of "learning organisations" has a special and significant place in organizations. It has also been a focus of research because it aids in the creation of numerous diverse scientific programmes. (Argote and Miron-Spektor, 2011) Due to its many notions and enduring legacy, there are several definitions offered by various research academics (Crossan et al., 1999). However, almost every organisational learning concept employs innovation (Li et al., 2021; Hurley and Hult, 1998), which is the best utilisation of existing knowledge and acquisition of new knowledge to have a continuous change and renewal of an organization's competitive advantage and performance. Before 1980, many organisations followed the model of learning from the experience of others as there was no other concept available (Beeby and Booth, 2000).

The term "absorptive capacity" was coined in 1990 by Cohen and Levinthal, and Senge's learning organisation concept was launched the same year. "How organisations perceive the value of information, gather it, and exploit it for commercial objectives" is referred to as "absorptive capacity." Acquisition is all about a firm's capacity for knowledge acquisition, opportunity identification, and knowledge interpretation. Other places Through the process of exploitation, knowledge is transformed into superior and improved products (Zahra and George, 2002). Therefore, it can be claimed that any organization's relational characteristics contribute to increasing its propensity to learn from other companies (Lane and Lubatkin, 1998).

"Learning is a process whereby knowledge is acquired." Learning can never be defined by a single definition because it contains many different elements. It is quite difficult to explain the actual and complete meaning of learning (Shuell, 1986). According to (Ruhanen, 2012), learning is a complete process and result. (Eraut, 2000) defines the meaning of process and result, and after combining both definitions, results-generated learning, which means to make a change in the behaviour and thinking of employees and a process of gaining new knowledge in the organization, Learning indicates various organisational manifestations, like: a) the intellectual and psychological necessity of getting results; b) perception, thinking, and ways of understanding the functions of management (Kim, 1998).

The four stages of learning that (Watkins and Marsick, 1996) examine are "individual," "team-oriented," "organization-based," and "society." Organizational learning produces fresh, useful information and inspires innovative thinking, both of which maximise "organisational performance" (Slater & Narver, 1995). For instance, corporations frequently employ fresh data and concepts to develop and interpret knowledge. All forms of learning, including experiential, practical, internship, and training learning, are included in "organisational learning capabilities" (Chiva et al., 2007). Simply put, organisational learning describes how learning is applied in organisations (Argote & Miron-Spektor, 2011: Argyris & Schon, 1996). Organizational learning helps businesses learn from the viewpoints of individuals and society (Chiva & Alegre, 2005).

Learning is a social phenomenon that takes place through communities and groups. Learning is an individual phenomenon that ensures organisations learn through people. Effective organisational learning advances knowledge, promotes relationships, advances technology, and organises better training programmes (Crawford, 2006). Learning aids in exploring the collective capacities of workers in creating a sustainable environment in the business, and it also expands the spectrum of variety within the organisation, according to (Brady & Spence, 2010). Learning capability is defined as knowledge interpretation. The longevity of an organisation is ensured by organisational learning (Hsu & Fang, 2009). There is a lack of knowledge about organisational learning and how it helps organisations function better.

In hotels, learning means acquiring improved skills, information, and knowledge. There are limited studies that postulate learning in hotels with regard to some specific objectives and purposes. Comparative exploratory studies highlight that hotels are capturing more information and enhancing knowledge to have better and improved results (Yang, J. T., 2008). Knowledge transfer occurs in organisations through the sharing of information and knowledge among individual employees, team members, and groups. To solve problems and make certain decisions new and improved Skills required to improve expertise in the workplace; (Frechtling, 2004) describes knowledge transfer as a spinning wheel of fortune. The sharing of information and knowledge leads to organisational success. (Alavi & Leidner, 2001). In hotels, information sharing is not

included as a part of the strategies and practices. (Sleezer, 2004) notes that knowledge-sharing in hotels faces numerous obstacles, like difficulties in replicating and utilising information and employees' underlying fear of not getting promotions. (Yang and Wan, 2004) discovered that knowledge exchange is difficult in hotels.

Managerial competency and training requests can only fulfil specific management learning needs (Agut & Grau, 2002). Highly competent training is acquired from sophisticated and informal networks (Jameson, 2000). According to (Furunes, 2007), alternative training approaches help workers improve performance, processes, interpersonal skills, problem solving, inclusion, and knowledge. The theory of knowledge in hotels is dependent on learning (Dosi et al., 2008). Organizational learning is being the set learning standards (Fiol & Lyles, 1985).

Various educational platforms are deeply interested in the new and wide organisational learning paradigm as a social technology and theoretical paradigm (Kilmann, 1996). To survive in a competitive market and to improve decision-making skills, learning and utilising those skills are a must. (Morgan et al., 1998) The environment is so dynamic that it changes frequently, and to work here means requiring fresh, better, and improved learning and knowledge. Consistency in acquiring knowledge protects organisations from certain uncertainties. (Goh et al., 2012). So it can be said that learning behaviours help reduce uncertainties (Sullivan & Nonaka, 1986).

Organizational learning is concerned with the threats and limitations to learning and works to overcome and reduce those threats and limitations. Next, organisational learning gives more importance to internal factors that affect the "learning and performance of employees" (Namada, 2018). If there is a need to implement learning organisations in the organization, then there is a need to make some efforts for its execution, while organisational learning exists without any kind of effort. Organizational learning studies experience, knowledge, and ability and increases the efficiency of an organization. Organizational learning means developing insight and acquiring knowledge that have the capacity to influence other behaviours. (Beeby and Booth, 2000). Organizational learning relates to both inter organizational relations and the process of acquiring knowledge. (Andreou et al., 2015). Organizations invest in employee learning and knowledge programmes so that they can recoup their investment

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in the future; therefore, employees must take advantage of learning programs (Segarra-Cipres & Bou-Llusar, 2018).

If hotel organisations have an efficient diversity, it will result in many favourable opportunities for organisations and also make employees more efficient and skilled in their working styles (De Weerd-Nederhof et al., 2002). Diversified employees share different cultures, languages, skills, experiences, and knowledge in the organisation and generate opportunities for other employees to learn from each other and grow (Alegre & Chiva, 2013). Learning programmes widen the scope for employees to improve their personal skills and working experience, boost their morale, and work more efficiently (Minton, 2012). Learning is all about gaining skills, knowledge, and abilities to perform a task (Goh & Ryan, 2002). Similarly, in the hospitality industry, learning programmes encourage staff members to enhance their individual skills and capacity to work and perform efficiently. Employee learning needs to be upgraded so that they can keep themselves updated and easily satisfy customers, which is a rapidly growing topic in every organization, especially hotels (Nwankpa & Roumani, 2014).

"The hospitality industry" also pays much attention to learning awareness and other strategies that help in organisation modernization. Knowledge sharing is quite common in the hotel industry; employees share knowledge and skills with each other (Nieves & Segarra-Cipres, 2015). Learning organisations help any organisation maintain long-term competitive advantages and overcome new challenges. The main tasks of the hospitality industry are to provide the best quality service to the customer and capture a higher market share (Gjelsvik, 2002). A learning environment is a must to enhance workplace effectiveness. Especially in the hotel industry, learning goes on a continuous basis, which increases employees' knowledge and helps management become more proficient in all its functions such as cultural adaptations, cooperation, teamwork, etc. A longitudinal study by (Bayraktaroglu and Kutanis, 2003) found that customer appreciation and feedback are a must for the hotel industry because it is a dynamic, service-oriented business.

(Yang et al., 2010) For the growth and development of the hospitality industry, organisational learning has immense importance because it helps develop knowledge (Dirani K.M., 2013). An enhancement in knowledge and learning will lead to better

performance and improve efficiency and service quality. A major issue confronting the hospitality industry today is how to process and implement learning capabilities in such a way that they result in new knowledge creation and effective skill use. Mainstream approaches use learning theory to implement or frame their capabilities. "Organizational learning capability" means the complete development of employees through providing training, development programs, etc. (Bayraktaroglu & Kutanis, 2003). The hospitality industry provides learning opportunities to its employees so that they are able to enhance their performance, provide better service to customers, and provide customer satisfaction.

If customers are satisfied, then they provide positive feedback towards a particular organization, increasing its market share as well as its goodwill. The hospitality industry also pays much attention to learning awareness and other strategies that help in organisation modernization (Ruhanen et al., 2012). Customer appreciation and feedback are a must for the hotel industry because it is a dynamic service-oriented business (Aizpurua et al., 2011). A learning environment is a must to enhance workplace effectiveness, especially in the hotel industry where learning occurs on a continuous basis (Yelle, 1979). Learning on a continuous basis increases employees' knowledge and helps management become more proficient in all its functions, such as cultural adaptations, cooperation, teamwork, etc. For the growth and development of the hospitality industry, organisational learning has immense importance because it helps develop knowledge.

According to (Jerez-Gomez et al., 2005), there are three major aspects of organizational learning. These three aspects are: knowledge acquisition, life consciousness, and change adaptation. (Shrivastava, 1983) Knowledge acquisition refers to how and where employees obtain knowledge, which improves their learning capabilities. Acquisition of knowledge can be done at an individual level or it can be done collectively by all employees. Either one employee can individually acquire knowledge or a group of employees can collectively acquire knowledge from any source. The second aspect is consciousness. Employees, particularly in hotel organizations, must be cognizant of learning; they must have a desire and interest in learning new things and improving their efficiency while working (Yi T. et al., 2011). Employees must be motivated to

acquire new knowledge and search for innovative ways of working. There should be an awareness of work and learning. The third aspect is adaptation to changes; the working environment is uncertain and dynamic, and there are frequent changes in the working environment, so employees must be mentally and emotionally prepared for these changes (Engestrom, 1999). Learning in an organisation helps employees stay updated with the latest trends in the environment and prepares them mentally to be ready for further changes in the future (Goh & Richards, 1997).

There should be proper learning awareness and strategies in the hotel organization. (Qi & Chau, 2018). So to improve the results and performance of hotels, there is a need for continuous acquisition of knowledge and adaptation to changes. (Line & Hanks, 2019). Doing so will help in problem solving, improve the process, gain acceptance, maintain knowledge, and establish interpersonal skills. (Tajeddini, 2011): "To become proficient in cultural adaptation, policies, rule and regulation, and service quality, an employee's learning is a must, and a learning environment should be created by the hotel organisation to work more efficiently" (Badinelli, 2000). Learning may lead to permanent changes. In the three different terms are used for learning: which are "learning organization," "organizational learning," and "individual learning." (De Weerd-Nederhof, et. al., 2002: Slater & Narver, 1995).

Learning is about acquiring new skills, understanding, and knowledge, as well as improving existing ones. It involves adopting some knowledge, skills, behaviors, and any other information. Learning is a contextual process. Learning something new takes time; it is not something that can be accomplished overnight. Learning is more than just gathering procedural and factual knowledge; it is a complete process (Chiva et al., 2007). Several studies used conceptual approaches to explain why learning is necessary for hotels to compete in a competitive market (Fang, Chang, & Chen, 2011). Others have emphasized the significance of learning organization in hotels (Okumus, 2003). Organizational learning presents strategic perspectives as a source of heterogeneity among organizations (Cooper, et al., 2015). Competitive advantage can be gained through organizational learning (Lopez-Cabrales, et. al., 2011). The current study connects hotel employee efficiency to functionalities and innovative outcomes (Budhwar et al., 2006).

Employee efficiency helps in smooth functioning and boosts the morale of employees (Simons & Enz, 1995). To make employees proficient in their work and responsibilities, there is a need to convert organisations into learning institutions. To improve the results and performance of five-star hotels, there is a need for the continuous acquisition of knowledge (Yang J.T., 2008) Improved and enhanced skills help in problem-solving, improve the process, gain acceptance, maintain knowledge, and establish interpersonal skills (Dosi et al., 2008).

2.4 Organizational performance

Organizational performance refers to the efficiency of the organization; efficiency means how efficient an organisation is in achieving its goals, objectives, and mission. If the measured outcome is exactly according to the desired outcome, then that particular organisation is efficient and shows satisfactory organisational performance. The meaning of "organizational performance" is different for various industries; its meaning, operations, and concepts are based on the approach and theory used in that particular industry (Cameron, 1986). Previously, organisational effectiveness was measured through the acquisition of system resources, goal attainment, and an internal process alignment approach. Organizational performance and effectiveness refer to how an organisation achieves its various goals, which are variable and mutually exclusive to its workforce (Tajeddini, 2011).

Organizational performance can be measured according to its short- and long-term goals, and effectiveness means what strategies are implemented to achieve those goals. Organizational performance is broadly classified in two phases: the first part consists of the resources available, the effective utilisation of resources, and the criteria for measurement (Quinn and Cameron, 1983), the second part focuses on the relationship between leaders and subordinates, employees' perceptions of organisational effectiveness, managers' perceptions of organisational effectiveness (Mehdibeigi et al., 2016), and how all resources interact to achieve the target goal (Buil et al., 2018).

According to various research scholars, "organizational performance" and "organizational effectiveness" have the same meaning. But somewhere a difference exists between organisational effectiveness and organisational performance.

Organizational Performance: Consider elements like financial performance, service performance, innovative performance, sales performance, brand performance, and even the target value (Nazarian et al., 2017). Whereas "organizational effectiveness" is much more than quantitative targets and uses multiple criteria such as service quality, employee satisfaction levels, work engagement, and work commitment. Organizational effectiveness is a much broader concept, making it difficult to quantify and even more difficult to relate to any specific theory (Quinn & Cameron, 1983). As mentioned above, the performance of an organisation and its effectiveness depend on the context, environment, and context in which it is operated; the meaning of organisational performance is different for different industries, and there is no particular set of definitions or factors that is universally applicable and accepted (Yilmaz and Ergun, 2008).

"Organizational performance" means the performance of an organisation in order to achieve its goals and objectives (Cho and Dansereau 2010). (Tomal and Jones, 2015) give a distinct definition of organisational performance; according to them, organisational performance is the actual results and output measured against the desired or targeted results of any organization. Non-financial and financial parameters measure the performance of any organization. Profit and sales are included in the financial parameters. The market share of the organisation is included in non-financial parameters (Newbert, 2008). To assess the performance of any organization, the two most important elements to consider are profitability and the growth of that organisation (Agha et al., 2011). Competitive advantage boosts the organization's financial and nonfinancial performance. Other than competitive advantage, technology used in the production of goods and services and legal protection of intellectual property are also used to improve the performance of any organization.

Even the selection of strategy affects organisational performance. The choice of strategy depends on manager decisions; hence, managerial decisions also affect organisational performance. If any organisation wants to enhance its performance, then it should know how to defend against threats generated by competitors, reduce costs without affecting outcome, make the best use of available resources, and expand market opportunities (Newbert, 2008). Somewhere, organisational performance is not directly

affected by various marketing resources, as marketing resources help in the achievement of goals related to brand image, brand equity, and brand loyalty by providing satisfaction to customers and creating loyal customers. (Davcik & Sharma, 2016).

Information technology plays a major role in improving operational efficiency. It helps in improving information and sharing of knowledge, customer interaction, cooperation and coordination with supply chain members, and relations between trade partners (Moghaddam F.M., 2012). Organizational performance or effectiveness also depends on the efficiency of employees and how efficiently they perform their assigned duties (Mastrangelo et al., 2014). The performance of employees can be regulated by the possible factors on which it depends. There are a number of variables that affect individual employee performance; it is difficult to regulate all those variables, for example, an employee's personal interest, age, seniority, and gender (Cho and Dansereau, 2010). (Mastrangelo et al., 2014) mention in their study that competent and capable leaders influence their followers.

Organizational leaders motivate and stimulate employees to perform to their best ability, influence employees' behaviour and attitude, and establish a conducive environment that ultimately helps in achieving organisational goals and targets. Employees were motivated by their leaders to maximise and strengthen their knowledge and efficiency (Babcock-Roberson and Strickland, 2010). "Organizational performance" and success are directly related to the culture of the organisation created by its leaders. The performance of an organisation is always influenced by the values and beliefs of the organization's managers and leaders (Soebbing et al., 2015). Even (Ssekakubo et al., 2012) mention in their study that both "organizational performance" and "employee individual performance" are improved by competent and able leaders. Various research scholars have also defined a relationship between the competencies of the leader and the performance of the organization. In the present time, leadership is an important factor in the performance of an organisation because employees follow leaders more than their managers. (Pradhan and Pradhan, 2015), compare leadership to an art that motivates individual employees or groups of employees toward the achievement of an organisational common goal.

The ability of a leader depends on how he or she influences the attitudes of employees and how we make other people follow him or her through their knowledge and skills (Lee et al., 2015). There is always debate about whether leaders are born or made; some say leaders are born, while others say leaders are made (Koonin EV., 2014). There is a chance that both statements are correct because some leaders are born with leadership qualities while others are trained to be good leaders. To become a competent and able leader, it is mandatory to have some specific skills, knowledge, and experience.

According to (Pradhan and Pradhan, 2015), the competency of leaders is assessed through the performance and efficiency of that organization. There are certain factors that determine the efficiency of leaders, such as physical appearance, characteristics, confidence, creativity, value, knowledge, experience, ethics, etc., and there must be a balance among all these variables. Openness, vision, dedication, integrity, and creativity of any leader make employees work efficiently and succeed (Asree et al., 2010). After globalization, the globalisation performance of the hotel industry is largely based on employees' efficiency and ability (Soebbing et al., 2015). (Bass and Steidlmeier, 1999) mention in their study that a successful leader always looks for the betterment of his employees and organisation and also ensures customer satisfaction. For example, leader competency is regarded as a major factor in the expansion of Fly Emirates Airline in the UAE.

Fly Emirates' policies and leadership strategies were regarded as the best and were emulated by many other organizations, as these strategies assisted employees in increasing productivity and efficiency, which in turn helped maximize the organization's overall performance. (Khan & Siddique, 2012)

Both the terms "organizational performance" and "employee performance" are closely related to each other; various studies have determined a close relationship between these two terms. First, let's define "employee performance," which, according to (Price, 2001), refers to how efficient employees are at doing their jobs. According to (Sempane et al., 2002), employee performance refers to how individual employees perceive and evaluate their work, as well as how dedicated they are to it; employee performance is also influenced by their job experience and job appraisal (Islam and Siengthai, 2009). The level of employee satisfaction determines the performance of employees; more

satisfied employees will have more productivity or performance. Many personal and organizational environment factors influence employee satisfaction and performance (Zohir, 2007).

To understand employee performance and employee satisfaction, the best method suggested is the person-environment paradigm (Salah Uddin et al., 2015). Whereas in other studies, employee performance and satisfaction were determined by the interaction of host factors, such as work nature and environment, employee recognition, cooperation from co-workers, working time and condition, communication among employees, organisational policies, systems, rules, regulations, and procedures; training programs, promotion policies, opportunities for learning and employee personal development; security; and appreciation of e-mail. Event management science and practises also admit that to improve employee performance, it is essential to satisfy the employees' needs and requirements. Employee satisfaction is a predictor of employee performance.

As employee satisfaction determines employee performance, it also affects the performance of the organization. In a few studies, it is also mentioned that organisational efficiency and productivity depend on employee satisfaction, employee physiological needs, and employee mental and social conditions. (Schneider et al., 2003). There is an appropriate correlation coefficient between employee performance and attitudes and satisfaction. Where else employee satisfaction was determined by the motivation and appreciation of employees and the involvement of employees, there is a direct positive correlation between all these influential variables and employee satisfaction (Judge et al., 2001). Even organisational turnover rate, job productivity, and customer satisfaction are positively linked with employee satisfaction performance (Harter et al., 2002).

Especially in hotels, a positive correlation exists between these two factors, which are closely linked with each other (Zohir, 2007). Poor working conditions and a bad working environment will have dissatisfied employees and result in the reduction of individual employee productivity and overall organisational performance (Chandrasekar 2011). The relationship between these two terms is not determined in one study, but there are a number of studies that represent their relationship.

Considering those studies, we can conclude that if employee satisfaction can be raised, organisational performance will also be enhanced, as if employees are satisfied, then they are motivated to improve their performance and efficiency. Contrary to this, if employees were dissatisfied, they would negatively affect organisational performance because dissatisfied employees are not in good mental condition to perform (Judge et al., 2001). (Khan & Siddique, 2012) mention that earning profit is the first and prime motive of every organization. Employee performance determines the organization's success.

If employee performance is poor, then organisational performance will suffer as well. Poor employee performance acts as an obstacle in the path of organisational growth. (Judge et al., 2001) mention that to have better organisational performance, it is essential to have expertise, leadership quality, and skilled employees. If the organisational mission is to produce high-quality products and improve its existing technology, then employee cooperation plays a major role in that. In the hospitality industry, employee roles are most important, as all the activities regulated in these sectors are directly or indirectly related to diversity management (Khan & Siddique, 2012). The presence of diverse skilled employees aids in the efficient achievement of targeted goals by utilising their various skills and abilities (MacLeod and Clarke, 2011).

Positively motivated employees are encouraged to do work and improve their productivity and performance. Employees were also encouraged to adhere to ethical standards and work with loyalty without causing harm to others. Ethics should be followed at the workplace (Choi et al., 2010). Even the most competent and expert employees have to be motivated and trained from time to time so that they will upgrade their knowledge according to the latest technology and competition. Providing time-to-time training and also evaluating employee performance helps employees improve their efficiency and obtain the best outcomes (Agha et al., 2011). According to (Asree et al., 2010), the quality of the leader influences employee performance and responsiveness. There is a positive relationship between a leader's quality and the performance of their employees in the service sector, particularly in hotels; the more competent and capable the leader, the more efficient the employee. If the leaders are competent and skilled,

then they will perform with their best efficiency and dedication and achieve more satisfaction and customers as well.

(Dotson & Allenby, 2010) The iceberg model also defines a relationship between the performance of employees' and leaders' competencies. According to Bello's model, there are two categories of leadership competencies: hidden competence and dominant competence. Dominant competencies are considered tangible, as per dominant discharge leaders' application of their skills and abilities to perform duties (Bass and Steidlmeier, 1999). As per hidden competence, leaders use their personal knowledge and social skills, which is a plus for organisational leaders. Competence means that employees should use their fullest efficiency and put their best efforts into achieving both short-term and long-term goals, which ultimately help in fulfilling the overall organisational objective and success of the organisation (Dotson & Allenby, 2010). Three contributors to employee satisfaction that affect organisational performance are EI competencies, social competencies, and cognitive competencies.

Conclusions drawn from previous studies state that emotional, social, cognitive, and leadership competencies improve organisational performance. To have high performance, there should be the implementation of proper knowledge and appropriate knowledge. Also, it is mandatory for every organisation to have social competencies and employee intelligence. As having proper employee intelligence will improve intelligence, knowledge, and understanding. (Ryan et al., 2009) suggest that organisations follow best practises in cognitive competencies to enhance understanding and cooperation among employees to enhance their performance. It will motivate employees and direct them in the right direction (Ryan et al., 2009). "Social intelligence" focuses on the employee's training and their inclusion; according to social intelligence, employees should be timely trained and they should be involved in important functions of the organization.

The centralised structure of any organisation should not shift capable leaders from one task to another, but they should also pay due attention to improving and developing leadership qualities among employees so they can face difficulties in the future. Employees should be assigned case studies to solve and encouraged to provide solutions to various problems. A positive relationship between employees and leaders

will aid in understanding of the organization's perceptions and expectations. There is a need to understand the perception and expectations of employees towards the organization so that employees can be motivated to perform with the best efficiency (Bizri, 2017).

2.5 "Diversity management practices", "learning organization" and "organizational performance"

A diverse workforce means that there are differences among the workers who are working together to achieve a common goal. Differences among employees mean some dissimilarities among employees regarding their personal attributes, such as age, caste, gender, religion, region, education, experience, ethnicity, etc. (Moorhead and Griffin, 1999) define "workforce diversity" as "differences among employees in regards to demographic factors like their heritage, race, sexual orientation, and also their physical abilities and disabilities." In the present time, diversity management is an essential element for any organisation because, to survive in a competitive environment and work according to the latest technology, it's mandatory to have the best and ablest employees from diversified areas with different special features. Nobody can deny that today's workforce is competitive in terms of ability, skill, and talent. No organisation can limit itself to having skilled and experienced employees. In general terms, "workforce diversity" means those policies and practises that promote and manage different employees who are distinct from each other in some context and encouraged to work in the prevailing situation. In the present time, "diversity management" is a legal matter and a basic requirement of any organisation (Rahman, 2019).

According to legal act and law, industries must follow best diversity management practises and encourage diversity at the workplace; if any organisation does not, there is a high penalty to be charged on that organisation and they must be guilty at their place; therefore, every organisation promotes diversity at the workplace and implements diversity management practises to avoid all of these negative consequences. As per the diversity major principle, organisations that follow adequate "diversity management practices" and have diversified employees have better knowledge and understanding of the market. DiversityWorking.com suggests that staff in the diversified workforce will have many advantages and opportunities to avail

themselves of, such as getting a chance to enhance their learning and knowledge, efficiency, and productivity, and also getting motivated (Muhaisen et al., 2021). Not only employees but also employers realise several benefits of a diversified workforce.

Customers visiting hotels, in particular, come from all over the world and speak a variety of languages and cultures; when they visit a hotel, they expect it to communicate with them in their mother tongue and culture (Eshegbe and Dastane, 2015). Industries such as advertising, marketing, and hospitality mainly focus on diversified customers, and their success depends on fulfilling customers' demands. A diverse workforce is one that is not dependent on any particular caste, age, gender, religion, or region but invites each and every one openly. Restricting to any particular group increases the chance of excluding talented and skilled employees from the organization. Welcoming diversified staff means welcoming more productivity and efficiency (Bangali et al., 2014).

If the staff were involved and appreciated in important functions and decision-making, then they would feel included and connected with the organization. Organizations should always offer employees good compensation, health benefits, rewards, and time-to-time appraisal. A diverse workforce leads to greater productivity. When workers are paid attention in management, they are offered adequate compensation, considering their health care and appraisal. Doing so will increase employee loyalty towards the organization, reduce their absenteeism and turnover rate, and increase the organization's overall performance and productivity (Ain, Dr. Balu, 2022). Diversified employees bring a variety of fresh and innovative ideas and ensure good working relations and cooperation. Even organisations with diversified employee populations will generate better learning and growth opportunities for their employees and help them in their personal development.

By having a properly diversified workforce and adequately diversified employees, any organisation gets a clear insight into their position in the competitive market and in their surroundings (Kleefstra et al., 2020). Diversity management also helps in regulating effective communication and ensuring a smooth and steady flow of communication. The assistance of an organization's diverse employees in meeting the needs and requirements of its diverse customers strengthens its relationships with its diverse customers (Bear et al., 2010). Customers are made comfortable and connected with the

company by the company's representative, who belongs to the same area and location as the customer. When both customer and organisation representatives belong to the same area, they understand each other easily and feel connected to the organisation (Manoharana & Singal, 2020). If any organisation has a properly diversified workforce, then when doing any teamwork or performing any group task, they bring their unique experience, skills, ideas, and perception to the particular situation. A diversified workforce provides various benefits to the organization.

According to (Schuler et al., 1993), "diversity management practices" in the organisation must be objective rather than subjectively relevant to the job and should be fair and equal for all employees without giving any special treatment to any employee. These "diversity management practices" help in a fair and effective performance appraisal. In the same concern, (D'Netto & Sohal, 1999) also mentioned that if we want to make "diversity management practices" more appreciated, which will result in fair performance appraisals, then multicultural representatives should be included in the appraisal committee. Other than this, if minority group employees were considered in the performance appraisal process, it would lead to a reduction of discrimination among employees related to mainstream and non-mainstream groups. If "human resource diversity management" (HRDM) is not followed during performance appraisal, it will have a negative impact on employee performance and productivity, and as a result, the overall performance and productivity of the organisation will decline. As a result, performance appraisal must be fair and on an equal basis for all employees, so that employees can improve their efficiency and productivity level.

Employees will focus more on organizational citizen behavior if they feel justified and satisfied with fair treatment and bias-free performance appraisal (Organ, 1990, 1988). From the above-mentioned discussion, it can be concluded that "diversity management practices" and "organizational performance" are positively related, and the better the "diversity management practices," the better the "organizational performance." It is essential to have fair and equal treatment for each and every employee working in the organization so that they feel justified and work with their fullest efficiency. Minority group employees should be included in management; their talent must be appreciated and recognized, and some career development and advancement opportunities must be

generated for them negative stereotype assumption related to minority groups of employees, should be removed (Ruggless, 2003).

Organizations must make some efforts to attract and recruit minority group employees into their diversified workforce (Fernandez, 2006). Along with minority group diversity, ethnic diversity is very important for any organization; ethnically diverse employees result in enhanced organisational performance (O'Reilley, Williams & Barsade, 1997). (McLeod & Lobel, 1992) mention that ideas given by ethnically diverse employees are much better and more innovative than ideas given by any homogeneous employee. Ethnically diversified employees have more access to information networks outside their team and organization (Williams & O'Reilly, 1998). There is a wider range of experience and knowledge among "ethnically diverse teams" (Knippenberg & Schippers, 2007). But generally, discrimination arises due to a diversified workforce. More diversified employees have more chances of facing discrimination. (Richard and Kirby, 1999) mention in their study that human resource practises developed for career advancement must consider diversity concepts so that negative perceptions of diversified employees can be removed.

If organisations fail to frame effective "diversity management practices" and plan for career development, there is the possibility of having a negative impact on employee morale, motivation, innovation, creativity, and performance level as well (Ragins & Scandura, 1994). If organizations, especially in the hospitality industry, look after satisfaction, justice, equality of employees, and fair treatment, then in return, employees will also look after customer and guest satisfaction and put their best efforts into providing better service to their guests. Benefits of having diversity in an organisation include having a more flexible system, reducing rigidity, attracting more skilled, capable, and talented employees, and improving the creativity and service quality of employees. Failure in managing diversity may result in negative outcomes as well, such as conflicts, tension in the work environment, a lack of operation and understanding, low satisfaction and justice, and a high rate of labour absenteeism and turnover (Cox, 1994). Visible factors of diversity predominate in research generated by gender diversity (Pearsall et al., 2008), age diversity (Kunze et al., 2011), and race diversity

(Felps W. et al., 2009: Gonzalez & Denisi, 2009: McKay et al., 2008). Race and ethnic diversity declined in the mid- and late-1990s (Williams & O'Reilly, 1998).

Nowadays, the hospitality industry is mainly concerned about ethnic diversity. Even modern societies in today's world are focusing on diverse elements (Podsakoff et al., 2012). Culturally diversified workers are a major source of a diversified workforce in hotels; hence, they must be properly managed and looked after (Dickson et al., 2006). Hotel industries are hiring more ethnically diverse employees to meet the requirements of diversified customers (Christensen-Hughes, 1992). Higher ethnic diversity may reduce career satisfaction, lead to an uneven perception of employees on promotion, and lower organisational commitment (Chuang & Liao, 2010), lead to more emotional and social conflicts at work (Pelled, 1996), and result in higher absenteeism rates (Tsui, Egan, & O'Reilly, 1992).

Learning enhances organisational performance. Proper and effective learning opportunities are provided to employees, which will generate fresh and innovative ideas and help them improve their service and also bring some newness to their work or service quality. Learning can be formal or informal, depending on the situation and time constraints. Informal learning occurs when employees learn from day-to-day operations, their colleagues, the on boarding process, and briefings. Informal learning in the organisation helps employees improve their quality of service and work. It is critical for any organisation to have proper learning programmes and opportunities for its employees to continuously improve and grow (Dickson et al., 2006).

For the hospitality industry, it is mandatory to have learning in the organization to survive in a competitive market and satisfy diverse customers. Learning is essential for Workers are also expected to keep up to date with the latest technology and market requirements on a personal level. Although no direct relationship was established between organizational performance and learning organizations, experts stated that both "innovative work behavior" and organizations are influenced by learning. In respect to organizational learning, there is still a problem within the system; employees still do not understand the value and importance of learning organizations and even don't know how to explore and utilize them (McKay et al., 2008).

Workforce diversity represents both a challenge and an opportunity. To ensure the best and fullest utilisation of human resources, it is mandatory to have proper diversity management practices. It is impossible for any organisation to work in a competitive market without having effective and adequate "diversity management practices." Every organisation must include effective "diversity management practices" in its strategies to compete in the market. Positive and negative results are generated by various approaches to diversity, not by the diversity itself, so it is very important to understand the perceptions of employees regarding diversity management and also make them analyse the essence of "diversity management." Establishing a diversified staff environment will take a long time, so managers should not lose their hope, focus, and interest. In the present time when the hospitality industry is growing so rapidly, it has become essential to have diversified employees and adequate diversity management practises in order to satisfy their diversified customers. (WEF, 2017). Even the "human resource practices" followed in hotels must include diversity and learning in their scope.

(Solnet et al., 2016). Diversity management practises and learning organisations both help the hospitality industry adjust to changing technology and the environment (WEF, 2017). Lack of diversity and learning will reduce the performance of hotel organisations (Lashley C., 2013). According to (Davidson et al., 2012), in order to maintain better and higher working quality in the hospitality industry, there should be high staff training requirements, which puts pressure on organisations because of the high employee turnover rate. The positive relationship between workplace learning and organisation is highlighted by literature, and there are various benefits of having an organised learning environment in the organization. But staff in the hotel industry are still not familiar with and convinced of the advantages of learning organisations (Nolan, 2002). The hospitality industry spent very little on the development of human resources and on employee performance improvement (Stoffers et al., 2018). There should be a "holistic view" for measurements of "organizational performance," but there are many studies that use both "objective" and "subjective" measures for measuring organisational performance (Nolan and Caravan, 2016).

To improve competitiveness and performance Innovative work behaviour is a very important element (Stoffers et al., 2018). (Janssen, 2000) defined "innovative work

behaviour" as "the introduction, relation, and application of fresh and innovative ideas within a work group, a work role, or in the overall organization with the motive of enhancing and promoting the performance of the group and the overall organization." "Learning organization" and "organizational performance" were positively confirmed by every staff member of the organization. If an organisation takes good care of its staff, then the employees will, in turn, take good care of the customers, and the quality and service of the organisation will improve. " of course, "organizational performance" is affected and influenced by workplace learning. "opportunities for development and learning are provided to employees, then they get new and fresh ideas that are helpful in improving organisational performance and in providing better service" (Pearsall et al., 2008).

Informal learning is used by organisations for "on boarding," learning from colleagues, and briefings, and it aids in the organization's daily operations. As a result, these types of informal learning should be implemented in order to improve service quality. Also, in order to continuously improve, it is mandatory for organisations to keep learning and innovating from their employees, and if hotel organisations do not do so, then it becomes difficult to compete in a dynamic environment. The same thing is applicable to employees, who must be upgraded with the latest knowledge and technology so they can easily perform in a dynamic environment. Relations between workplace learning and perceived organisational performance are not justified by experts; they were not able to develop connections between both of them. Learning in the workplace has a positive impact on both innovative work behaviour and overall organisational performance (Chuang & Liao, 2010).

To implement sustainability initiatives and regulate effective strategies within organizations, the time-to-time training of employees plays a major role. Multifaceted and complex sustainability issues are involved in hotels, which require more know-how, management expertise, employee engagement and involvement, and a structured educational approach to have effective and efficient implementation of sustainability-driven objectives. To promote continuous and effective hotel transformation towards sustainability goals, there is a requirement for applying the "learning organisation theory" approach. Learning organisations in the hotel industry aid in the development

of organisational capacity and high potential for collective learning and the development of new and fresh competitive ideas, as well as the enhancement of organisational and individual inventiveness and creativity for effective responsiveness to increasing hotel business needs (Kunze et al., 2011). A systematic literature review is shown in Table 2.1, providing useful insight into all three major variables used in study which are diversity management, organisational performance and learning organisation.

Table 2. 1 Systematic Literature Review

S.NO	Journal	Title of paper	Author name/ year	Purpose	Variables used	Methodology	Findings
1	Organisational studies	The Ethics of Organizational Ethics	Rhodes, 2023	article examines how the research reviewed is remiss for its latent humanism and the attendant risk of assuming that the actions of individual ethical subjects are morally superior to organized forms of ethics.	Diversity management, organisational performance, humanism	ANOVA, SEM	Executives who become champions for organizational diversity, even when pressures for it are low. may confront stockholder alarm, internal resistance, or criticism when their efforts raise

						unfulfilled aspirations.
2	Organization al Psychology	Managing the negative impact of workforce diversity: The important roles of inclusive HRM and employee learning-oriented behaviors	Liu et. al., 2023	this study examined how workforce diversity was positively related to interpersonal conflict through impacting one's affective states, and to what extent this indirect effect can be weakened by organization-initiated practices	Workforce diversity, inclusion, HRM, learning outcome.	Using two-wave surveys from 203 employee s from various organizati ons in China, we confirmed our hypothese s.	Our study suggests that it is important for organizatio ns to be aware of the detrimental impact of workforce diversity. In addition, it is essential to use both the top-down (e.g., inclusive HRM practices) and bottom-up (e.g., employee learning-oriented behaviors) approaches to managing the challenges presented by diversity so as to

3	International Research Journal of Modernization in Engineering Technology and Science	Review On Workplace Diversity Management	Rathee (2023)	This research thematically analyzes the definitions of diversity in management literature to determine whether this differentiation is made in theoretical or practical discussions of diversity management.	Diversity; social diversity; functional diversity; innovation, performance; diversity management.	Systematic literature review	e. The difference between social and functional diversity should be clearly emphasized within the literature and efforts should be made to explain what this difference means in practice for the organization. This will help to improve both expectations of diversity management programs
							unlock more potential of diversity in the workplace.

						and their outcomes.
4	Performance management	Diversity Management: Diversity and Inclusion Best Practices for 2023	Emre Ok (2023)	s and types of diversity, projects and teams, in which diversity can make an impact on company´s and working group success. The first part of the article is focused on the concept of diversity and Diversity Management in HR practices from the scientific and practical view. The second part is dedicated to the topic of performance and presents certain possibilities and indicators for performance measurement	globalizatio n, human resources, diversity, diverse teams, performance , indicators	Survey based study	The findings from the studies show that diversity brings benefits and increases the performan ce in specific cases and under the certain circumstan ces. Moreover, there is evidence that the positive effect of diversities is influenced or even caused by the presence of other factors.
5	Journal of Human Resource and	Effect of Workplace Diversity	Ekejiuba, (2023)	This study examines how various	Workplace Diversity, Employee	A conceptua l review	The findings also

	Sustainability Studies	Management on Employee Commitment in the Nigerian Public Sector: A Conceptual Review		academics have perceived the effect of workplace diversity management on employee engagement in the Nigerian public sector	Commitment, Inclusion, Fairness, Equal Opportunity, Policies and Programs	methodology was used in the study, which consulted a number of relevant bodies of literature from numerous respectable publications.	revealed that workplace diversity management policies in multicultural nations like Nigeria were poorly implemented even though they existed, and this was reflected in lopsided appointments, promotions, and nominations at the top government level.
6	Journal of Business Economics and Management	The way to business competitiveness: the importance of diversity management and	Jankelová et. al., 2022	To fill a significant research gap in the in-depth exploration of relationships and support mechanisms for diversity	Diversity management, Organisational performance	ANOVA was used to analyze the multiple dependence, A mediator model was applied to test the	Successfully managed diversity can bring notable benefits to companies, such as increasing the number

		teamwork climate in stabilizing of employees		management. The research is focused on teamwork climate as a mediating variable, moderating the effect of best practices in the implementation of diversity management and on its potential level of influence on the employee turnover in the company		relationshi ps between the applicatio n of best practices in the field of diversity and inclusion in the company	of customers, revenue growth, increased profits. Inefficientl y managed diversity, on the other hand, can lead to negative consequen ces, can cause conflicts, job dissatisfact ion and employee turnover
7	Personnel Review	Uncovering the intellectual structure of diversity managemen t research	Yadav & Lanka, 2022	study aims to identify the leading works and analyze the changes in diversity management research's knowledge structure	Diversity managemen t, Workgroup diversity	This study adopts a novel approach using bibliometr ic methods to analyze the 785 papers published between 1990 and 2019. Bibliomet	The bibliometri c network visualizati on findings have highlighted the most influential works, prominent authors, theoretical insights, current research trends and

						ric analysis is applied to identify the seminal work using the bibliometrix package	gaps. Several clusters are extracted from bibliometric networks, and cluster analysis has integrated the different unconnected subfields and highlighted the major theme explored in diversity management research
8	Cross-cultural Management Journal	The importance of diversity management in relation of with others Human resource management: A systematic literature review	Chen, 2022	justice framework to examine work force diversity programs and their potential effects on beneficiaries' attitudes under positive distributive outcomes,	Diversity management, human resource management, work force diversity	A one-way multivariate analysis of variance and ANOVA	findings reveal that justified diversity programs result in positive general attitudes and more favorable opinions about hiring than non-justified

						diversity programs.
9.	Journal of Organizational Change Management	Leadership development programs in the context of diversity management: evidence from Poland	Majczy, 2022	The aim of this study is to examine leadership development programs in the context of diversity and inclusion and from the perspective of their owners	Diversity management, organisational performance, organisational changes	The core of the qualitative study was the 26 in-depth interviews that were conducted. The participants were selected purposefully. The data analysis was based on reflexive thematic analysis.	Policy" encompasses thoughts and an understanding of common diversity activities at the organizational level. Anti-discrimination, diversity, inclusion, tolerance, equality, cognition, acceptance and equal opportunity were factors in this narrative. "Inclusion in the role" deals with the perception of diversity in terms of program recruitment.

10	Dismantling Cultural Borders Through Social Media and Digital Communications: How Networked Communities Compromise Identity (book)	Ethnic Diversity and Human Capital Development in the Digital Age	Owolabi & Tijani-Adenle, 2022	This paper examines the implications of the intersectionality of ethnicity, cultural, linguistic, religious, and political diversity on human capital development (H.C.D.) in Nigeria.	Diversity management, human capital development	ANOVA	results highlight the importance of clearly justifying the reasoning behind the need for the existence of diversity programs. Our results illustrate that the first step to successfully managing diversity may very well be the simple act of justifying the need for the program.
11.	Sustainability	Impact of Diversity Management on Employees' Engagement: The Role of Organizatio	Alshaabani, Hamza & Rudnák, (2021)	composition of a work group and its functioning, our research helps to explain mixed results on the	Cultural diversity, work group, employee engagement	Descriptive research design, EFA.	The perspective on diversity a work group held influenced how people

		nal Trust and Job Insecurity		relationship between cultural diversity and work group out comes.			expressed and managed tensions related to diversity
12.	Global Encyclopedia of Public Administration, Public Policy, and Governance.	Diversity Management in the Public Sector	Ali, Appana & Narayan, (2021)	the study examined workforce diversity management practices of some selected organizations of Bangladesh underpinned by a qualitative research technique	Workforce diversity management	qualitative research technique	improving corporate culture, ensuring equal employment opportunity, and proper utilization of human capital of the organization are the main goals of workforce diversity management, whereas mentoring, training, and recruitment are important processes to achieve those

							diversity goals.
13	Front. Psychol	Managing diversity in the Chinese organizational context: the impact of workforce diversity management on employee job performance	Li, et. al., (2021)	examined how different percentages in workgroup diversity categories (gender, minority, and persons with disabilities) affected measures of group effectiveness (commitment, overall effectiveness, satisfaction, cohesion, trust, equal opportunity climate, and quality)	Diversity management, organisational performance	Survey research methodology	, team building for diverse groups requires walking a fine line between strengthening cohesion among the various subgroups and emphasizing the unique contribution of the individual to the group effort.
14	Career Development Int.	Age-inclusive HR practices and the thriving of older workers: the mediating role of occupationa	Oliveira, (2021)	The current study examines the potential barriers to workplace diversity and suggests strategies to enhance workplace	diversity management, workplace diversity, discrimination, stereotype, inclusiveness	It is based on a survey of 300 IT employees.	The study concludes that successfully managing diversity can lead to more committed, better

		l future time perspective.		diversity and inclusiveness		satisfied, better performing employees and potentially better financial performance for an organization
15	Indones. J. Disabil. Stud.	Inclusive human resource management practice to change the organizational climate.	Rizky, (2021)	This article summarizes the results and conclusions reached in studies of the relationships between race and gender diversity and business performance	Human resource management, organisational culture, organisational performance.	qualitative research technique	Few positive or negative direct effects of diversity on performance were observed.
16	European Journal of Training and Development	Inclusive Leadership: New Age Leadership to Foster Organizational Inclusion.	Kuknor & Bhattacharya, (2020)	The research also emphases on workforce diversity management which contains the employee communication(EC) as a mechanism in reducing conflicts and talent availability(TA	Workforce Diversity Management, Talent Availability, Employee Communication, Organizational Performance.	The study adopted cross sectional research design	Organizations should make workforce diversity management a core business value because diverse work teams bring high value to

				) which are the utmost critical variables amongst the others.			organizations and respecting individual differences will benefit the workforce by creating a competitive edge and increasing work productivity.
17	International Journal of Productivity and Performance Management	How Is Responsible Leadership Related to the Three-Component Model of Organisational Commitment?	Haque et. al., (2020)	This study aims at evaluating the ethical approaches effective for managers working at hotel business when making decisions. Ethics, in the working place, refers to the rules of the workplace that an employee has to comply with, along with the rules of society	Ethics, ethical theories, process of making ethical decisions, scenario	The scope of the study consists of interviews conducted with 60 managers working in a chain hotel	The results suggest that managers prefer the contract - based theoretical approach more frequently in decision making. It was also found that managers differ in their choice of ethical approaches in terms of

							the scenarios.
18	International Journal of Scientific Development and Research, 5, 635-637.	Effect of Equal Opportuniti es on Employee's Performanc e.	Gargelwa r, (2020)	The study objectives include attempting to assess the progress of diversity management research in hospitality and tourism, identifying gaps between the general business diversity management literature and the hospitality and tourism literature and providing hospitality and tourism scholars with suggestions to advance knowledge in diversity management.	Diversit, managemen t, equal opportunitie s, employees performance	The study is a critical review of the existing diversity managem ent literature	There are significant gaps between the diversity manageme nt scholarship conducted in hospitality and tourism disciplines and the general business field. Diversity manageme nt research in general business is far more in-depth and uses sociologica l and social psychologi cal theoretical framework s.
19	International Journal of	Hospitality Diversity Managemen	García-Rodríguez	The purpose of this paper is to examine the	Organizatio nal performance	Primary data based on 402	Results indicated that

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	Hospitality Management	t and Job Satisfaction: The Mediating Role of Organizational Commitment across Individual Differences	, et. al., (2020)	relationship between employee perceptions of diversity (i.e. significance of diversity and diversity management, and value of diversity practices employed) and perceived organizational performance	, Perception, Workforce diversity, Gender diversity,	respondents were analysed using statistical tools like factor analysis, correlations, analysis of variance, means, grand means, and regression.	employees irrespective of their diversity backgrounds positively acknowledged diversity and diversity management. However, limited but significant differences were observed among employee perceptions regarding valuing the diversity practices employed based on their diversity backgrounds
20	Equality, Diversity and Inclusion: An International Journal.	Rationales of Gender Diversity Management Policies and Practices in India: An	Chakraborty & Chatterjee, (2020)	The aim of this study is to scrutinize the impact of employees' perceptions of their organization's	Diversity management, human resource management	Survey data were gathered from operational	The results indicated that the hypothesized linkage between HRDM practices

| | | Exploratory Empirical Study in the Indian IT/ITeS Industry | | human resource diversity management (HRDM) practices on their organizational citizenship behavior (OCB) level. | | employees | and diversity receptiveness

as well as between HRDM practices and OCB were partially supported. The

mediating role of diversity receptiveness in the relationship was also

partially supported. |

Source: Compiled by researcher

2.6 Summary of Systematic literature review:

The lack of diversity training and understanding of diversity beliefs, especially in developing countries with rigid social and cultural bonds, leads to organisational bias. To overcome these organisational biases, firms should emphasise corporate governance, accountability, ethics, trust, and diversity. Moreover, organisations also need diversity for rational decision-making and promoting a conducive environment, where everyone's beliefs are respected, leading to employees self-reflecting on the positive benefits. However, if workforce diversity is mismanaged, this could lead to emotional conflicts, perceived organisational politics, miscommunication, power struggle, and higher employee turnover. As a result, having a diverse workforce would become an inhibitor for organisational development.

Previous studies on diversity focused on culture and ethnicity, but elements such as age, gender, and education have not been fully explored. Therefore, there is a need to examine different elements of diversity in different settings to understand its applications and managerial implications for sustainable organisational performance. However, the subjective nature of diversity has left many practitioners ill-equipped to manage diversity effectively or determine which components play a role in diversity management and diversity-related issues.

Exploring the interplay between diversity management, a learning organization, and organizational performance within luxury hotels in India enriches theoretical foundations, provides actionable insights, and promotes a more inclusive and adaptive approach to managing diversity, ultimately contributing to the sustained success of the luxury hotel industry.

2.7 Research gap identified

As far now the meaning of "diversity management practices" is clear and also its importance are too highlighted especially in hotels, along with it an attempt is also made to clear general "impact of DM practices on LO and OP", before this study there are many more studies which have been conducted on same topic but the main problem identified is, no studies are available which give a clear definition of "diversity management" and focus on the employee's perception towards diversity management (Bizri, 2017). "Diversity management" is all about managing diversified employees belonging to various demographic areas, especially when we talk about the hospitality industry. In the hospitality industry (Chakraborty, & Chatterjee, 2020), it is only humans who perform all activities, so their diversity management becomes essential (Nolan and Caravan, 2016).

Hotels appoint workers from various countries consisting of different cultures. The role of diversity can be easily measured in the hospitality industry (García-Rodríguez, et. al., 2020) . The hospitality industry provides 41.6 million jobs to diversified employees; as per data from the "travel and tourism ministry, 2023". But as mentioned above, limited studies are available on the role of "diversity management" in the hospitality industry and also measure employee perceptions of diversity management (Zehrer,

2011). Besides, there is limited research that measures the effect of "diversity management on organisational performance," the effect of "D M on learning organizations," and the collective effect of "diversity management" on "learning organisations" and "organizational performance" (Gargelwar, 2020). Many studies have provided insight into the conditions for effective diversity management (Solnet et al., 2016).

Major organisations in the hospitality sector such as "Marriott," "Sodexo," and "Hyatt" recognise the requirement of providing training and development programmes to their employees and also encourage employees to understand that diversity is a culturally sensitive issue that should be managed properly considering all its special features (Kuknor, & Bhattacharya, 2020). Organizations have to make special efforts to manage diversity so that they can hire talented employees and attract maximum customers (Diversity Inc., 2013). Hotels also organise campuses like the "National Society for Minorities in Hospitality" (NSMH) with the motive of developing employees and organisations. In universities as well, hospitality curricula pay more attention to diversity education (Kalargyrou et al. 2019). Considering the growing trend and scope of the hospitality industry, there is a major requirement for implementing effective diversity management practises in the HT industry. Along with the passage of time, various studies have been conducted on the role and essentiality of diversity management within the hospitality industry Owolabi & Adenle, (2022).

Diversity management will deal with several related issues and also focus on the essence of empathy in diversity training (Kaur and Dr. Arora, 2020), cross-cultural work values of hotel managers, employee and manager perceptions on diversity (Urbancová et al., 2020), employer perceptions on diversity (Li et al., 2021), customer perceptions of diversity (Petra Binder, 2019), and the effect of gender and culture on service quality (Giorgi et al., 2020). (Yadav and Lenka, 2020) highlight the roles of diversity in various hotel organisations, while (Madera, 2013), (Eshegbe and Dastane, 2015), highlight the implementation of diversity management programs. After studying these articles, I generated a few research questions, which are as follows:

R1. What are the various "diversity management practices" administered by select luxury hotels in India?

After analyzing the various components of "diversity management practices" in luxury hotels, the next most important question that arises is,

R2. How do demographic factors affect perceptions of "diversity management practices" in luxury hotels?

(Buddhapriya, 2019) found that after analysing the "diversity management practices" in these organizations, the main reasons or key factors behind paying attention to diversity were dependence on knowledge, global operations, a talent shortage, and a dynamic business environment. More attention is given to gender and diversity of nationality as compared to various issues like underprivileged, race, ethnicity, age group, and diversity of the differently abled. The direct effect of "DM on OP in the hospitality industry has not been evaluated. Most probably, the perception of employees regarding various diversity management practises in hospitality organisations is positive. This gap is critical for providing a path view of what is lacking and what needs to be done. There is a huge requirement for conducting studies on the concerned topic. (Malik, et al., 2017) provides suggestions that more studies should be conducted in the future to measure the impact of "diversity management on learning organisations and on organisational performance." (Kleefstra et al., 2020; Tanja Rabl et al., 2020). The following research question arises:

R3. How do "diversity management practices" relate to "learning organizations" and "organizational performance"?

(Hsin-Wei Fu, 2017) stated in their study that it is very important to include "learning organization" in any industry, as learning organization helps in adopting changes in the environment, it is a process for change cycle, learning organization also fits for the industry who work on the basis of available information and detect risks and uncertainties in the environment. In today's competitive market, product life cycles get shorter and product design features and USP change frequently according to changes in customer taste and demand (Bizri, 2017). To satisfy customer demands, it is essential to bring innovation and uniqueness to products and services. Especially in hotels, innovation and creativity are a must to provide the best services to guests and customers. It is mandatory to do so. Continuous learning systems and program in

firms help enhance innovation and creativity levels. Creativity and innovation also help in converting "labor-intensive" into "knowledge-intensive." Hotel organizations apply "market intelligence information" to create knowledge.

The creation of knowledge helps in product innovation, innovative services, and innovative strategies. Knowledge creation also ensures better organizational design and the fulfilment of basic requirements; knowledge creation establishes a framework for organizational information processing and aids in the creation, acquisition, and accumulation of new information and knowledge (Ali & Yangaiya, 2015). Knowledge creation also provides support for the sustainable development of organizations and ensures complete growth in all respects (Hoch et al., 2014). Furthermore, organizational members' knowledge creation is shared through constant communication, sharing, and discussions. (Zehrer, 2011), also conducted a study on a concerned topic and mentioned that learning organizations should pay more emphasis as it ensures the complete development of employees and works for their betterment. Learning organizations ensure organizational development and improve performance. Forbes Insights (2012) mentions that it's necessary to conduct more studies on the stated topic and provide useful insight.

To compete in a changing environment and to acquire new skills, the internal capacity of organizations must be improved (Barbuto J E, et al., 2014). Continuous learning and performance improvement are as vital to a man as blood and heart. Lack of skills affects hotel performance; high turnover creates a distinct context; and high staff turnover generates the need for training (Nolan and Caravan, 2016). A holistic view must be developed for accurate measurement of performance. The last research question generated is:

R4. Whether learning organizations mediates the relationship between diversity management and organizational performance.

Particular study work is necessary to obtain reliable answers to all the above-stated research questions. So that more clarity can be gained about how "D M practices" work in the hospitality industry (luxury hotels) in India, what are the perceptions of

employees towards "D M practices"? How do "D M practices" affect "learning organizations" and "organizational performance" in the hotel industry?

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CHAPTER 3: RESEARCH METHODOLOGY

Research methodology is covered in the third chapter. Any research study's methodology is crucial since it outlines all the techniques and procedures used to carry it out. With the use of research methods, the study's goals are achieved. Important subjects including the scope, need purpose of the investigation, the generated hypothesis, the research design, sampling, data collecting, the research instrument, etc. are covered in the research technique section. The primary focus of the study, diversity management practises and their effects on organisational performance by mediating the role of learning organisations in luxury hotels in India, was studied using both descriptive research design and exploratory research design.

Overview

3.1 Exploratory Research:

3.2 Descriptive Research Design

3.3 Need and Scope of the study:

3.4 Objective of the study

3.5 Hypothesis development

3.6 Framework 1 (Influence of Diversity Management on Organisational Performance)

3.7 Framework 2 – Mediating Role of Learning Organisation

3.8 Research Design:

3.9 Data collection method:

3.10 Development of instrument/Research tool:

3.11 Pilot Study

3.12 Classification of data analysis

3.13. Statistical techniques:

3.1 Exploratory Research:

Exploratory research is performed to pinpoint issues and ascertain their root causes. Through exploratory research, study variables are created, and it also aids in the formulation of the hypothesis through a proper and organised literature review.

The researcher made an effort to analyse diversity management practises and their implications on organisational performance and learning in the hospitality industry, particularly in luxury hotels. In the hospitality industry, the researcher has identified the skills that are important to the best diversity management practises. A detailed assessment of the available literature using a variety of journals, books, articles, and websites has been conducted on the fundamental elements of diversity management. The development of research variables such as diversity management, inclusion, equity, discrimination, recruitment, training, employee satisfaction, age, gender, educational level, and work experience, and a systematic literature review, aid in the formulation of hypotheses regarding the variables used in the study, in concerned of various luxury hotels in India.

3.2 Descriptive Research Design

Through the mediating function of the learning organisation, descriptive research discovers and determines the consequences of "DM strategies" on "OP". Age, gender, educational attainment, and job history of the respondents have all been noted in order to analyse the impact of "diversity management methods" on "organisational performance." In order to evaluate the staff's appropriate talents and abilities in fostering the organization's growth, diversity management practises such as "HR Practices" and "Non HR Practices" such as recruitment, training, and satisfaction have been examined.

The present study is based on a "cross-sectional descriptive research design," as the study is based on the data collected from managerial employees working in various luxury hotels throughout India only at a particular period of time. Through "cross-sectional descriptive research design," we can collect information and data at a

particular point in time regarding the effect of "diversity management practices" on "organizational performance." To examine this effect statistical tools such as the Reliability Analysis, Kolmogorov-Smirnov test, and Factor Analysis were used.

3.3 Need and Scope of the study:

India is an extremely diverse nation, home to a wide range of people with various religions, castes, genders, customs, ages, educational levels, abilities, attitudes, and other characteristics. The government is doing everything it can to foster workplace diversity among employees with various demographic traits, and now the business sector is joining the government in this effort. Global practises heavily model heterogeneous workforces found in private businesses. Following diversity management best practises from recent years and connecting their aims and goals with diversity management practises, many private organisations (including companies, hotels, hospitals, and educational institutions) have started fostering diversity. They are focusing on gender diversity and culture, and as a result, they have begun to value women equally at work.

Over 400 million women work in India's many industries, according to data. In India, the hotel business employs over 1 out of every 11 people, or nearly 1/11 of the country's population Annual report of Ministry of travel and tourism, 2023). Nearly 41.6 million people from various demographic groups are employed in the hotel sector if we take into account all staff. Nearly 60% of businesses advocate "diversity and inclusion measures" for the country on a national and international scale. A select few hotels in India, including the Taj Hotel, Lemon Tree Hotels and Resorts, and JW Marriott Hotel, are actively and broadly encouraging workplace diversity. Nearly 541 upscale hotels are located in India. Indian hospitality and travel.

Diversity management is essential to consider, as nowadays many organisations are promoting diversity management and following diversity management practices. Many private organisations (including businesses, hotels, hospitals, and educational institutions) have started promoting diversity, following diversity management practises from the past few years, and also linking their objectives and goals with diversity management practices. They are working on culture and gender diversity, such

that they have started giving equal importance to the women at work and also securing an equal position for them. To analyse the essence of the scope of "diversity," it's essential to have knowledge of its effect, implication, advantages, and consequences.

Needs of the Study:

1. <u>Addressing Diversity Challenges</u>: India is a diverse country with various cultural, linguistic, and regional differences. The luxury hotel industry, being customer-centric, requires understanding and managing these diversities effectively. Addressing diversity challenges is imperative for creating an inclusive and harmonious work environment within luxury hotels (Yadav and Lenka, 2022).

2. <u>Enhancing Organizational Performance</u>: Effective diversity management can positively impact organizational performance by promoting creativity, innovation, problem-solving, and employee satisfaction. Understanding how diversity management influences performance can help luxury hotels devise strategies to optimize their operational effectiveness and achieve sustainable growth (Otike et. al., 2022).

3. <u>Meeting Global Standards and Expectations</u>: Luxury hotels in India often cater to an international clientele. Global standards demand a diverse workforce capable of understanding and meeting the varied expectations of guests from different cultures. Analysing tg12the impact of diversity management helps in aligning the industry with international norms and expectations (Ekejiuba et. al., 2023)

4. <u>Social Responsibility and Ethical Considerations</u>: Diverse and inclusive workplaces are considered socially responsible. Luxury hotels, as prominent employers, have a responsibility to ensure fair treatment and opportunities for all individuals, irrespective of their background. This study addresses the ethical considerations associated with managing diversity in the workplace (Appana & Narayan, 2021).

5<u>. Legal Compliance and Regulations</u>: Various countries, including India, have enacted laws and regulations promoting diversity and preventing discrimination. Understanding the impact of diversity management helps luxury hotels to ensure compliance with these legal requirements and avoid potential legal issues (Batmomolin et. al., 2022)

Scope of the Study:

1. <u>Understanding Diversity Dynamics</u>: The study will explore the various dimensions of diversity within luxury hotels, encompassing factors such as culture, gender, age, ethnicity, and language. It will assess how these diversities influence organizational dynamics and employee interactions (Owolabi & Adenle, 2022).

2. <u>Impact on Organizational Culture</u>: The research will delve into how diversity management initiatives shape the organizational culture within luxury hotels. It will investigate the integration of diversity values, beliefs, and practices into the overall organizational ethos (Rhodes, 2023).

3. <u>Assessment of Learning Organization Principles</u>: The study will assess the extent to which luxury hotels embody characteristics of a learning organization, such as continuous learning, knowledge sharing, and adaptability. It will evaluate how a learning-oriented environment mediates the relationship between diversity management and organizational performance (Majczyk, 2022).

4. <u>Employee Performance and Engagement</u>: A significant aspect of the study involves assessing how diversity management practices influence employee performance, engagement, job satisfaction, and retention rates within luxury hotels. It will explore the relationship between a diverse work environment, a learning organization, and employee outcomes (Chen, et. al., 2022).

5. <u>Customer Satisfaction and Market Positioning</u>: The research will extend to understanding how the interplay of diversity management and a learning organization affects customer satisfaction, brand perception, and the competitive positioning of luxury hotels in the Indian market (García-Rodríguez, 2020).

6<u>. Policy Recommendations and Best Practices</u>: Based on the findings, the study will offer recommendations and best practices to luxury hotels in India for effectively managing diversity and promoting a learning organization. These insights can guide the formulation of policies and practices to optimize organizational performance (Ndukwe, et. al., 2020).

In conclusion, this study holds immense potential to significantly contribute to the field of organizational behaviour, human resource management, and hospitality management by shedding light on the intricate relationship between diversity management, a learning organization, and organizational performance within the unique context of luxury hotels in India.

3.3.1 Implication of Diversity Management:

Diversity management has an impact on competitive and cooperative behaviour; it has an impact on career development, and the results are more positive and beneficial. It also impacts justice and decimation in the organization.

3.3.2 Effect of Diversity Management:

Organizations are affected by diversity management in both positive and negative ways; it creates both opportunities and threats for them. In a diverse organization, people have different ways of thinking and working and different ways of solving problems, which makes work more efficient. Sometimes it may lead to miscommunication between employees and create employee resistance.

3.3.3 Advantage of Diversity Management:

Organizations benefit from diversity management in a variety of ways, including increased performance, increased employee and customer satisfaction, increased individual learning, providing organisational justice, boosting employee morale, assisting in the hiring of people from diverse backgrounds, and assisting employees in feeling their own sense of importance and recognition.

3.3.4 Consequences of Diversity Management:

Consequences of workplace diversity management: it aids in task performance, increases work speed and creativity, and aids in obtaining satisfied work. It creates opportunities to acquire new knowledge and helps in learning new skills. It provides a better thinking process and better decision-making.

3.3.5 Geographical Scope:

There is a big list of hotels under various associations of hotels that are promoting diversity and following diversity management practices, but in this study, only a few

hotels have been chosen amongst them. The hotels chosen are from four zones (east, west, north, and south), including states like Haryana, West Bengal, Gujarat, Delhi, and Kerala. The technique used for selecting hotels throughout India is multistage sampling.

3.4 Objective of the study

While doing a literature review on a concerned topic, we observed that, till now, no effective study has been conducted on measuring the effect of "diversity management" on "learning organizations," meaning whether "diversity management practices" enhance "learning organisations" or not. This study also measures the consequence of "DM practices" and "LO" on "OP." There is no relevant study that measures "employee perception" of "diversity management practices." As a result, an attempt is made to ascertain "employee perceptions" of "diversity management."

Especially in hotels, there are more requirements for diversified employees in order to satisfy diversified customers, and to manage diversified employees, it requires effective implementation of "diversity management practices." There is a lack of such studies, so keeping this research gap in mind, various objectives are developed that study three different variables, i.e., "diversity management practices," "learning organizations," and "organizational performance" in luxury hotels in India.

1. To examine the components of Diversity Management Practices amongst select luxury hotels in India. (based on research question 1)

2. To examine the perception of employees on various Diversity Management Practices. (based on research question 2)

3. To assess the extent of variation in the perception of employees on various Diversity Management Practices with respect to five demographic factors (Gender, Age, Caste, Religion and Geography). (based on research question 2)

4. To assess the influence of Diversity Management Practices on Organizational Performance amongst select luxury hotels in India. (based on research question 3)

5. To assess the mediating role of Learning Organization in the relationship between Diversity Management and Organizational Performance. (based on research question 4)

6. To design a framework on how to leverage Diversity Management Practices to enhance Learning organization, and overall performance. (based on research question 4)

The first objective was developed with the purpose of determining various components of "diversity management practices." Generally, two broad components of "DM practices," are "HR practices" which include recruitment and selection, training and development, performance evaluation and appraisal, promotion and transfer, and compensation. and "Non-HR practices." " "Non-HR practices" include demographic factors, an employee's age, caste, religion, gender, region, education, ethnicity, knowledge, skills, and experience, etc. A second objective was developed to measure the perception of employees on "diversity management practices." This objective helped in determining whether employees feel justified, satisfied, and included if there are proper "DM practices." Also, the opinions and thoughts of employees were measured regarding "diversity management practices."

A third objective was developed to measure to what extent differences exist in the thinking and opinions of employees regarding diversity in organizations. Employees from diversified companies have different ways of thinking, behaving, and performing work, so this objective helps in determining the extent of differences in employee perceptions. A fourth objective was developed to analyse the effect of "DM practices" on "OP." This objective helps in determining how the implementation of "diversity management practices" affects the organizational performance of luxury hotels in India. The fifth objective was developed to analyse the consequence of "DM practices" on "LO" and then how "learning organisations affect organisational performance." The sixth and last objective was developed to design a framework that shows how "learning organisations" are enhanced by "diversity management practices" and then how they collectively affect the overall "organizational performance" of luxury hotels.

3.5 Hypothesis development

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The study's goals, which include "diversity management practises," "learning organisations," and "organisational performance," as was previously noted, are presently being pursued through the development of the following hypotheses:

As per objective 2 hypothesis developed is

H1: There exist a significant difference in the perception on employees towards Diversity Management practices

The differences and similarities among employees in the workplace based on their age, caste, gender, region, religion, education, language, etc. are known as workforce diversity (Saxena & Raja, 2014). Differences in the employee's work experiences, skills, knowledge, qualifications, talent, ability, and competencies are also termed as "diversity" among employees (Mazur, 2015). Employees are demographically different from each other based on their age, caste, sex, religion, culture, etc (Dessler, 2011). Diversity management means managing employees who have different cultures. Due to frequent changes in the demographic composition of organizations, diversity management has become more important and critical (Olsen and Martins, 2012).

Through effective diversity management, an employee's creativity and productivity level can be increased (Kamal and Ferdousi, 2009). Especially in the sector of hospitality, there are more requirements for creativity in order to create a unique position in the hospitality industry, improve customer satisfaction, and achieve objectives (Wong and Pang, 2003). Diverse employees feel justified and included when diversity management is done properly (Soni, 2000). To manage diversity effectively and adequately in the organization, there should be the implementation of appropriate diversity management practices (Yang and Konrad, 2011). "Diversity management practices" are considered an essential element of "human resource practices" (Manoharan & Singal, 2020). Problems related to diverse employees or diversity management always remain a priority.

As per objective 3 hypothesis developed are:

H2a: There exists a significant difference in the perception of employees towards DM practices on the basis of Gender.

Hotels have a higher number of male employees as compared to female employees. Including more male employees will impact the role of women. (Figueroa & Segovia, 2019). Gender income inequality is the most critical diversity issue (Shen et al., 2009). In hotels, the main problems faced by women are sexual harassment, unequal pay scales, inequality in decision-making, and involvement in other major functions. Women are treated unfairly when it comes to training and development, rewards and compensation, remuneration and promotion, and performance appraisals. As per the 2014 report of the Intercontinental Hotels Group (IHG), gender diversity should be promoted in hotels such that proper support and mentoring are provided to female employees to increase their role in the leadership and management team and to ensure their effective and active participation in various conferences, workshops, and summits related to diversity (Elbaz and Haddoud, 2017).

As per the report by (Marriott, 2013), men and women should be given equal opportunities. For women employees, there is a need for reduced-hour jobs, flexibility in working arrangements, recognition in teams as a team member, and proper support for child care and elder care responsibilities (Hewlett and Luce, 2005). Although it cannot be ignored, making a balance between work and family is a very difficult task for women (Blomme et al., 2010). In a report of the "ministry of tourism and travel, 2023," almost 80% of employees are engaged in the hospitality industry, among whom 36% are women and 64% are men, major variation in ratio of male to female employees in the hospitality industry. It's quite essential to understand the reason behind this gap and the perceptions of employees on gender diversity in order to assess the impact of gender diversity on female employees.

H2b: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of Age.

Age diversity is the next crucial component of diversity after gender diversity, and it also has an impact on the organization's workforce. The importance of focusing on age diversity cannot be overstated if businesses are to manage diverse consumer bases and thrive in a cutthroat market. It's critical to develop strong customer relations skills with elder clients if you want to gain a competitive edge over rivals in the industry. Employees should not be subjected to age-based discrimination, and equitable policies,

practises, rules, and laws must be established for all age groups of employees. Organizations must utilise the experience of veteran employees by offering them a premium rate in order to comprehend the demand of employees from various generations. Veterans' assistance in imparting knowledge about the market.

According to the report by (Luthans, 2005), McDonald's takes advantage of the experience and positive attributes of older employees, and they present their senior employees as role models to their younger employees. Even younger employees should be managed carefully so that the organisation can take advantage of their fresh and updated ideas and also make them loyal and committed towards the organization. Discrimination against employees based on their age is rare, but it does exist. Organizations hardly take any proactive steps to remove age discrimination and promote age diversity. In a traditional age distribution structure, older and more experienced employees are placed at the top or middle, and younger employees are placed at the bottom.

Organizations frequently initiate age diversity; the age distribution structure relates to society's expectations of career advancement and promotion. But in the present time, due to an increase in competition and demand for efficient employees, there are requirements for younger employees with fresh and new ideas. These changes in the environment, as well as the demand for creative employees, have correlated age norms and undermined traditional career paths. Retirement of the "baby boom generation" may create a labour shortage; leaders should start focusing on the retention of older employees (Armstrong-Stassen & Templer, 2005). At the same time, help in understanding the age-related diversity in organisations. Age diversity is mainly affected at the time of selection, training, performance appraisal, and career development.

Older employees were at a loss when they were in a minority position compared to their younger counterparts (Rupp et al., 2005). It has been observed a number of times that when both older and younger employees apply for a job, younger employees are given more preference as compared to older employees (Finkelstein et al., 1995). Even older employees are discriminated against in the performance rating system; older employees are given low ratings in comparison to younger employees at the time of their

performance appraisal (Avolio et al., 1990). In training and development programs, older employees are given fewer opportunities in comparison to younger employees (Maurer & Rafuse, 2001). Promotion opportunities are given more to younger employees as compared to older employees (Cox & Nkomo, 1992). Having discrimination among employees on the basis of age may affect the morale and commitment of employees towards the organization, which ultimately affects their performance. So it's important to measure employee perceptions regarding age diversity in the organisation and to remove any type of discrimination related to age diversity.

H2c: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of Caste.

Discrimination and bias have existed since 1960, when recruiting, selecting, training, and developing employees (Cox & Nkomo, 1992). Even employees were discriminated against because of their attitude, motivation, job satisfaction, and leadership qualities. (Kraiger and Ford, 1985) mention that there is a 3.7% difference in the job performance rating due to caste discrimination. In comparison to white employees, black employees were rated poorly. (Sackett et al., 1991) There is a 27 percent difference in job performance between white and black employees. Minority group employees are less satisfied than upper-class employees due to bias and discrimination against them in organizations, and they are less psychologically committed (Williams & O'Reilly, 1998).

When selecting leaders, the "black and white" concept is also included; white employees are preferred more, reflecting both (Bartol et al., 2003) disparity in the nature of subordinate reactions and leader behaviour regarding the concept of caste, race, and so on (Quandt, 1972). There is evidence that when white supervisors work with black subordinates, they are less cooperative and have fewer initiated interactions with their subordinates. After 1990, research studies started focusing on diversity management and increasing the diversity of the workforce (Post & Tomaso, 2004). A diverse workforce provides numerous benefits, including improved group performance, access to a variety of resources and new ideas, and multiple solutions to problems,

particularly those related to race. Some studies (McLeod et al., 1996) mention in their studies that diverse teams take effective decisions than homogeneous teams.

There is a need to increase ethnic diversity, age diversity, and tenure diversity. Considering any specific group of people in an organisation may have a negative impact on the employee, and the employee's perception of that organisation may also be negative (Williams & O'Reilly, 1998). It is very important to include all group employees in management and other functions of the organisation (Watson et al., 1993). White employees have a negative attitude towards minority group employees while working together in a team (Riordan, 2000). There are approximately the same number of studies that show both positive and negative effects of race or ethnicity on employee performance, attitude, and efficiency (Joshi and Roh, 2007). But there is no study to date that shows the effect of diversity management practises on the basis of caste on employees' perceptions.

H2d: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of Religion.

A significant diversity factor is religion (Saxena & Raja, 2014; Dastane & Eshegbe, 2015). Regarding how they live and work in an organisation, workers place a high value on religion. In organisations and society as a whole, religion is a very delicate topic (King and Williamson, 2005). India has a population that is around 60% Hindu, 15% Muslim, 15% Sikh, and 10% Christian, according to (The Culture Crossing Guide, 2014). However, despite having a significant impact on how well organisations function, religion is a topic that is little researched. (Zaharia and Benchea, 2013) According to (Marriott, 2013), all religions should have equal access to opportunity. Discouragement of people expressing their faith is vital to decrease interpersonal problems and boost job happiness (King and Williamson, 2005).

Even at the time of advertising for jobs, the focus should not be on any specific religion. To have effective religion management in the organization, it is essential to respect the prayer time, religious days, and festivals of all religion employees (Booth et al., 2009). If organisations focus on or highlight one religion, employees of other religions may feel discriminated against, and as a result, they may refuse to work there. (Cox & Blake,

1991). Organizations must respect every employee's religion and also provide equal employment opportunities to all religious employees. By paying due importance and respect to every religion, organisations are able to build a good reputation in society, and employees' perceptions regarding diversity management based on religion are positive (Richard et al., 2004).

There must be effective management of diversified religious employees such that they feel justified and included in the organization, and they get committed and loyal towards it. It is mandatory to have respect and proper management for variously diversified religious employees to improve employee performance, productivity, and efficiency. Lots of studies that highlight the impact of religious diversity on organizations, but there are no studies that consider and measure the perception of employees towards "DM practices" based on religion.

H2e: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of Geography.

Different thinking, behaving, feeling, and sharing among members of an identifiable group is termed "culture" (Gibson & Gibbs, 2006). Culture has both visible (observable) and subtle elements. Accent and religious apparel are a few of the visible or observable elements of culture, while others are subtle because of varying degrees of acculturation. There are a number of studies that focus on culture as both ethic and racial; it is difficult to mention which sources of cultural effects or factors may be influential, for example, region, race, ethnicity, and religion (Mc Leod et al., 1996). The adjustment and movement of a group of people is called "cross-culture."

Mainly, acculturation theories are used to examine the effect of this movement (Sam & Berry, 2010). Employees must have the freedom to choose or reject any culture; there should be no discrimination regarding culture among employees (Bhatia and Ram, 2001). An organisation always welcomes all cultural employees and must make suitable policies to handle different cultures sensitively in the organisation (Cox & Blake, 1991). Cultural diversity impacts employee functioning, as employees are very sensitive to their culture. If they were discriminated against on the basis of culture, it would have a direct impact on employee loyalty and faith satisfaction towards that organization, and

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as a result, employees would not perform to their full potential. Cultural diversity affects employees' performance and productivity. National and cultural diversity can be seen from a "pessimistic view" or an "optimistic view" (Mannix & Neale, 2005).

"Social identity" (Tajfel, 1981) and "similarity-attraction" (Byrne, 1971) help in determining the "pessimistic view," which shows that employees prefer their own group employees as compared to others. In-group allegiance is also generated by cultural diversity (Pelled, 1996) and distractions (Ely & Thomas, 2001), which determine group performance. Cultural and geographical diversity helps in generating information processes, creating a learning environment, and helping in problem solving (Ely & Thomas, 2001; Cox & Blake, 1991). Geographical diversity reduces conflicts and misunderstandings among employees (Janis, 1982). An optimistic view regarding cultural or geographical diversity helps improve group performance (Barinaga, 2007).

There are many studies that focus on the positive and negative consequences of geographical diversity, but there is no study that focuses on the impact of geographical diversity on employees' perceptions (Gelfand et al., 2007). There is a need to study the consequences of geographical diversity on employees' perceptions, as employee efficiency and productivity are directly related to their perceptions and ways of thinking about diversity issues.

As per objective 4 hypothesis developed is

H3: There exists a significant positive relationship between Diversity Management practice and Organizational Performance of select luxury hotels.

Nowadays, diversity management has become the most important issue to be discussed in hotels. (Woods and Sciarini, 1995) define in their study that diversity programmers are not well defined in hotel organizations; for example, he mentions the case of "Denny's Corporation." Denny's was fined more than $50 million by the government in 1994 for discriminating against American and African customers. After that, Denny's Cooperation considered diversity programmes in its organisation, implemented "effective diversity management practices," and converted its culture to serve diversified customers. As a result of doing so, Denny's Cooperation was ranked among the "40 Best Companies for Diversity" in 2006. There are more requirements for

diversified employees in hotels as they deal with diversified customers. There is no doubt that hotels are promoting diversity on a large scale and investing large resources and funds in "diversity management programs" and the training of their employees (Ineson et al., 2011).

Diversity management programs produce positive outcomes, like improved perceptions of diversity among managers and employees. (Garib, 2013). There is evidence in empirical research that a relationship exists between "diversity and financial performance." The performance scale of the organization can be raised through "effective diversity management" (Gröschl, 2007). According to (Luoh and Tsaur, 2014), organizations that don't have a diversified workforce or proper management for diversity programs do not have higher rates of sales or growth. Relation between "DM" on "OP" was examined by (Kochan et al., 2003) in four large organizations, and he found a positive relationship between them.

There is much other research that relates diversity to being unidimensional, as a single feature of diversity can be easily examined. Gender, race, and age are the other three dimensions studied under "uni-dimensional diversity," as they are easily measured, observed, and quantified. Gender diversity may be positively related to "organizational performance" (Erhardt et al., 2003). Gender diversity may even be negatively related to "organizational performance," or gender diversity may be unrelated to "organizational performance," depending on the nature and composition of the organization (Metz J., 2017). Racial diversity may be negatively related to organizational performance (Sacco and Schmitt, 2005), or may be unrelated to an organization's performance (Ely & Thomas, 2001).

(Kochan et al., 2003) present a curvilinear relationship of racial diversity and organizational performance. In a long-term stable environment, this curvilinear positive relationship between cultural diversity and organizational performance remains linear and positive. When age diversity is considered, it has a negative impact on employees, such as decreasing employee loyalty and commitment to the organization (Tsui et al., 1992) and increasing employee voluntary turnover (O'Reilly et al., 1989). But if age diversity is managed properly and effectively, then it impacts "organizational performance" in a positive manner (Herring, 2009). Some of the studies also mention

that there is no reliable relationship between "age diversity" and "organizational performance." But it's essential to pay due attention to "age diversity management," as it is found that diversity management helps in bringing competitive advantage (McKay et al., 2009) and also helps in the correct and improved valuation of performance (Herring, 2009; Richard, 2000).

Organizations that follow effective "diversity management practices" are able to perform better which is indicated by their stock prices (Jayne and Dipboye, 2004). Discrimination spoil an organization's reputation and public image (Kim & Lee, 2006), and can even harm its stock price (Goldman et al., 2006). Diversity can be promoted in the organization by enhancing employee learning on concerned topics through special training and development programs. (Frumovitz, 2007). Especially in the hospitality industry, no study brings the effect of diversity on organizational performance to its logical conclusion. (Park, 2014) mentions that there is a lack of studies that focus on the direct effect of "DM" on "OP." After a deep literature review, it was noticed that there is a big need to conduct research that measures the effect of "DM" on "OP."

As per objective 5 hypothesis developed is

H4: There exists a significant positive relationship between Diversity Management practice, Learning organization and Organizational Performance of select luxury hotels.

H4a: There exists a significant positive relationship between diversity management and learning organization.

H4b: There exists a significant positive relationship between diversity management and organizational performance.

H4c: There exists a significant positive relationship between organizational performance and learning organization.

Learning in the workplace refers to an attempt to change the working environment so that employees can develop their knowledge and skills while performing their assigned tasks (Keursten,et. al., 2004). Learning organisations means recording and improving employee perceptions regarding organisational policies, practices, rules, and regulations, as well as supporting and rewarding the behaviour of employees (Nikolova

et al., 2014). Appreciation, facilitation, and error avoidance were three different dimensions used in order to measure learning in the organization.

Learning organisational skills includes both "formal and informal learning" possibilities in the organisation and includes all employees by creating an inclusive environment. There are many different types of learning, but they are all classified into formal and informal learning (Ybema and colleagues, 2020). Formal learning occurs at a predetermined and fixed time in a specific location with some predetermined content that is based on some curriculum, involves some type of evaluation, and concludes with the learner receiving a certificate (Brown and Duguid, 1991). Formal learning is considered a process or an event held with a specific goal. Planned and well-executed training and education by some professionals and experts are termed "formal learning." Now, the learning that is not predetermined or given by some experts is known as "informal learning." "Informal learning" can be any type of learning obtained within an organization.

But even informal learning also requires some discipline; it is not so easy to gain informal learning. Different forms of informal learning are described by (Hager and Halliday, 2009), first, there is no definite goal for informal learning; second, informal learning is required to gain both external and internal benefits; and third, informal learning does not depend on a particular time, place, or content. Informal learning helps in generating many opportunities for organizations, such as the development of values, ethics, and social skills, and also helps in the personal development of employees. Informal learning is a continuous and ongoing process.

H5: Learning Organization plays a mediating role in the relationship between Diversity Management practice and Organizational Performance of select luxury hotels.

Learning organisations help enhance employee performance, productivity, and efficiency by providing knowledge on the latest technology and making them aware of the changing environment (Allen et al., 2017). But it is not clear that learning organisations also enhance overall organisational performance (Deloitte, 2017). Learning can be improved by effectively managing diverse employees, who come from

various regions, cultures, ethnicities, knowledge, skills, experiences, and educational backgrounds (Great place to work, 2018).

When diversified employees are grouped in a team, they use their individual skills and knowledge to complete that task and also inform others about unknown facts and knowledge. By sharing individual skills and knowledge, employees have the opportunity to enhance their learning, skills, and efficiency (Association for Talent Development, 2016). "Diversity management practices" help create an environment of inclusion and equality among employees. When diversified employees work together, a mutual understanding and cooperation arise between them, which helps in the smooth completion of tasks and brings more efficient results (Shamlan, 2019). When employees perform with their best efficiency, then their productivity will also increase (Nolan, 2002), which ultimately affects overall organisational performance (Baum, 2002).

But still, there is a lack of studies that highlight the role of learning organisations in enhancing "organizational performance," especially in hotels (Cletus et al., 2018). There is even a need to conduct more studies that measure how "diversity management practices" enhance learning in the organisation (Inegbedion et al., 2020). A high level of learning orientation in the organisation will lead to a higher level of innovativeness and creativity (Handayani et al., 2017). If employees' efficiency and productivity improve, so will organisational performance; thus, a learning organisation will maximise overall organisational performance. (Joubert, 2017). Organizations that follow and implement an effective learning organisation policy will have higher organisational performance as compared to those that don't have a learning organization (Kaur et al., 2020). So finally, with the objective of assessing the mediating role of learning organisations in enhancing organisational performance, it is as follows for the framed state objective hypothesis:

3.6 Framework 1 (Influence of Diversity Management on Organisational Performance)

Figure 3. 1: Influence of DM on OP
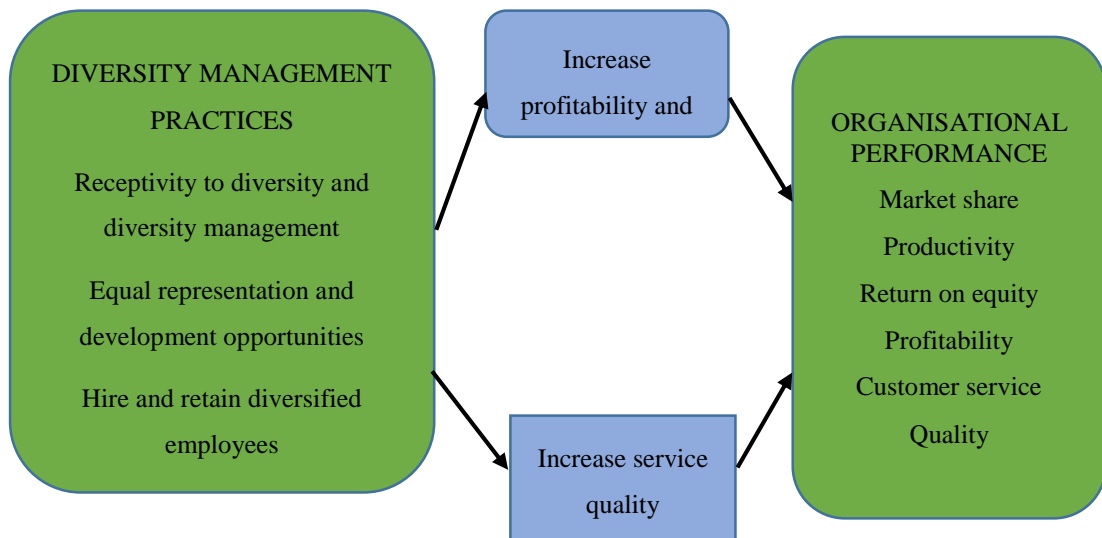
Explanation of the model:

Diversity means differences among people regarding their demographic factors such as age, caste, religion, gender, region, education, knowledge, etc. When diversified employees work, they make a diverse workforce, and it becomes essential to manage a diverse workforce such that the employee's talent and skills can be utilised efficiently. "Diversity management" means efficient management of diversified employees such that they can be motivated to perform with their best ability and help in achieving goals within set standards. "Diversity management practices" refer to any organization's policies or strategies for managing diversity. Hotels employ a wide range of people to meet the needs and expectations of their customers. Diversity management is an essential element in hotels.

Any organisation follows two broad types of practices, which are "human resource management practices" and "non-human resource management practices." HR practises consider factors that look at development and opportunities for employees, such as hiring the best-skilled employees, providing training and development programmes to

employees, fairly evaluating performance, and providing genuine compensation to employees. Non-HR practises include personal and demographic details of employees, such as their age, where they belong, which caste they are from, and what their educational qualifications and skills are. (Joy, 2016) Organizations, in addition to these two practices, follow four major practises that improve organisational performance and help them achieve their overall goals. These four practises are practises for reducing discrimination, practises for achieving higher financial competitiveness, and practises for enhancing inclusion of employees and justice for employees in organisations.

Diversity management practises are not a new issue for any organisation; they have been in the spotlight since the 1990s. With the passage of time, the meaning, concepts, and essentiality of diversity management practises have been altered and modified. (Kundu & Bansal, 2015) As stated, to work in a highly dynamic environment where changes take place frequently, there is a strong need to widen the scope and concept of diversity management practices, and every organisation should make proper arrangements for effective and efficient implementation of the best diversity management practices.

It has been clearly highlighted from the studies that diversity management, organisational effectiveness, and organisational performance have a positive relationship with each other (Meena & Vanka, 2013). In hotels, "organizational performance" means both guest satisfaction and profitability (Mariappan & Raghavan, 2020), and minimising costs and improving service quality also lead to improved hotel performance (Mukherjee et al., 2015). In brief, hotels use a mix of objective and subjective measures to measure their performance, where profitability and minimising costs are objective measures based on actual outcomes, and guest satisfaction and service quality are subjective measures based on perception. Human resources are directly responsible for the rise and fall in the organisational performance of any hotel organisation. This is so because in hotel organizations, all the activities are directly or indirectly carried out by human resources, by the staff working in that organisation. As a result, employees' attitude, behaviour, working style, and skills play a significant role in determining their performance; employees are only responsible for maintaining a

good working environment and a peaceful climate for themselves and customers (Pot, 2010).

Diversity management programmes produce positive outcomes, such as improved perceptions of diversity among managers and employees (Kundu & Bansal, 2015). There is evidence from empirical research that a relationship exists between diversity and financial performance. The performance scale of the organisation can be raised through effective diversity management (Joy, 2016). DM programmes bring positive results such as both managers and employee's perceptions were improved regarding diversity (Kundu & Bansal, 2015). There is evidence from empirical research that a relationship exists between diversity and financial performance. The performance scale of the organisation can be raised through effective diversity management (Joy, 2016). According to (Pot, 2010), organisations that don't have a diversified workforce or proper management for diversity programmes do not have higher rates of sales or growth.

3.7 Framework 2 – Mediating Role of Learning Organisation

Figure 3. 2 Mediating role of Learning Organisation

Diversity Management

1. Receptivity to diversity and diversity management
2. Equal representation and development opportunities
3. Hire and retain diversified employees
4. Promotion of diverse employees

Learning Organisation

1. Continuous learning
2. Dialogue and inquiry
3. Team learning and collaboration
4. Embedded system
5. Empowerment
6. System connection
7. Strategic leadership

Organisational Performance

1. Market share
2. Productivity
3. Return on equity
4. Profitability
5. Customer service
6. Quality

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Explanation of the model:

As model one explains, the role and essentiality of "DM practices" in any organization There are various strategies adopted by organisations to manage diversified employees in the hospitality industry. The above model explains that "DM practices" have a direct influence on the "OP" of the hotel organization. Now, through this model, an attempt is made to explain how "DM practices" enhance learning in the organization and then how a "LO" helps in maximising "OP." Learning is the cognitive process of gaining skill, understanding, and knowledge. Learning is all about gaining new knowledge or refining old ones. Adopting some knowledge, skills, behaviours, values, or preferences, as well as any information, is what learning entails.

Learning organisations help employees gain efficiency and creativity; knowledge and skills are also improved by learning organisations (Yang et al., 2004). Learning organisations also develop the ability to overcome all the challenges faced by organisations and help in adjusting according to the dynamic environment (Ortenblad, 2004). Various meanings and concepts of learning organisation are given by different authors (Nederhof et al., 2002; Goh and Richards, 1997; Watkins and Marsick, 1996; Slater & Narver, 1995; Senge P.M., 1990) state that learning organisations help to provide new insight and knowledge in the organization, which ultimately aids in overall organisational growth. Learning organisations help employees gain efficiency and creativity. Knowledge, experience, and skills are also improved by learning organisations. Learning organisations also develop the skills and capabilities to overcome all the challenges faced by an organisation and help in adjusting according to the dynamic environment.

However, hotels face problems in processing and applying knowledge in an effective manner. To compete in an increasingly competitive and changing environment, any organisation must be a learning organization. To have a competent and efficient organization, proper support and a system for learning the organisation must be provided, and employees are also encouraged to enhance their learning (Chiva et al.,

2007). A conceptual approach is also used to describe the importance of learning in a competitive market (Fang et al., 2011). In hotels, managers also contribute to building a learning environment (Okumus, 2003). In a competitive environment in hotels, learning means acquiring improved skills, information, and knowledge. There are limited studies that postulate the organisational learning theory in hotels with regard to some specific objectives and purposes. Comparative exploratory studies highlight that hotels are capturing more information and enhancing their knowledge to have better and improved results (Cabrales et al., 2011).

In the hospitality industry, employee efficiency, functionalities, and innovation are the result of a learning organization (Bhatnagar & Minocha, 2006). Especially in the hotel industry, learning goes on a continuous basis, which increases employees' knowledge and helps management become more proficient in all its functions such as cultural adaptations, cooperation, teamwork, etc (Simons & Enz, 1995). "The hospitality industry" also pays much attention to learning awareness and other strategies that help in organisation modernization. Knowledge sharing is quite common in the hotel industry; employees share knowledge and skills with each other. Proper diversity management practises recruit diversified employees who bring different talent, skills, knowledge, and experience to the organization.

Diversified employees work together in an organisation and benefit from each other's experience and knowledge. Proper diversity management practises motivate employees to cooperate with each other and take advantage of other skills as well. Employees' efficiency can be improved when there is a learning environment in the organization. By creating a learning environment, employee productivity and performance can be improved, which helps increase overall organisational performance. Hence, it can be said that by having effective diversity management practices, learning can be increased in the organization, which helps in the enhancement of organisational performance.

3.8 Research Design:

There are a number of definitions of research design given by different authors, such as (Campbell et al., 1963) and (Johnson, 2001). Inspired by those definitions, research design can be explained as a systematic and controlled method of inquiry that ensures

proper planning for examining and collecting the essential information. Research design explains the complete details of conducting any research work; it is the blueprint of any work. Research design includes various steps such as methodology, sampling methodology, statistical tool, instrument applied in research, data analysis tool, etc. (Malhotra & Dash, 2011). Here both exploratory and descriptive types of research design were used, where "exploratory qualitative research" design was used to conduct in-depth interviews with a selected sample size. Through descriptive research, other behaviors, characteristics, and attitudes of the population were observed.

3.8.1 Survey of Secondary Sources

For conducting any empirical observation, secondary data is essential, and for developing a conceptual model, secondary data provides the necessary theoretical framework. Secondary data is very helpful to detect major deficiencies and gaps. Secondary data may be gathered from both unpublished and published sources like research papers, articles, review papers, book chapters, journal articles, magazine articles, data reports published publicly, etc. In-depth knowledge of any topic about any idea can be gained from these sources. The main topics and variables studied for this research study are "DM practices," "learning organizations," and "organizational performance." Secondary data aids in gaining a thorough understanding of the subject matter. Through secondary data, all relevant dimensions of "DM practices," "learning organizations," and "organizational performance" were identified. Primary data is also essential for collecting relevant information about target sample sizes. A questionnaire was drafted to collect information from the sample.

3.8.2 The study population

The purpose served by the study is to determine the possible consequences of "DM practices" on "organizational performance" and "learning organisations" in luxury hotels in India. To carry out this study, six objectives were set, and to achieve those six objectives successfully, various luxury hotels in India were selected as sample sizes. There are a total of 541 registered and authorised luxury hotels (Ministry of travel and tourism, 2018) in different states of India. Both 4- and 5-star hotels are considered luxurious. So, the population size is 541 luxury hotels from all over India.

3.8.3 Sampling Techniques:

The present study focuses on various hotel organisations in India. Focusing on the hospitality industry, only luxury hotels have been selected as a sample size, with luxury hotels consisting of 4-star hotels both with and without alcohol, 5-star hotels both with and without alcohol, and 5-star deluxe hotels. According to the "ministry of travel and tourism," there are a total of 541 luxury hotels (Ministry of travel and tourism, 2018) that fall into selected categories. For a detailed state-by-state hotel list and to know which hotels have been selected, please refer to Table 3.1. To check the star-wise number of hotels in India, please refer to Table 3.2. The "sampling technique" used to select an appropriate sample size is multistage sampling. Multistage sampling is a complex form of "cluster sampling," in which samples are divided into different clusters based on some similarity among them. In my study, hotels are selected by going through three different stages.

1. In the first stage, total luxury hotels in India have been identified - a total of 541 hotels.

2. At the second stage, hotels are divided into different zones, and then one state (having the highest number of luxury hotels) from each zone is selected as the capital of the country—Delhi.

3. At the third stage, two hotels from each selected state are selected. The hotels selected are those that have more cities in that state.

Table 3. 1 Luxury hotels in different state of India

Zone	State	State with maximum No. of luxury hotels	luxury hotels who have maximum no of cites.
West	Rajasthan Gujarat Maharashtra Madhya Pradesh Uttar Pradesh Chhattisgarh	**Gujarat-36** M P-8 Maharashtra-33 Rajasthan-9 Chhattisgarh-10 U P-14	Pacific hotel-4 Marriott hotel -3

East	Bihar	Assam-2	ITC royal bengal-4
	Jharkhand	Arunachal p-0	Mac fair-2
	Orissa	Bihar-2	
	West Bengal	Jharkhand-2	
	Sikkim	Meghalaya-0	
	Assam	Orissa-9	
	Tripura	Sikkim-0	
	Meghalaya	**West Bengal-26**	
	Manipur	Tripura-0	
	Mizoram	Manipuram-0	
	Nagaland	Mizoram-0	
	Arunachal Pradesh	Nagaland-0	
North	Jammu Kashmir	**Haryana-18**	Hiltton garden inn-2
	Himachal Pradesh	J & K-0	Hyatt regency-2
	Punjab	H P-2	
	Haryana	Punjab-7	
	uttrakhand	Uttrakhand-5	
South	Telangana	Andhra P-9	Marriott Hotel-4
	Karnataka	Goa-26	Hyatt- 3
	Kerala	Karnataka-29	
	Tamil Nadu	**Kerala-230**	
	Andhra pradesh	Telangana-13	
	Punudchery	Tamil nadu-14	
	Goa	Punudcherry-0	
Capital	Delhi	**Delhi-37**	The crown plaza-3
			Hotel Leela -3

Source: Compiled by researcher

Total luxury hotels are 541

Now, 10 luxury hotels were chosen as a sample size. Two luxury hotels from each zone (North, South, East, and West), and two from Delhi (the capital of the country). The north zone states included Haryana, which had 18 luxury hotels; Jammu and Kashmir, which had none; Himachal Pradesh, which had 2; Punjab, which had seven luxury hotels; and Uttrakhand, which had five luxury hotels. Andhra Pradesh has nine luxury hotels, Goa has 26, Karnataka has 29, Kerala has 230, Telangana has 13, Tamil Nadu has 14, and Punducherry has none. Assam has two luxury hotels, Arunachal Pradesh

has zero, Bihar has two, Jharkhand has 2, Meghalaya has zero, Orissa has nine, Sikkim has zero, West Bengal has 26, Tripura has zero, Mizoram has zero, and Nagaland has none. And the last west zone includes Gujarat with 36, M.P. with 8, Maharastra with 33, Rajasthan with 9, Chhattisgarh with 10, and Uttar Pradesh with 14 luxury hotels.

Now, from among these four zones, the one with more luxury hotels was chosen. Following that, luxury hotels with more locations in specific states, for example, were chosen. Haryana has 18 luxury hotels in the north zone, more than any other state in the zone, with the Hilton Garden Inn No. 2 and Hyatt Regency No. 2 having the best location. Kerala has 230 luxury hotels in the southern zone, where Hyatt and Marriott have more locations; there are 26 luxury hotels in the West Bengal of east zone; ITC Hotel and Hotel MacFair have more locations; and there are 36 luxury hotels in the west zone of Gujarat, including Hotel Marriott and Pacific Hotel, which have more locations. The population for the study will be managerial employees working on different managerial levels in luxury hotels (5- and 4-star hotels) in India. Managerial hierarchy in hotels contains various positions such as administrative level, executive level, and operational level; here all three levels are considered, which include the director/head of management, hotel manager, assistant hotel manager, HR manager, and also a customer representative.

Table 3. 2 Types of hotel

Type of hotels	No of hotels
1 star	7
2 star	10
3 star	284
4 star facilitating alcohol	161
4 star not facilitating alcohol	114
5 star deluxe	105
5 star facilitating alcohol	96
5 star not facilitating alcohol	65

Source: Compiled by researcher

3.8.4 Sampling unit:

A sampling unit is the basic unit of the population targeted, consisting of all the elements. Here, employees belonging to various luxury hotels in India were selected. So here, basically, we have 10 sampling units as respondents were selected from 10 different luxury hotels; each luxury hotel stands for one sampling unit.

Managerial employees from 10 luxury hotels are being considered., employees belong from each operational department (kitchen department, food and beverage service department, front office department and housekeeping department) and secondary department (personal and human resource department, finance and accounting department, purchase and store department, sales and marketing department, security and engineering department). Employees selected from these different luxury hotels will be based on "convenience sampling."

3.8.5 Sample size:

It specifies samples chosen from a target population. Here, the population targeted is managerial employees working in various luxury hotels in India.

3.8.6 Determination of Sample Size

To determine an accurate sample size, at least 5-10 respondents are required for each item (Bentler & Chou, 1987: Hair, et al., 2008: Kline, R.B., 2005). In this study, the research instrument consisted of 66 items, so their itemised sample size worked out to be maximum of 660 (66*10) and minimum of 330 (66*5) employees from various luxury hotels. Here population size is 2048 so as per the sample size calculator we required sample size of 324 employees. Table 3.3 shows the employee strength in selected luxury hotels and also shows the employees' selection criteria.

Table 3.3 shows a complete employee record in various selected luxury hotels, total strength of employees in all selected hotels will be considered as population. ITC Kolkata hotel has a total of 284 employees. Similarly, ITC Royal Bengal employs 163 people, Pacifica Ocean employs 208 people, and the Marriott Hotel employs 118 people, Haryana Hyatt has 287 employees, and Hilton Garden Inn has 152 employees. From Kerala, Hyatt has 308 employees; Marriott has 140 employees, From Delhi,

Crown Plaza has 144 employees, , and Hotel Leela has 244 employees, bringing the total population to 2048.

But to keep a provision for outliers, incomplete questionnaires, and unengaged responses, 1000 questionnaires were delivered. The data was thereafter gathered, and the responses of 512 employees were found suitable for analysis.

Table 3. 3 Employees selection criteria

State	Hotel	Employees strength
West Bengal	ITC Kolkata	284
	ITC Royal Bengal	163
Gujarat	Pacific hotel	208
	Marriott Hotel	118
Haryana	Hyatt Regency	287
	Hilton Garden Inn	152
Kerala	Hyatt	308
	Marriott	140
Delhi	Crown Plaza	144
	Hotel Leela	244
Total		2048

Source: Compiled by researcher

3.9 Data collection method:

Primary data is the backbone of any study, and collecting primary data from selected sample sizes is a tricky task. The sample size of the present study is comprised of employees working in various luxury hotels in India. To collect original and correct data from the sample size, a questionnaire was drafted. For conducting any survey, the questionnaire method is suggested as the best method. The questionnaire drafted relates

to all three variables included in this research. Due to the heterogeneous nature and high variability characteristics of the population, the formula of the questionnaire method has been used, and the questionnaire has been designed on a 1–5 scale based on the Likert scale to collect data from the sample size.

3.10 Development of instrument/Research tool:

To conduct a successful and reliable survey through questionnaire methods, it is essential to have a reliable and valid questionnaire that collects all useful information from respondents. To develop questionnaires, various articles, research, literature, and other secondary data sources were studied and examined deeply. First and foremost, it is determined that what is included in the domain of various variables lies outside of its domain. To understand what is to be included and what is to be excluded, a deep literature review was done on various variables, i.e., "DM practices," "learning organizations," and "OP." "DM practices" include four further latent variables; "learning organisations" include seven latent variables; and "organizational performance" includes six latent variables.

The demographic information of the respondents was also selected. Pre-published and tested instruments were explored to develop each scale. Questionnaires on various variables are made by using different adapted scales and self-developed scales. On these variables, there are a total of 66 items in various scales. The scale developed for "diversity management practices" will have 20 items: "to promote diversity" (4 items), from the study of (Kundu, 2001) and developed by (Kosek and Zonia, 1993), "receptivity to diversity and diversity management" (5 items), borrowed from the study of (Soni, 2000), "equal representation and opportunities" (6 items), "hire and retain diverse employees" (5 items), borrowed from the study of (Kundu and Mor, 2017). The "learning organization" scale adopted was "Dimensions of the Learning Organization Questionnaire (DLOQ)," which was developed by (Watkins and Marsick, 1996) and consists of 22 items. This scale consists of seven sub-scales: "continuous learning" (3 items), "dialogue and inquiry" (3 items), "team learning and collaboration" (3 items), "embedded systems" (3 items), "empowerment" (3 items), "system connection" (4 items), and "strategic leadership" (3 items).

Here we adopted the "smaller form of DLOQ" with 22 items (Yang, 2003) and measured the dimensions on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). (Yang, 2003) Analysing the theoretical relationship between "learning culture" and performance, the best research instrument suggested by several authors is a smaller version of DLOQ. As the smaller version of DLOQ offers many psychometric properties and helps in getting more adequate and reliable data, it is considered one of the most effective and adequate measurement instruments (Yang, 2003). All of the items were thoroughly researched, and a questionnaire was created as a result. The last variable is "organizational performance," adopted from the studies of (Khandwalla, 2002) and (Som, 2008), and consists of 17 items. This scale consists of six subscales: "market share" (3 items), "productivity" (3 items), "return on equity" (3 items), "profitability" (2 items), "customer service" (3 items), and "quality" (3 items).

For the scale used to measure reliable data regarding organisational performance, only market-oriented factors and external factors are included in the scale. such as return on equity, market share, profitability, productivity, quality, and customer service. There are lots of studies that have used accounting- or market-based measures of performance (Huselid, 1995). These methods are quite difficult to analyse and may create the possibility of false data collection, but the perceptual measures that are used in this study collect appropriate data and help in the correct gathering of information. The same measures have been used by several authors in different countries with separate objectives, and all of them suggested it as the best tool for measuring the performance of any organization (Delaney & Huselid, 1996; Youndt et al., 1996). There are several studies that demonstrate a strong relationship between the perceptual performance and the hard performance. (Delaney and Huselid, 1996) found that both tools fit their circumstances, but we use the perceptual tool because it fits the requirements of our study.

Demographic information like age, caste, gender, religion, education qualification, region, experience, occupation, and job designation of employees were collected in a separate part of the questionnaire. Also, personal information about employees was collected, like their name, address, contact number, email ID, etc. Personal information about the respondent was kept strictly confidential and was not shared with anyone. Not

only personal details but also other information provided by respondent employees was kept highly secret and only used for study purposes.

Questionnaire consist of total 66 items, where 1 to 7 items relating to demographic information, then item starting from 8 to 27 relates to diversity management where item from 8 to 12 relating to "receptivity to diversity and diversity management", item from 13 to 17 relating to "equal representation and development opportunities", item from 18 to 21 relating to "hire and retain diverse employees", and item 22 to 27 relating to "evaluation and promotion of diversity", after that item starting from 28 to 44 relating to "organizational performance" where item from 28 to 30 relates to "market share", item from 31 to 33 relating to "productivity", item from 34 to 36 relates to "return on equity", item 37 and 38 relating to "profitability", item from 39 to 41 relating to "customer service" and item from 42 to 44 relating to "quality", and last starting from 45 to 66 relating to 'learning organization", where item 45 to 47 relating to "continuous learning", item no. 48, 49 and 50 relating to "dialogue and inquiry", item no. 51, 52 and 53 relating to "team learning and collaboration", item no. 54, 55, and 56 relating to "embedded system", item no. 57, 58 and 59 relating to "empowerment", item no. 60 to 63 are relating to "system connection' and last item no. 64, 65 and 66 relating to "strategic leadership".

When all the items were finalized, they were scaled so that the magnitude of the attributes could be revealed. (Malhotra and Dash, 2011). To measure items of the questionnaire, a five-point "Likert scale" was used. After drafting the full and final questionnaire, the next step was to pre-test the preliminary questionnaire. A pilot study was conducted to assess the ease and clarity of response via questionnaire, and a pilot study was conducted when 10% of responses were administered (Cann et al., 2008).

For the scale used to measure reliable data regarding organisational performance, only market-oriented factors and external factors are included in the scale. such as return on equity, market share, profitability, productivity, quality, and customer service.

Table 3. 4 Scale adopted

S.NO	Year	Journal	Author	Article	Scale
1.	2000	Public Administration Review	Soni	A Twenty-First-Century Reception for Diversity in the Public Sector: A Case Study	Receptivity to diversity and diversity management
2	2017	Employee Relations	Kundu S.C. & Mor A.	Workforce diversity and organizational performance: a study of IT industry in India	Hire and retain diversified employees
3	2017	Employee Relations	Kundu S.C. & Mor A.	Workforce diversity and organizational performance: a study of IT industry in India	Equal representation and development opportunities
4	1993	Journal Of Organizational Behavior	Kossek & Zonia.	Assessing diversity climate: A field study of reactions to employer efforts to promote diversity	To promote diversity
5	1977 1996	New York: Harcourt Brace Jovanovich Academy of Management Journal	Khandwalla Delaney JT and Huselid MA	The Design of Organizations The impact of human resource management practices on organizational performance	Organisational performance (Market share, Productivity, Growth rate of revenue, Profitability, Customer service, Quality)
6	1996	American Society for Training and Development.	Watkins, K. E., & Marsick, V. J.	In action: Creating the learning organization.	Learning organisation (Continuous learning, Dialogue and inquiry, Team learning and collaboration, Embedded systems, Empowerment, Systems connections, Strategic leadership)

Source: Compiled by researcher

To achieve the objective of the present study, various scales are adopted, designed by various authors, as shown in Table 3.4. Different six scales are adopted, and the scales adopted are used by several authors in many contexts, like the hospitality sector, the IT sector, the manufacturing sector, etc. Several authors, including (Kundu and Mor, 2017) in the IT sector, (Soni, 2000) in federal agency public sector organizations, and (Kossek and Zonia, 1993) in large public sector universities in the Mid-West United States, use the scale for diversity management. Similarly, scale adopted on organisational performance is also used by several authors in different sectors, such as (Som, 2008) who used it in academic journals and the business press in India, and (Delaney and Huselid, 1996) who used it in the manufacturing industry. The learning organisation scale is also adopted by several authors in different contexts.

1000 questionnaires along with a letter of introduction were distributed to participants through online modes. Among the online questionnaires, 512 usable responses were recorded in 51.2%. Thus, the sample size of the study came to 512 respondents. Please consider Table 3.5 for complete details of data collection.

Table 3. 5 Details of data collection

Mode	No. of questionnaire distributed	No. of usable response	Response rate (percentage)
online	1000	512	51.2
Total	1000	512	51.2

Source: Compiled by researcher

3.11 Pilot Study

To determine the study's scope, a pilot study was undertaken. It is crucial that firms have a structured diversity management system in order to comprehend how "diversity management practises" affect organisational behaviour. It has always been a priority for luxury hotels to implement cutting-edge human resource strategies like diversity management. Additionally, it should be recognised that diversity management strategies differ greatly amongst industries. Therefore, it was determined that only hotels having a structured diversity management system needed to be included in this study. But no list is available of organisations that have a formal diversity management system as of December 2015. Moreover, when asked for a self-report, organisations

claim to have a diversity management system because it is prestigious. The first Indian IT company to set up an organisation for diversity and inclusion was Infosys.

3.11.1 Result of pilot study

There are several studies that represent a strong relationship between the perceptual measure of performance and the hard measure of performance. Both tools fit their circumstances, but we use the perceptual tool because it fits the requirements of our study. A strong relationship between the perceptual and hard measures of organisational performance were shown by various studies.

3.11.2 Validity of research instrument:

(Swanepoel et al., 2008) mention that validity means accuracy; validity ensures the correct accuracy of the measure, which means that the instrument reflects the correct and appropriate meaning of the construct under consideration. Various types of validity tests are as follow:

1. **Criterion validity** is also known as predictive validity. This validity is based on external criteria. This validity is determined by comparing test scores with one or more independent criteria.

2. **Build validity** based on logical relationships between variables; describe how well the obtained result matched the measured variables.

3. **Discriminant validity**: Discriminant validity is the degree to which a test is independent of other tests that assess other constructs. The expectation is that there shouldn't be much of a correlation between two exams that reflect different notions. It is impossible to know for sure if they are measuring distinct constructs. As a result, discriminant validity serves as a gauge for comparing how unlike two ideas are.

4. **Convergent validity** demonstrates the relationship between two tests that are implied to be connected.

Here we have used discriminant validity, this demonstrates how accurately a test assesses the idea it was created to measure. Discriminant validity focuses on determining the actual lack of relationships between notions that theoretically should

not be related to one another. To check the "validity" of the questionnaire, it was distributed among 10 experts in the concerned sector (Hospitality Industry). 5 of them were HR managers in various luxury hotels; 5 of them were in the academic field in the concerned area. Table 3.6 shows the complete details of various experts who confirmed the validity and reliability of the scale used in the study. employees of various luxury hotels, where they were requested to provide correct information.

Table 3. 6 Details of exports who check validity of questionnaire

S. no.	Name	Instit./Org anisation	Department	Work experience	Phone number	E-mail id
1	Ram Chander Rohilla	Radisson blu	Assistant H.R. Manager	10 years	8054715135/ 8054715130	Rohillaramchander @rdmbdludhiana.c om
2	Amit kumar	Radission blu	Head H.R.	13 years	8054715050	amit.kumar@rdmbd ludhiana.com
3	Manish	Le meridien	H.R. Manager	11 years	9779189200	sratra@lemeridien- newdelhi.com
4	Shivani	Hyatt	H.R manager	9 years	8284000282	Shivani.madan@hy att.com
5	Abhinav	Hyatt	Assistant H.R. Manager	17 years	8284000282	abhinav.asthana@h yatt.com
6	Shashi Bhushan	M.D.U. Rohtak	Head of dept. (H.R.M)	22 years	0946622721 0	Shashi.bhushan@g mail.com
7	Narender kumar	M.D.U. Rohtak	Associate professor	17 years	0860704502 9	Kumar.Narender05 @gmail.com
8	Jyotsna	Jammu University	Head of dept. (H.R.M.)	19 years	9463874325	jyoti.jawa1@google .com
9	Purinma Arora	Symbiosis Noida	Associate professor	14 years	9997771938	purnima.arora@cpr ohini.com
10	Archna Mor	Symbiosis Noida	Associate professor	10 years	9416280129	Morarchna12@goo gle.com

Source: Compiled by researcher

The purpose of distributing questionnaires to respondents was to measure whether the questionnaire was fulfilling the same purpose and objective for which it was drafted.

After receiving a few responses from the respondent, further modifications were made according to the suggestions provided by the respondent. Few of the statements were changed as per the opinion of the experts, as they suggest that the statement that is used in the scale does not completely justify the objective or purpose of the study. For example, an earlier statement was that "diversity brings new opportunities for organizations," but as per the suggestion provided by the experts, it was changed to "diverse employees bring new perspectives to the organization." "People's perception and opinion have been recorded as being positive towards a specific organization," this statement is replaced by "My organization's goodwill and reputation have increased." "Employees also consider others' opinions and thoughts." This statement is replaced by "Whenever people state their views, they also ask what others think."

After getting experts' opinions, a questionnaire was sent to various employees working in different selected luxury hotels. All the respondents were asked to read the questionnaire carefully and then give their response. Respondents were requested to understand the objective and necessity of the questionnaire, so that any difficulties and ambiguities can be eliminated. When few respondents respond to questionnaires, then based on their response and suggestions, further improvements are made to the questionnaire, like changes in the presentation of items and the language used.

Reliability of Measurement Scale

(Swanepoel et al., 2008) mentioned in their study that reliability is known as the consistency of a measure. It is critical for a consistent result to ensure that a specific appropriate predictor must be used. To assess the reliability of a measure, there are four common methods:

1. Test-retest method: this method indicates that the same measure is administered twice on the same sample size over a period of time.

2. Alternate Method: This method indicates the administration of two equivalent forms of the same measure to the same group of people on two different occasions.

3. The "split half" method indicates that the measure is divided into two equal parts, their scores are calculated, and then the correlation between the two sets of scores serves as an indicator of reliability.

4. The coefficient method, or "internal consistency method," means there should be consistency in the result obtained; the score achieved must be homogenous; more homogeneity in the result means a more reliable result.

The split-half technique, also known as Cronbach's coefficient alpha, was employed to determine the reliability of a scale because it indicates the lower bound of the reliability coefficient and presumes that each individual item measures the genuine score.

Table 3. 7 Reliability Statistics

S. NO.	Instrument/ Measurement scale	Cronbach's alpha	Item
1	Diversity management practices	0.927	20
2	Organizational performance	0.863	17
3	Learning organization	0.930	22

Source: Compiled by researcher

It's essential to assess the internal consistency and reliability of each scale; it matters a lot for any study, so it is essential to conduct them. To check reliability and internal consistency, we use Cronbach's alpha coefficient. The results of the reliability study of the various measurement scales used in the study are shown in Table 3.7. Looking at the results of reliability given in Table 3.7, Cronbach's alpha values for each construct ranged from 0. 748 to 0. 953. So we can say that the Cronbach's alpha for each variable and construct is within an acceptable range, which is 0.70 to 0.95; therefore, it can be said that the internal consistency and reliability of all the scales were assured (Hair et al., 2010; Hair et al., 1998).

To adopt a scale on diversity management practises and to validate its reliability, references from previous studies have been taken. There are several studies that have used the same scale and measured its reliability and validity, such as (Cabrales et al., 2011; Malhotra and Dash, 2011; Cann et al., 2008). (Bhatnagar, 2006), and Previous studies have shown that there is a correlation between subjective diversity management practises and objective diversity management practices shown in Table 3.8. Scale's reliability ranged from.75 to.90, which is satisfactory.

Table 3. 8 Comparison of reliability estimates of the DM practices

Dimensions	Kossek and Zonia (1993)	Soni (2000)	Kundu (2001)	Kundu and Mor (2017)	Osibanjo et. al., (2020)
To promote diversity	0.83	0.76	0.80	0.81	0.79
Receptivity to diversity and diversity management	0.80	0.79	.078	60.85	0.78
Equal representation and opportunities	0.85	0.81	0.83	0.86	0.81
Hire and retain diverse employees	0.89	0.76	0.81	0.89	0.79

Source: Compiled by researcher

There are several studies that have been conducted to validate the reliability of organisational performance questionnaires, such as (Katou and Budhwar, 2007; Bae et al., 2003; Bjorkman and Xiucheng 2002; Fey and Bjorkman, 2001; Bae and Lawler, 2000; Fey et al., 2000; Delaney and Huselid, 1996; Podsakoff and Organ, 1986; Salancik and Pfeffer, 1977). Evidence from previous research shows a positive correlation between subjective and objective measures of firm performance (Fey et al., 2000: Geringer and Hebert 1991: Powell 1992). (Ybema et al., 2020) also mention that there is a favourable comparison between subjective and objective. Reliability must ranged from.73 to.89, which is satisfactory for a study of an exploratory nature (Nunnally, 1978) shown in Table 3.9.

Table 3. 9 Comparison of reliability estimates of the organisational performance

Dimensions	Soni (1999)	Khandelwal (1977)	Kamal & Ferdousi (2009)	Som (2008)	Kundu (2017)
Market share	0.79	0.76	0.83	0.85	0.79
Productivity	0.81	0.79	0.85	0.83	0.76
Return on equity	0.85	0.88	0.79	0.89	0.80
Profitability	0.81	0.74	0.83	0.85	0.75
Customer service	0.87	0.91	0.86	0.88	0.79
Quality	0.85	0.85	0.90	0.86	0.80

Source: Compiled by researcher

Several studies have been conducted to validate the research on the DLOQ, which has been used in several countries including the China, Colombia, Korea, Lebanon, Taiwan and United States. (Song et al., 2011; Jamali et al., 2009; Lien et al., 2006; Yang et al., 2004; Andrea et al., 2002; Zhang et al., 2000) shown in Table 3.10. It has been verified from these studies that the applicability of the DLOQ in different cultures and conditions provides reliable internal consistency for each item (coefficients range from 0.71 to 0.91) and develops a reliable factor structure for the learning organisation (Lien et al., 2006).

Table 3. 10 Comparison of reliability estimates of the DLOQ.

Dimensions	Watkins and Marsick (1996) US Studies	Yang et al. (2004) Spanish studies	Song et al. (2011) Korean studies	Lien et al. (2006) Taiwan studies	Yang et.al. (2004) Indian context
Continuous learning	0.84	0.77	0.74	0.78	0.79
Dialogue and enquiry	0.80	0.80	0.81	0.88	0.74
Team learning	0.86	0.83	0.85	0.83	0.79
Embedded system	0.84	0.75	0.76	0.74	0.781
Empowerment	0.81	0.80	0.78	0.77	0.84
System connection	0.83	0.78	0.81	0.91	0.79
Strategic leadership	0.85	0.82	0.85	0.89	0,83

Source: Compiled by researcher

Cronbach's coefficient estimates reliability for "diversity management practices" measure, "organisational performance" measure and DLOQ measures.

3.12 Classification of data analysis

3.12.1 Statistical tool used

1. **IBM SPSS:** SPSS stands for "Statistical Package for the Social Sciences" and it is also known as "IBM SPSS Statistics." SPSS is a software package that is used for statistical data analysis. SPSS uses ad hoc analysis, geospatial analysis, predictive analytics, and hypothesis testing to solve research and business problems.

Four reasons for which I use IBM SPSS over any other alternatives

1. It is considered a comprehensive tool for data management.

2. It provides excellent graphical display; diagrams, charts, and figures are presented clearly and in an attractive manner.

3. It provides a wider range of statistical models.

4. It is easy to learn and understand, and users can easily learn its menu.

IBM AMOS: We can analyze data from several populations, such as multiple ethnic groups, by using IBM AMOS. The reliability of data analysis can be enhanced through IBM AMOS. Amos is powerful SEM software that supports research and theories by extending standard multivariate analysis methods, such as factor analysis, analysis of variance correlation, and including regression. Through SPSS Amos, we can represent hypothesized relationships among variables through a path diagram. AMOS allows users to use structural equation modelling to analyze data more accurately. Using structural equation modeling, we can create multiple realistic models. Multiple realistic models reflect relationships with the capability to use variables.

3.12.2 Statistical technique:

This study focuses on three variables: "DM practices," "LO," and "OP." The first objective determines the components of "DM practices." To achieve this objective, the statistical tool used is exploratory factor analysis. The second goal is to determine the "perception of employees" on various "DM practices," which is accomplished using a statistical tool k-cluster sampling. The third objective determines the extent of variation

in "employee perception" of various "DM practices" with respect to five demographic factors, using Anova and T-test.

The fourth objective determines the influence of "DM practices" on "OP". To achieve this objective, statistical tools structural equation modelling is used. Fifth objective: assess the mediating role of "LO" in relation between "DM practices" and "OP." For this objective, the statistical tool used is structural equation modelling mediation analysis. The last objective is to design a framework on how to leverage "DM" to enhance "LO" and "OP." For this objective, the statistical tool used is descriptive analysis.

Table 3. 11 Statistical techniques as per objective

S. No	Objective	Statistical Method
1	To examine the components of diversity management practices	Exploratory factor analysis
2	To examine the perception of employee's on various diversity management practices	k-cluster sampling technique
3	To assess the extent of variation in the perception of employee's on various diversity management practices with respect to five demographic factors	T-test ANOVA/ Parametric test
4	To assess the influence of diversity management practices on organizational performance	Structural equation modelling
5	To assess the mediating role of Learning Organization in relation between diversity management practices and Organizational performance	Structure equation modelling
6	To design a framework on how to leverage diversity management practices to enhance Learning Organization and organizational performance	Descriptive Confirmatory factor analysis.

Source: Compiled by researcher

3.13. Statistical techniques:

As per objective 1: To achieve first objective which is to determine the various components of diversity management practices statistical technique used is exploratory factor analysis.

Exploratory factor analysis

Exploratory factor analysis (EFA) is a multivariate statistical method that helps identify the smallest number of hypothetical constructs. Factor structure and internal reliability of measures are discovered through exploratory factor analysis. When researchers have a large set of data, they use EFA. Also, it is used in situations where researchers have no hypothesis. Accurate relationships between variables are measured through EFA. EFA helps researchers identify various latent variables and also develop a reliable scale. First used by Charles Spearman (Spearman, 1904).

As per objective 2: To achieve second objective statistical technique used is k-cluster sampling technique.

K-means clustering, a vector quantization method originally used in signal processing, aims to group n observations into k clusters, with each observation belonging to the cluster with the closest mean (also known as the cluster centroid or cluster centre), which serves as the cluster's prototype. The result is the division of the data space into Voronoi cells. K-means clustering reduces within-cluster variations. (Bock H.H., 2007).

As per objective 3: To achieve third objective statistical technique used is chi-square and ANOVA.

T-test

T-tests are used to distinguish between the values of two outcomes or variables. Certain assumptions are made while conducting T-tests, and these assumptions are mentioned below:

Here are various T-Test assumptions.

1. **The scale of measurement:** The researcher must have a continuous or ordinal scale.

2. The sampling method applied must be a simple **random sample**.

3. **Normality of data distribution:** data distribution must be normal and follow a bell-shaped distribution curve. The normal distribution of data easily specifies

a level of probability as a criterion for acceptance. In most cases, a 5% value can be assumed.

4. Because large size data approaches the normal bell-shaped curve, large size data must be collected.

5. **Homogeneity of variance**: Homogeneous, or equal, variance must be used as it ensures the standard deviations of samples are approximately equal.

Developed by William Sealy Gosset in 1908.

ANOVA

ANOVA is a statistical test used to distinguish between the means of more than two groups. A two-way ANOVA is used to see the effect of an independent variable over a dependent variable. ANOVA is also used to estimate how the levels of two categorical variables change the mean of a quantitative variable.

Assumptions of the two-way ANOVA

- Uniformity of variation
- Separation of the observations
- Dependent variable with a normal distribution

By Ronald Fisher (1992).

As per objective 4: To achieve fourth objective statistical technique used is "regression analysis" and "structural equation modelling".

Regression analysis:

Regression analysis measures the relationship between two or more variables. It is considered a powerful statistical method that examines the relationship between two or more variables of interest. Regression analysis helps in determining the degree to which an independent variable affects a dependent variable. Regression analysis helps in determining the relationship between dependent and independent variables. So the most important condition in order to conduct a regression analysis is that there must be a dependent variable and an independent variable. In regression analysis, we can measure

the effect of several independent variables over one dependent variable. First founded by Sir Francis Galton.

Structural equation modelling:

Structural equation modelling is a multivariate statistical analytic method for analyzing structural relationships. Factor analysis and multiple regression analysis are two techniques combined in structural equation modelling. To comprehend the association between numerous variables and factors, "factor analysis" is used. To ascertain the link between dependent and independent variables, "multiple regression analysis" is performed. The structural link between a measured variable and a latent variable is ascertained via structural equation modelling. Because it examines numerous and connected dependencies in a single analysis, structural equation modelling is largely chosen by researchers. In order to quantify the impact of numerous variables on a single variable, structural equation modelling is used. Endogenous and exogenous variables are used in structural equation modelling. Dependent variables are referred to as "endogenous variables" and independent variables as "exogenous variables." When more than one independent variable explains a dependent variable, structural equation modelling is utilized. It was used by researchers to estimate multiple and interrelated dependencies at the same time (Fan, Y., Chen, J., Shirkey, G. et al., 2016).

Assumptions for SEM

1. Sequence: Endogenous and exogenous variables must have a cause-and-effect relationship, and a cause has to occur before the event.

2. Non-spurious relationship: The observed covariance was true.

3. Model identification: Estimated parameters must be less than Equations or models should not be under-identified; they should be over-identified or exactly identified.

4. Sample size: The sample size must be 10 to 20 times higher than the variables used in the study. Researchers mostly prefer 200 to 400 sample sizes with 10 to 15 indicators. In this study, the sample size was 512, and the number of variables was 17. It means that the sample size was optimal for SEM.

5. Uncorrelated error terms: Error terms were unrelated to other variables.

As per objective 5: To achieve fifth objective statistical technique applied was structural equation modelling and mediation analysis.

Mediation analysis

Through the use of a third variable known as a mediator or intervening variable, mediation analysis allows us to examine the impact of one or more independent variables (predictors) on a dependent variable (outcome). The mediator variable is positioned between the independent and dependent variables in a mediation study, as opposed to a moderation analysis.

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CHAPTER 4 PART I: DATA ANALYSIS AND RESULT

PERCEPTION OF EMPLOYEES ON VARIOUS DIVERSITY MANAGEMENT PRACTICES

Several statistical tests were used in different portions of Chapter 4 to obtain the results. The results' interpretation is also part of it. Several tests have been employed to investigate if there are significant and insignificant correlations between the various variables.

Overview

4.1 Demographic profile of the respondent

4.2 Quantitative analysis

4.3. Objective 1: To examine the components of diversity management practices.

4.4 Objective 2: To examine the perception of employees on various Diversity Management Practices.

4.5 Objective 3: To assess the extent of variation in the perception of employees on various Diversity Management Practices with respect to five demographic factors

The collected data was prepared for analysis and result interpretation in this chapter. Data analysis includes various statistical insight into the data gathered from different sources. Data analysis includes tabulation, weighting, and response analysis (Benham,et. al., 1998).

A reliability test was conducted after an appropriate pilot test. To do the reliability test, the best method suggested is Cronbach's alpha (Hair et. al., 1998; Hair et. al., 2010) therefore, we consider Cronbach's alpha for reliability concerns. After conducting a reliability test on 512 samples, the next step is to carry out accurate data analysis. Some precautions must be taken before conducting data analysis; it must be ensured that the data is reliable, usable, valid, and fit for data analysis. To check whether the data is reliable, valid, and usable, "Variable Screening" and "Case Screening" were done (Swanepoel et al., 2008). Once variable screening and case screening are done and it is

ensured that the data is usable, valid, and fit for further data analysis, the data is analysed and checked to see if it achieves set objectives.

The statistical techniques used to analyse the data are AMOS and SPSS. The tools selected for analysis were "exploratory factor analysis," "confirmatory factor analysis," "structural equation modelling,".

4.1 Demographic profile of respondent

The following section discusses details regarding the profile of 512 respondents. This section provides the demographic information of the respondent, such as their age, gender, designation in the organization, state from which they hail, and category of respondent. The demographic information of the respondent may influence the result of the study. Therefore, it is mandatory to analyse the impact of various demographic factors. Demographic information (gender/male and female) about the respondent is presented in Table 4.1 and Figure 4.1.

Table 4. 1 Demographic information (gender) of the respondent (N=512)

Variable(s)	Particular	Frequency	Percentage	Cumulative Percent
Sex	Male	371	**72.4**	72.4
	Female	141	27.6	100
	Total	512	100	

*Source***:** Primary data

Figure 4. 1 Gender of the respondent
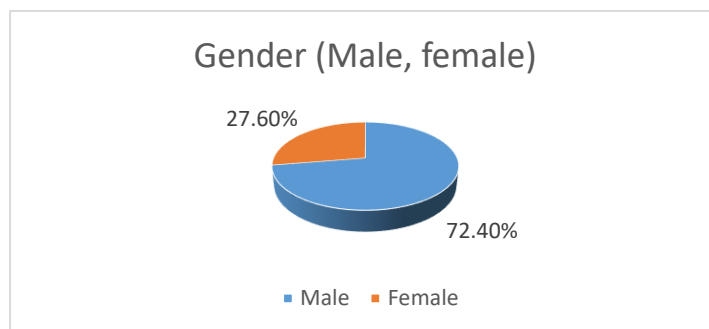
The information regarding sex of respondents showed that out of 512 respondents, 371 (72.4%) were male and 141 (27.6%) were female; this showed that male respondents are in the majority over female respondents.

Table 4. 2 Demographic information (Age) of the respondent (N=512)

Variable(s)	Particular	Frequency	Percentage	Cumulative Percent
Age	18-25	136	**26.56**	26.56
	25-40	131	25.58	52.14
	40-55	128	25.06	77.2
	Above 55	117	22.8	100
	Total	512	100	

*Source***:** Primary data

Figure 4. 2 Age of the respondent
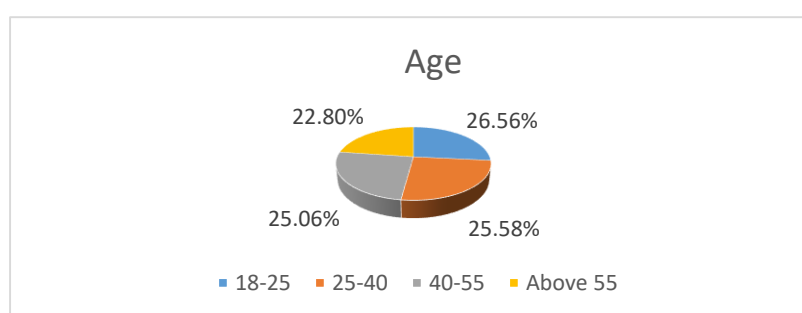
Table 4.2 and Figure 4.2 shows the age wise classifications of respondent. Age-wise, respondents were classified into four categories, i.e., between 18 and 25, 25 to 40, 40 to 55, and above 55. There are 136 (26.56%) employees in the category of 18 to 25, 131 (25.58%) employees in the category of 25 to 40, 128 (25.06%) employees in the category of 40 to 55, and 117 (22.8%) employees above 55. The majority of the respondents are between the ages of 18 and 25.

Table 4. 3 Demographic information (Religion) of the respondent (N=512)

Variable(s)	Particular	Frequency	Percentage	Cumulative Percent
Religion	Hindu	186	**36.32**	36.32
	Muslim	101	19.72	56.04
	Sikh	96	18.75	74.79
	Christin	129	25.21	100
	Total	512	100	

Source: Primary data

Figure 4. 3 Religion of the respondent
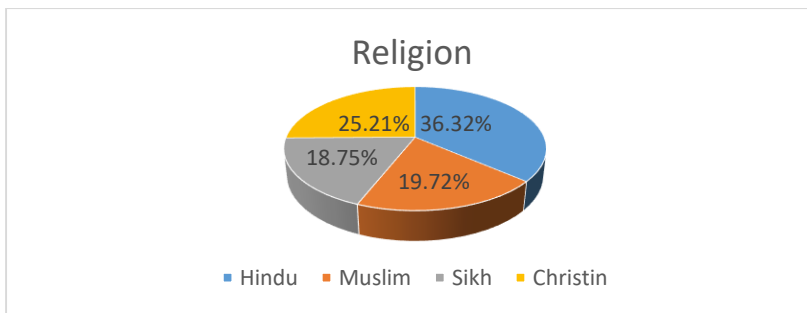
Religion

Table 4.3 and Figure 4.3 shows the religion wise classification of respondent. In the case of the respondent's religion, they were categorised into four categories: Hindu, Muslim, Sikh, Christin. There are 186 (36.32%) Hindu, 101 (19.72%) Muslim, 96 (18.75%) Sikh, and 129 (25.21%) Christin. The majority of the respondents are Hindu.

Figure 4. 4 Region of the respondent
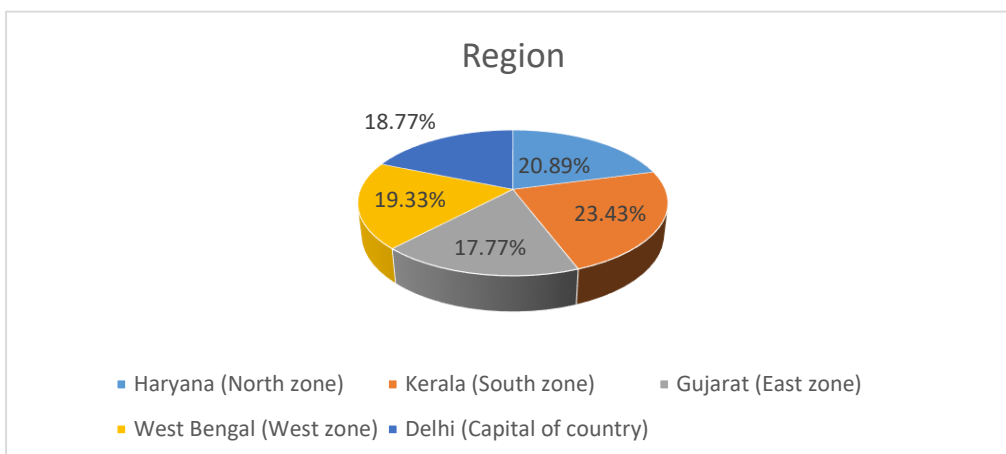
Region

Table 4. 4 Demographic information (Region/state) of the respondent (N=512)

Variable(s)	Particular	Frequency	Percentage	Cumulative Percent
State	Haryana (North zone)	107	20.89	20.89
	Kerala (South zone)	120	**23.43**	44.13
	Gujarat (East zone)	91	17.77	61.9
	West Bengal (West zone)	99	19.33	81.23
	Delhi (Capital of country)	95	18.77	100
	Total	512	100	

Source: Primary data

Table 4.4 and Figure 4.4 shows the region (state) wise classifications of employees. Respondents were divided into five categories based on state: Haryana (north zone),

Kerala (south zone), Gujarat (east zone), West Bengal (west zone), and Delhi (country capital). 107 (20.89%) respondents belong from the north zone, 120 (23.43%) respondents belong from the south zone, 91 (17.77%) respondents belong from the east zone, 99 (19.33%) respondents belong from the west zone, and 95 (18.77%) respondents belong from the capital city of the country. The majority of respondents were from the south zone.

Table 4. 5 Demographic information (Caste/category) of the respondent (N=512)

Variable(s)	Particular	Frequency	Percentage	Cumulative Percent
Category	Backward caste (BC)	178	**34.76**	34.76
	General (Gen.)	170	33.2	67.96
	Schedule caste (Sc)	164	32.07	100
	Total	512	100	

Source: Primary data

Figure 4. 5 Category of the respondent
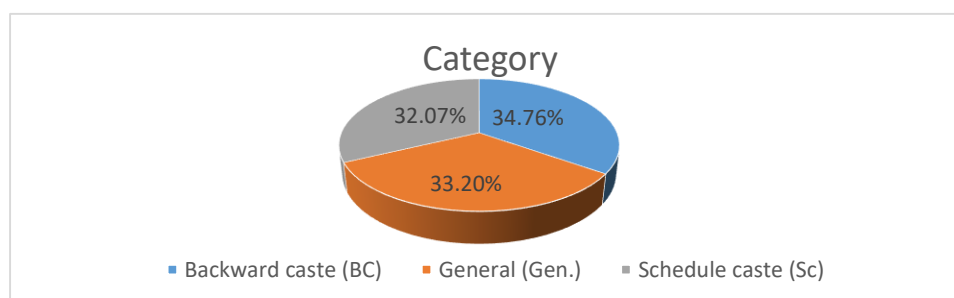
Table 4.5 and Figure 4.5 shows the caste/category wise classifications of respondent. Caste and community-wise respondents were classified into three categories, which are backward caste (BCs), general caste (GEN), and scheduled caste (SCs). 178 (34.76%) respondents belong to the backward caste, 170 (33.20%) respondents belong to the general caste, and 164 (32.07%) respondents belong to the scheduled caste. The majority of respondents belong to the general caste.

4.2 Quantitative analysis

To simplify the interrelated measures, we use the "factor analysis", because factor analysis with the help of sophisticated mathematical procedures simplifies the interrelated measures, (Anderson et. al., 2011) which is generally based on the assumption that the measured or observed variables are the linear combination of some

underlying variables or factors (Kim & Mueller, 1978). Factor analysis recognizes the relationships and patterns by summarizing the data and regrouping variables into the limited set of clusters based on the shared variances (Yong & Pearce, 2013). There are mainly two techniques for factor analysis namely "Exploratory Factor Analysis" (EFA) and "Confirmatory Factor Analysis" (CFA) which fundamentally differ by the number and nature of a priori specifications and restrictions made on the latent variable measurement model (Ellore et. al., 2014). To conduct the exploratory factor analysis, the collected data was checked with respect to statistical assumptions.

4.2.1 Distribution of data

To test the normal distribution of all the variables' kurtosis tests have been conducted.

To measure the heaviness of the tails in a distribution compared with the normal distribution, Kurtosis is conducted. Kurtosis is defined as the distribution's peaking or flattening. Kurtosis remains 0 for a normal distribution. It is assumed that if the value of Kurtosis and Skewness of variables is between -2 and 2, the data is normally distributed and there are no problems (Trochim & Donnelly, 2006; Field, 2000 & 2009; Gravetter & Wallnau, 2014). SPSS is used to calculate kurtosis. Table 4.6 showed standard error, skewness, and kurtosis. No value for any variable in the table is crossing the threshold limit. This data does not present any extreme cases of non-normality.

Table 4. 6 Descriptive statistics of variables (N =512)

Items	Mean		Std. Deviation	Skewness	Kurtosis
	Statistic	Std. Error		Statistic	Statistic
DMP1	4.09	.031	0.700	-0.980	1.545
DMP2	3.97	.032	0.734	-0.790	1.511
DMP3	3.96	.032	0.727	-0.637	1.192
DMP4	3.99	.032	0.717	-0.848	1.862
DMP5	4.04	.031	0.693	-0.755	1.913
DMQ1	4.03	.037	0.848	-1.327	1.964
DMQ2	4.03	.037	0.842	-1.318	1.024
DMQ3	4.03	.037	0.845	-1.300	0.939
DMQ4	4.01	.036	0.824	-1.374	1.410
DMQ5	4.01	.037	0.831	-1.422	1.522
DMR1	3.93	.045	1.012	-1.196	1.047

DMR2	3.86	.044	0.994	-0.841	-0.044
DMR3	3.82	.046	1.032	-1.008	0.454
DMR4	3.96	.042	0.954	-1.340	1.828
DMS1	3.93	.046	1.035	-1.368	1.668
DMS2	3.90	.046	1.042	-1.359	1.606
DMS3	3.86	.047	1.060	-1.317	1.380
DMS4	3.86	.047	1.072	-1.298	1.272
DMS5	3.88	.047	1.074	-1.295	1.267
DMS6	3.91	.047	1.075	-1.319	1.336
OPD1	4.07	.039	0.875	-1.641	0.899
OPD2	4.05	.040	0.904	-1.643	0.647
OPD3	4.07	.032	0.718	-1.060	0.078
OPE1	4.03	.034	0.780	-1.345	1.348
OPE2	4.05	.033	0.758	-1.279	1.257
OPE3	4.09	.032	0.731	-1.164	1.041
OPF1	4.08	.032	0.722	-1.025	0.560
OPF2	4.07	.032	0.714	-0.974	0.502
OPF3	4.07	.030	0.679	-0.765	1.918
OPG1	3.99	.042	0.948	-1.490	0.789
OPG2	3.95	.033	0.747	-0.830	1.934
OPH1	3.97	.045	1.028	-1.422	1.875
OPH2	3.83	.049	1.109	-1.228	0.865
OPH3	3.97	.045	1.008	-1.421	0.842
OPI1	3.78	.048	1.085	-1.300	1.167
OPI2	3.81	.046	1.037	-1.420	1.873
OPI3	3.81	.042	0.958	-1.095	1.266
LOM1	3.72	.051	1.159	-1.208	0.645
LOM2	3.77	.049	1.105	-1.354	1.359
LOM3	3.77	.045	1.013	-1.039	0.893
LON1	4.16	.028	0.626	-0.375	0.491
LON2	4.15	.028	0.622	-0.404	0.732
LON3	4.13	.027	0.619	-0.388	0.776
LOO1	3.93	.038	0.871	-1.238	0.057
LOO2	3.72	.046	1.052	-1.116	0.784
LOO3	3.79	.044	0.996	-1.148	1.255
LOP1	4.04	.036	0.812	-1.553	1.023
LOP2	3.93	.040	0.908	-1.519	1.932

LOP3	4.00	.035	0.797	-1.507	1.904
LOQ1	3.98	.039	0.890	-1.253	1.981
LOQ2	3.98	.038	0.870	-1.255	0.195
LOQ3	4.06	.031	0.701	-0.740	1.551
LOR1	3.84	.047	1.062	-1.145	0.892
LOR2	3.94	.044	0.990	-1.298	1.653
LOR3	3.78	.047	1.066	-1.144	0.855
LOR4	3.97	.041	0.932	-1.162	1.455
LOS1	3.76	.046	1.034	-1.434	1.740
LOS2	3.91	.042	0.949	-1.303	1.837
LOS3	4.04	.036	0.823	-1.379	0.959

Source: Primary data (SPSS output)

In the case of the diversity management scale variable DMP1 (I work with people who are different from me in their race and gender identity), the highest mean value was 4.09 with an SD of.700. DMR3: Evaluate development opportunities for socially disadvantaged employees had the lowest mean value of 3.82 with a standard deviation of 1.032 (Hair et. al., 2014)..

There is a proper system to measure gaps between current and expected performance in the case of organizational performance scale variable OPE3, which showed a highest mean value of 4.09 with an SD of.731. OPI1 (employees in my organization are always looking for ways to improve their work in their department) had the lowest mean value of 3.78 with a standard deviation of 1.085(Hair et. al., 2014)..

In the case of the learning organization scale variable LON1, "people give open and honest feedback to each other," showed the highest mean value of 4.16 with an SD of.626; LOM1, "people help each other learn," and LOO2, "teams or groups revise their thinking as a result of group discussions or information collected," showed the lowest mean value of 3.72 with SD values of 1.159 and 1.052, respectively.

Here, the skewness values are all negative. Data that is skewed left is indicated by negative numbers for the skewness, and data that is skewed right is shown by positive values for the skewness. When we say something is "left-skewed," we mean that the left tail is longer than the right tail. A "heavy-tailed" distribution has a positive kurtosis, whereas a "light-tailed" distribution has a negative kurtosis. A distribution that has a

lower kurtosis value than the normal distribution is said to have lighter tails. The direct opposite of a positively skewed distribution is a negatively skewed distribution. The term "negatively skewed distribution" in statistics describes a model of distribution where more values are drawn on the graph's right side and the tail of the distribution is spreading to the left. The mean is lower than the median when data is negatively skewed (a large number of observations are pushed to the left). When the distribution's mean, median, and mode are negative rather than positive or zero, it is said to be negatively skewed. The distribution is referred to as platykurtic when the excess kurtosis value is negative. The majority of the data points are near the mean since the Platykurtic has a lower tail and is stretched about the centre tails. Comparing a platykurtic distribution to a normal distribution, the former is flatter (less peaked) (Kim, 2013).

4.2.3 Outliers Detection

Estimation of parameters can be affected by outliers; therefore, it is considered an essential element of data screening. Outlier detection is used to detect and remove outliers from the data. The magnitude of outliers is higher than the data responses. Outliers are the extreme responses or scores in the dataset that are different from the data (Field, 2013). To check for outliers in the data, the best method advocated is the z-score (Anderson, et. al., 2011). If the values lie between +3 and -3(Hair et. al., 2014)., then it means that there are no outliers in the respective dataset, and it can be said that none of the z-scores were found outside the limit value. In the present study, the z-score of all the datasets remains between +3 and -3, as shown in table 4.6, so we can say that the data has no outliers and has no issues related to outliers.

4.2.4 Common Method Bias (CMB)

There is a possibility of having some systematic errors while collecting data from some measurement methods. Due to this type of error, there is the possibility of receiving highly inflated or highly deflated responses from the respondents. Common method variance (CMV) is the variance attributed to measurement instead of the construct itself. If there is CMV among factors, then there is the possibility of having inflated or deflated inter-correlations among factors. The "Harmon single factor test" was used to conduct the common method bias test (Hair et. al., 2014). It is used to check an unrotated

exploratory factor analysis solution. If the majority of variances are explained by a single, general factor, then there is CMB among factors. The above-mentioned procedure was adopted for all the scales used in this study. The results are given in Table 4.7 and indicate that CMB is not an issue in this study.

Table 4. 7 Harmon single factor test

S. No.	Scale	% of Variance Explained
1	Diversity Management	26.069
2	Organizational Performance	16.224
3	Learning Organization	17.592

Source: SPSS output

4.3 Objective 1: To examine the components of diversity management practices. Exploratory Factor Analysis was used to achieve first objective.

To simplify the interrelated measures, we use "factor analysis" because factor analysis, with the help of sophisticated mathematical procedures, simplifies the interrelated measures (Anderson et al., 2011), which is generally based on the assumption that the measured or observed variables are the linear combination of some underlying variables or factors (Kim & Mueller, 1978). Factor analysis recognises the relationships and patterns by summarising the data and regrouping variables into a limited set of clusters based on the shared variances (Yong & Pearce, 2013). There are mainly two techniques for factor analysis, namely "exploratory factor analysis" (EFA) and "confirmatory factor analysis" (CFA), which fundamentally differ by the number and nature of a priori specifications and restrictions made on the latent variable measurement model (Ellore et al., 2014).

The first objective of the study is to examine the components of diversity management practices. The EFA was used to analyzed the data to fulfill this objective. The exploratory factor analysis (EFA) is a multivariate analysis technique that is used to find and validate the underlying structures in the data (Hair et al., 2013). It is used to reduce data for quantitative analysis. Here, the extraction of factors is based on total variance.

20 items are related to "diversity management practices," and they were developed using various literature on diversity management practices, including (Kundu S.C,

2017; Kundu S.C, 2003; Soni, 2000; Kossek and Zonia, 1993), and following the consolidation of the construct "diversity management practices" from various literature, the factor structure or dimensionality of the "diversity management practices" is investigated using exploratory factor analysis (EFA).

4.3.1 Exploration of Diversity Management Factors

"Diversity management practices" is not a new issue for any organization; it has been in the spotlight since the 1990s. With the passage of time, the meaning, concepts, and essentiality of diversity management practises have been altered and modified. (Church, A. H., 1995), stated that to work in a highly dynamic environment where changes take place frequently, there is a strong need to widen the scope and concept of diversity management practices and that every organisation should make proper arrangements for the effective and efficient implementation of the best diversity management practices.

Various latent factors of diversity management are explored through EFA techniques. To explore diversity management, R-type factor analysis is used. Initially, 20 statements were considered for EFA. The Bartlett test of sphericity was used to determine the appropriateness of factor analysis and also to check the correlation among variables. The Bartlett test ensures that the correlation matrix has statistical significance with at least some of the variables in the dataset. To check correlations or patterns in the data, Kaiser-Meyer-Olkin (KMO) was used. The accepted value of KMO is >.50 (Hair, et. al., 2014). Table 4.8 showed significant values for the Bartlett test of sphericity and the Kaiser-Meyer-Olkin sampling adequacy test. to explore factors of servant leadership.

Table 4. 8 Overall Measures of Interco-relations (Diversity Management)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.749**
Bartlett's Test of Sphericity	Approx. Chi-Square	**1153.233**
	Df.	**136**
	Sig.	**.001**

Source: Results of Primary Data Analysis using SPSS

4.3.1.1 Extraction of Diversity Management Factors

To extract the factor of diversity management, the method adopted was principal component analysis. The total variance of the data was split into three parts: the common variance (community), the specific variance, and the error variance. Variables with a communality of 0.40 should be excluded from the study (Hair et al., 2013). The Varimax orthogonal rotation with Kaiser normalisation was used. The rotation converged after eight iterations. Latent root criterion/Eigen values and the extraction of a fixed number of factors were used to extract the factors having an Eigen value equal to one or higher than one. Table 4.9 shows the Eigen values for factors. The total variance of the factors in the model is 82.587 percent. It is considered an excellent value in the total variance criterion in social sciences (Hair et al., 2013).

4.3.1.2 Interpretation of Diversity Management Factor Matrix

(Hair et al., 2013) suggested a five-step procedure to interpret the factor matrix. The factor loadings for each factor were first examined; variables with factor loadings less than.50 were then removed from the factor structure. At the third step, cross-loaded variables were identified. The fourth step model was reassessed in EFA. The fifth and final step is factor labeling, which is done to provide some significant meaning to extracted factors. Table 4.9 shows the Eigen values for factors.

Table 4. 9 Diversity Management Rotated Factors Statistics

Item No.	Rotated factor matrix			
	F1	**F2**	**F3**	**F4**
DMS4	.959			
DMS3	.956			
DMS5	.950			
DMS6	.923			
DMS2	.922			
DMS1	.906			
DMQ3		.967		
DMQ4		.967		
DMQ5		.952		
DMQ1		.933		
DMQ2		.788		

DMP1			.913	
DMP5			.903	
DMP2			.855	
DMP4			.853	
DMP3			.832	
DMR3				.903
DMR2				.901
DMR4				.870
DMR1				.858
Initial Eigen value	27.187	21.609	18.481	15.310
Rotation Sums of Squared Loadings	26.377	47.782	66.891	82.587

Note: * 95% significance level, (CI = Confidence Interval)

The first factor, F1, has a maximum initial Eigen value of 27.187 with 5 variables. The second factor, F2 has a maximum initial Eigen value of 21.609 with 5 variables. The third factor, F3 has a maximum initial Eigen value of 18.481. The fourth factor, F4 has a maximum initial Eigen value of 15.310.

Factor profiling helps in the appropriate identification of major dimensions underlying the diversity management scale. The profiled and labelled factors are mentioned in Table 4.10.

Table 4. 10 Diversity management factor profiling

Statement	Communalities	Loading	Factor
If organization X is to remain an excellent institution it must recruit and retain more handicappers faculty.	0.925	0.959	**Hire and retain diverse employees To (F1)**
If organization X is to remain an excellent institution it must recruit and retain more women faculty.	0.918	0.956	
The organization should continue to work towards ensuring that academic programs are fully accessible to handicappers.	0.906	0.950	

Increasing minority representation among the faculty is an important way to achieve multi-racial understanding and cooperation.	0.853	0.923	
If organization X is to remain an excellent institution it must recruit and retain more minority faculty.	0.853	0.922	
Increasing gender diversity among the faculty is important in promoting greater understanding and cooperation between men and women.	0.823	0.906	
Salary increases or jump for minorities employees.	0.936	0.967	**promote diverse employees/ diversity management (F2)**
Working facilities for socially disadvantage employees.	0.936	0.967	
Career advancement and promotional avenue for socially disadvantage employees.	0.906	0.952	
Working facilities for minorities employees.	0.872	0.933	
Career advancement and promotional avenue for minorities employees.	0.630	0.788	
I work with people who are different from me in their race and gender identity.	0.836	0.913	**Receptivity to diversity and diversity management (F3)**
I would welcome information about working effectively in a diverse workforce.	0.820	0.903	
Most people in this organization seldom think about their attitude on diversity.	0.736	0.855	
Focusing on diversity will only benefit women and minorities.	0.734	0.853	
Diverse employees bring new perspectives to the organization.	0.705	0.832	
Assess to development opportunities for socially disadvantage employees.	0.816	0.903	**Equal representation and development opportunities (F4)**
Assess to development opportunities for minorities.	0.816	0.901	

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	0.760	0.870	
Assess to development opportunities for disabled employees.	0.760	0.870	
Assess to development opportunities for women.	0.737	0.858	

Source: Compiled by researcher

The Diversity management include four factors which are explored through exploratory factor analysis. 'Hire and retain diverse employees' is the first factor which include six variables such as recruit and retain more handicapped employee, recruit and retain more women employees, recruit and retain more minorities employees, to ensure fully accessible of academic progress of handicapped employee, mutual understanding and cooperation among minorities and different group employees, cooperation among male and female employees. 'Promotion of diverse employee /diversity management'' is the second factor which include five variables, salary jump for minorities, career advancement policies for minorities, career advancement policies for social disadvantage employees and career advancement policies for women, proper working facilities for socially disadvantage, minorities and women employees. 'Receptivity to diversity management' is the third factor which include five variables inclusion of employees from various race and gender, welcoming information about working effectively in diverse workforce, attitude of employees towards diversity in the organisation, new prospective bought in organisations through diversified employees and equal benefits for men and women, Equal representation and development opportunities 'is the fourth factor which include four variables, equal development opportunities for minorities, equal development opportunities for socially disadvantage employees, equal development opportunities for handicapped employees and equal development opportunities for women employees.

Therefore, the first objective of the study was analysed through the application of exploratory factor analysis.

4.4 Objective 2: To examine the perception of employees on various Diversity Management Practices

H1: There is a significant difference in the perception on employees towards Diversity Management Practices

Factor extracted from objective 1, Hire and retain diverse employees (F1), To promote diverse employees'/ diversity management (F2), Receptivity to diversity and diversity management (F3) and Equal representation and development opportunities (F4) were further for the achievement of objective second.

The k-cluster sampling technique was used to achieve the second objective sampling technique.

The goal of K-means clustering, a vector quantization technique that was first used in signal processing, is to divide n observations into k clusters, with each observation belonging to the cluster that has the closest mean (also known as the cluster centroid or cluster centre), which serves as a prototype for the cluster. As a result, the data space is divided into Voronoi cells. Within-cluster variances are minimised via K-means clustering (Bock H.H., 2007).

Assumptions regarding the k-mean cluster sampling technique are

- Clusters must be spherical (this helps in separating clusters when the algorithm works on the data and forms clusters.

- Clusters must be of similar size, (Bock H.H., 2007).

4.4.1 Gender wise perception of employees towards Diversity Management Practices.

Tables 4.11 and 4.12 show employees' gender perceptions of various diversity management practices; males perceive these practises differently than females.

Table 4. 11 Number of cases in each cluster (N=512)

Cluster	Male	371.000
	Female	141.000
Total		512.000

Source: SPSS output

Tables 4.11 show that there are a total of 512 cases, of which 371 are in cluster 1, which represent male employees, and 141 are in cluster 2, which represent female employees.

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Table 4. 12 Cluster centers for gender towards diversity management practices

S.NO.	Diversity Management Practices	Cluster	
		Male	Female
1	Hire and Retain Diverse employees	-.42061	.54510
2	Promotion of Diversity Management	.15536	-.20135
3	Receptivity to Diversity Management	.38522	-.49923
4	Equal Opportunities for Development	.34961	-.45308

Source: SPSS output

Table 4.12, it is shown that male employees have a positive perception of receptivity to diversity management, equal opportunities for development, and promotion of diversity management, whereas they have a negative perception of hiring and retaining diverse employees. Similarly, female employees have a positive perception of hiring and retaining diverse employees but a negative perception of the other three practises of diversity management.

Table 4.13 shows that all the clusters are significant to each other, Hire and retain diverse employees has mean square of 94.882, F value 116.289, Promotion of diversity management has mean square of 132.434, f value is 178.413, Receptivity to diversity management has mean square of 1.230, F value 1.230 at significance level of .001. Equal opportunity for development has mean square of 87.674, F value 105.625. It is shown that clusters made on the basis of gender towards various practises of diversity management are significant to each other.

Table 4. 13 ANOVA Result of k-cluster centre for gender

S.NO.	Diversity Management Practices	Cluster		
		Mean Square	F	Sig.
1	Hire and Retain Diverse employees	94.882	116.289	.001
2	Promotion of Diversity Management	132.434	178.413	.001
3	Receptivity to Diversity Management	1.230	1.230	.001
4	Equal Opportunities for Development	87.674	105.625	.001

Source: SPSS Output

4.4.2 Age wise perception of employees towards Diversity Management Practices.

Tables 4.14 and 4.15 represent the age-wise perception of employees towards various diversity management practices; employees of various age groups have separate perceptions of these practices.

Table 4. 14 Number of cases in each cluster (N=512)

Cluster		18-25	136.000
		25-40	131.000
		40-55	128.000
		Above 55	117.000
Total			512.000

Source: SPSS output

Tables 4.14 show that there are 512 cases in total, with 136 in cluster 1, which represents employees aged 18 to 25, 131 in cluster 2, which represents employees aged 25 to 40, 128 in cluster 3, which represents employees aged 40 to 55, and 117 in cluster 4, which represents employees over 55.

Table 4. 15 Cluster centers for age towards Diversity Management Practices

S. NO.		Cluster			
	Diversity Management Practices	18-25	25-40	40-55	Above 55
1	Hire and Retain Diverse employees	.52134	.05152	.01467	-2.00799
2	Promotion of Diversity Management	.77508	-.58337	.13644	.06817
3	Receptivity to Diversity Management	-.45324	.32327	.08852	-.23138
4	Equal Opportunities for Development	.29324	.34812	-1.71520	.16221

Source: SPSS Output

Table 4.15, it is shown that employees in cluster 1 have a positive perception of hiring and retaining diverse employees and having equal opportunities for development and promotion of diversity management, whereas they have a negative perception of being receptive to diversity management. Similarly, employees in cluster 2 have a positive perception of receptivity to diversity management, the ability to hire and retain diverse employees, and equal opportunities for development, but have a negative perception of the promotion of diversity management practices. Similarly, employees in cluster 3 have a negative perception of equal opportunities for development, while for other practises they have a positive perception. Employees in cluster 4 have a negative perception of receptivity to diversity management and to hire and retain diverse

employees, but a positive perception of equal opportunities for development and promotion under diversity management.

Table 4. 16 ANOVA result of k-cluster centre for age

S.NO	Diversity Management Practices	Cluster	F	Sig.
		Mean Square		
1	Hire and Retain Diverse employees	77.512	141.406	.001
2	Promotion of Diversity Management	58.000	87.430	.001
3	Receptivity to Diversity Management	19.772	22.237	.001
4	Equal Opportunities for Development	90.705	192.888	.001

Source: SPSS Output

Table 4.16 shows that all the clusters are significant to each other. Hire and retain diverse employees has mean square of 77.512, F value 141.406. Promotion of diversity management has mean square of 58.000, f value is 87.430. Receptivity to diversity management has mean square of 19.772, F value 22.237 at significance level of .001. Equal opportunity for development has mean square of 90.705, F value 192.888. It is shown that clusters made on the basis of age toward various practises of diversity management are significant to each other.

4.4.3 Religion wise perception of employees towards Diversity Management Practices.

Tables 4.17 and 4.18 represent the designation-wise perception of employees towards various diversity management practices; employees from various religions have separate perceptions of diversity management practices.

Table 4. 17 Number of cases in each cluster (N=512)

Cluster	Hindu	186.000
	Muslim	101.000
	Sikh	96.000
	Christin	129.000
Total		512.000

Source: SPSS Output

Table 4.17 shows that there are total 512 cases among which 186 are in cluster 1 which represents employees who are Hindu, 101 are in cluster 2 which represent employees

who are Muslim, 96 are in cluster 3 which represent employees who are Sikh and 129 are in cluster 4 which represent employees who are Christin.

Table 4. 18 Cluster centers for religion towards Diversity Management Practices

S.NO.		Cluster			
	Religion	Hindu	Muslim	Sikh	Christin
1	Hire and Retain Diverse employees	-.52134	.05152	.01467	-2.00799
2	Promotion of Diversity Management	.77508	-.58337	-.13644	.06817
3	Receptivity to Diversity Management	.45324	-.32327	.08852	.23138
4	Equal Opportunities for Development	.29324	.34812	1.71520	.16221

Source: SPSS Output

Now from Table 4.18 it is shown that employees in cluster 1 have positive perception towards receptivity to diversity management, equal opportunities for development and for promotion of diversity management and they have negative perception towards hire and retain diverse employees. Similarly, employees in cluster 2 have negative perception towards receptivity to diversity management and promotion of diversity management and for other practices they have negative perception. Similarly, employees in cluster 3 have negative perception towards promotion of diversity management for other three practices they have positive perception. Employees in cluster 4 have negative perception towards hire and retain diverse employees for other practices they have positive perception.

Table 4. 19 ANOVA result for k-cluster centre for religion

S.NO.		Cluster	F	Sig.
	Diversity Management Practices	Mean Square		
1	Hire and Retain Diverse employees	77.512	141.406	.001
2	Promotion of Diversity Management	58.000	87.430	.001
3	Receptivity to Diversity Management	19.772	22.237	.001
4	Equal Opportunities for Development	90.705	192.888	.001

Source: SPSS Output

Table 4.19 shows that all the cluster are significant to each other, Hire and retain diverse employees has mean square of 77.512, F value 141.406. Promotion of diversity

management has mean square of 58.000, f value is 87.430. Receptivity to diversity management has mean square of 19.772, F value 22.237 at significance level of .001. Equal opportunity for development has mean square of 90.705, F value 192.888. It is shown that cluster made on basis of religion towards various practices of Diversity Management are significant to each other.

4.4.4 Region wise perception of employees towards Diversity Management Practices.

Table 4.20 and Table 4.21 represent the region wise perception of employees towards various Diversity Management Practices, employees from different geographical areas have separate perception for diversity management practices.

Table 4. 20 Number of cases in each cluster

Cluster	Haryana (North zone)	107.000
	Kerala (South zone	120.000
	Gujrat (East zone)	91.000
	West Bengal (West zone)	99.000
	Delhi	95.000
Total		512.000

Source: SPSS Output

Table 4.20 shows that there are total 512 cases among which 107 are in cluster 1 which represents employees from North zone 120 are in cluster 2 which represent employees from south zone, 91 are in cluster 3 which represent employees from east zone, 99 are in cluster 4 which represent employees from west zone and 95 are in cluster 5 which represents employees from capital of country.

Table 4. 21 Cluster centers for region towards Diversity Management Practices

S.NO.	Diversity Management Practices	Cluster				
		Haryana	Kerala	Gujrat	West Bengal	Delhi
1	Hire and Retain Diverse employees	.20252	.19782	-2.08880	-.16248	.16578
2	Promotion of Diversity Management	.40814	-1.63942	.18270	.04050	.27801

3	Receptivity to Diversity Management	.39674	.10408	.15678	-.24124	-1.98526
4	Equal Opportunities for Development	.08434	.15291	.12329	-3.53357	.35802

Source: SPSS Output

Now from Table 4.21 it is shown that employees in cluster 1 have positive perception towards all four practices of diversity management practices which are receptivity to diversity management, equal opportunity for development, hire and retain diversified employees and promotion of diversity management. Employees in cluster 2 have negative perception only towards promotion of diversity management for rest three practices they have positive perception, employees in cluster 3 have negative perception only towards hire and retain diverse employees for rest three practices they have positive perception employees in 4 cluster have positive perception for promotion of diversity management for rest three they have negative perception. Similarly, employees in cluster 5 have negative perception towards receptivity to diversity management for rest three practices they have positive perception.

Table 4. 22 ANOVA result for k-cluster centre for region

S.NO	Diversity Management Practices	Cluster Mean Square	F	Sig.
1	Hire and Retain Diverse employees	42.934	64.161	.001
2	Promotion of Diversity Management	75.124	180.939	.001
3	Receptivity to Diversity Management	79.598	209.525	.001
4	Equal Opportunities for Development	64.062	127.496	.001

Source: SPSS Output

Table 4.22 shows that all the cluster are significant to each other. Hire and retain diverse employees has mean square of 42.934, F value 64.161. Promotion of diversity management has mean square of 75.124, f value is 180.939. Receptivity to diversity management has mean square of 79.598, F value 209.525 at significance level of .001. Equal opportunity for development has mean square of 64.064, F value 127.496. It is shown that cluster made on basis of region towards various practices of Diversity Management are significant to each other.

4.4.5 Caste wise perception of employees towards Diversity Management Practices.

Table 4.23 and Table 4.24 represent the caste wise perception of employees towards various Diversity Management Practices, employees from different caste have separate perception for diversity management practices.

Table 4. 23 Number of cases in each cluster (N=512)

Cluster		BC	178.000
		GEN	170.000
		SC	164.000
Total			512.000

Source: SPSS Output

Table 4.23 shows that there are total 512 cases among which 178 are in cluster 1 which represents employees from backward caste (BC), 170 are in cluster 2 which represent employees from general caste (GEN) and 164 are in cluster 3 which represent employees from schedule caste (SC).

Table 4. 24 Cluster centers for caste towards Diversity Management Practices

S.NO		Cluster		
	Diversity Management Practices	BC	GEN	SC
1	Hire and Retain Diverse employees	.32433	-.78149	.35297
2	Promotion of Diversity Management	.47829	.29995	-.99077
3	Receptivity to Diversity Management	.36871	.12553	-.65379
4	Equal Opportunities for Development	-.57101	.61975	.16535

Source: SPSS Output

Now from Table 4.24 it is shown that employees in cluster 1 have positive perception towards receptivity to diversity management, hire and retain diverse employees and promotion of diversity management and for equal opportunity for development they have negative perception. Employees in cluster 2 have positive perception towards receptivity to diversity management, promotion of diversity management and equal opportunity for development, they have negative perception towards hire and retain diverse employees. Employees in cluster 3 have positive perception towards hire and retain diverse employees and equal opportunity for development, they have negative

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perception towards receptivity to diversity management and promotion of diversity management.

Table 4. 25 ANOVA result for k-cluster for Caste

S.NO	Diversity Management Practices	Cluster Mean Square	F	Sig.
1	Hire and Retain Diverse employees	104.651	176.557	.001
2	Promotion of Diversity Management	103.714	173.898	.001
3	Receptivity to Diversity Management	.658	.658	.001
4	Equal Opportunities for Development	59.238	76.816	.001

Source: SPSS Output

Table 4.25 shows that all the cluster are significant to each other. Hire and retain diverse employees has mean square of 104.651, F value 176.557. Promotion of diversity management has mean square of 103.714, f value is 173.898. Receptivity to diversity management has mean square of 0.658, F value 0.658 at significance level of .001. Equal opportunity for development has mean square of 59.238, F value 76.816. It is shown that cluster made on basis of caste towards various practices of Diversity Management are significant to each other.

Therefor the second objective of the study was analysed by the application of cluster sampling technique, here we have used k-mean cluster sampling technique.

4.5 Objective 3: Third objective is to assess the extent of variation in the perception of employees on various Diversity Management Practices with respect to five demographic factors

Hypothesis 2a: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of Gender.

Factor extracted from objective 1, Hire and retain diverse employees (F1), To promote diverse employee/ diversity management (F2), Receptivity to diversity and diversity management (F3) and Equal representation and development opportunities (F4) were further for the achievement of objective second.

To determine the significance difference between the perception of employees towards diversity management practices with respect to gender we have used t- test.

Assumption of T-Test

1. **The scale of measurement:** Researcher must have continuous or ordinal scale.

2. Sampling method applied must be a simple **random sample**.

3. **Normality of data distribution:** data distribution must be normal distribution, and must be in a bell-shaped distribution curve. Normal distribution of data easily specifies a level of probability as a criterion for acceptance. In most cases, a 5% value can be assumed.

4. Data collection must be in large size because normal bell shaped curve is approached by **large size data**

5. **Homogeneity of variance**: Homogeneous, or equal, variance must be used as it ensures standard deviations of samples are approximately equal (Gosset, 1908).

The Kolmogorov–Smirnov test can be modified to serve as a goodness of fit test. In the special case of testing for normality of the distribution, samples are standardized and compared with a standard normal distribution. Kolmogorov- Smirnov should be a high value (Max =1.0) when the fit is good and a low value (Min = 0.0) when the fit is not good. When the K-S value goes below 0.05, you will be informed that the Lack of fit is significant. As a rule of thumb, we conclude that a variable is not normally distributed if "Sig." < 0.05 (Gosset, 1908).

Table 4. 26 Kolmogorov-Smirnov test for normality test

Diversity Management Practices	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Hire and Retain Diverse employees	.192	512	.001	.874	512	.001
Promotion of Diversity Management	.218	512	.001	.880	512	.001
Receptivity to Diversity Management	.274	512	.001	.835	512	.001
Equal Opportunities for Development	.221	512	.001	.830	512	.001
a. Lilliefors Significance Correction						

Source: SPSS output

Table 4.26 shows the Kolmogorov-Smirnov and Shapiro-Wilk test, which is used to check normality of data. Here for Hire and retain diverse employees' p value of the Kolmogorov-Smirnov is 0.192 and Shapiro-Wilk is 0.874. For Promotion of diversity management p value of the Kolmogorov-Smirnov is 0.218 and Shapiro-Wilk is 0.880. for Receptivity to diversity management p value of the Kolmogorov-Smirnov is 0.274 and Shapiro-Wilk is 0.835. For Equal opportunities for development p-value of Kolmogorov-Smirnov is 0.221 and for Shapiro-Wilk is 0.830. So the value is not in the acceptable range, therefor we cannot use parametric t-test here. Non parametric test for T-test is Mann-Whitney test. So we use Mann-Whitney test here.

Table 4. 27 Mann- Whitney test result for gender (N=512)

Diversity Management Practices	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Hire and Retain Diverse employees	25966	35977	-0.127	0.899
Promotion of Diversity Management	25746	94752	-0.274	0.784
Receptivity to Diversity Management	23212	92218	-1.968	0.049
Equal Opportunities for Development	25900	35911	-0.171	0.864
a. Grouping Variable: Gender (male, female)				

Source: SPPS Output

Table 4.27 shown the Mann-Whitney test result, here for Hire and retain diverse employees Mann-Whitney value is 25966, Wilcoxon value is 35977, Z test value is -0.127 and significant value is 0.899, if the significant value is less than 0.05 it means there is significant difference, but here value is more than 0.05 it means there is no significant difference between male and female perception towards hire and retain diverse employees. For Promotion of diversity management Mann-Whitney value is 25746, Wilcoxon value is 94752, Z test value is -0.274 and significant value is 0.784, if the significant value is less than 0.05 it means there is significant difference, but here value is more than 0.05 it means there is no significant difference between male and female perception towards promotion of diversity management. For receptivity to diversity management Mann-Whitney value is 23212, Wilcoxon value is 92218, Z test value is -1.968 and significant value is 0.049, if the significant value is less than 0.05 it means there is significant difference between perception of male and female towards

receptivity to diversity management. For equal opportunities and development Mann-Whitney value is 25900, Wilcoxon value is 35911, Z test value is -0.171 and significant value is 0.864, if the significant value is less than 0.05 it means there is significant difference, but here value is more than 0.05 it means there is no significant difference between male and female perception towards equal opportunity and development.

Table 4. 28 Mann- Whitney Mean rank gender wise comparison of diversity management factors (N = 512, Male =371, Female = 141)

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Hire and Retain Diverse employees	Male	371	257.01	95351.00
	Female	141	255.16	35977.00
	Total	512		
Promotion of Diversity Management	Male	371	255.40	94752.00
	Female	141	259.40	36576.00
	Total	512		
Receptivity to Diversity Management	Male	371	248.57	92218.00
	Female	141	277.38	39110.00
	Total	512		
Equal Opportunities for Development	Male	371	257.19	95417.00
	Female	141	254.69	35911.00
	Total	512		

Source: SPSS Output

Table 4.28 show that there is no significant difference between male and female perception towards hire and retain diverse employees as female mean score is 257.01 and male mean score is 255.16. There is no significant difference between male and female perception towards to promote diversity management as female mean score is 255.40 and male mean score is 259.40. There is significant difference between perception of male and female towards receptivity to diversity management. Female perception is stronger with mean score 248.57 than male perception with mean score 277.38. There is no significant difference between male and female perception towards equal opportunity and development as female mean score is 257.19 and male mean score is 254.69.

H2b: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of Age.

To determine the significance difference between the perception of employees towards diversity management practices with respect to age we have used Kruskal Nonparametric test because here assumption of parametric test is not fulfilled. Data do not have normality.

Assumptions of the two-way ANOVA

- Homogeneity of variance
- Independence of observations
- Normally-distributed dependent variable

By Ronald Fisher (1992)

Table 4. 29 Kruskal Wallis test for age (N=512)

Diversity Management Practices	Chi-Square	Df	Asymp. Sig.
Hire and Retain Diverse employees	1.791	3	0.617
Promotion of Diversity Management	0.447	3	0.930
Receptivity to Diversity Management	2.859	3	0.414
Equal Opportunities for Development	0.485	3	0.922
b. Grouping Variable: Age			

Source: SPSS Output

Table 4.29 shows the result of Kruskal Wallis test. For Hire and retain diversified employee chi-square value is 1.791, degree of freedom is 3, significance value is 0.671, if the significance value is less than 0.05 (Fisher, 1992) then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards hire and retain diversified employees. For promotion of diversity chi-square value is 0.447, degree of freedom is 3, significance value is 0.930, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards promotion of diversified employees. For receptivity to diversity management chi-square value is 2.859, degree of freedom is 3,

significance value is 0.414, if the significance value is less than 0.0 (Fisher, 1992) then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards receptivity to diversity management. For equal opportunities and development chi-square value is 0.485, degree of freedom is 3, significance value is 0.922, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards equal opportunities for development.

Table 4. 30 Mean rank for age (N=512)

Ranks			
Diversity Management	Age	N	Mean Rank
Hire and Retain Diverse employees	18-25	136	263.57
	25-40	131	241.75
	40-55	128	248.56
	above 55	117	262.12
	Total	512	
Promotion of Diversity Management	18-25	136	261.46
	25-40	131	255.08
	40-55	128	252.74
	above 55	117	251.33
	Total	512	
Receptivity to Diversity Management	18-25	136	251.07
	25-40	131	271.89
	40-55	128	268.66
	above 55	117	242.82
	Total	512	
Equal Opportunities for Development	18-25	136	257.41
	25-40	131	259.82
	40-55	128	260.42
	above 55	117	247.82
	Total	512	

Source: SPSS output

Table 4.30 show that there is no significant difference between perception of various age group employee towards hire and retain diversified employees, employee of age 18-25 have mean score 263.57, employees of age 25-40 have mean score 241.15, employee of age 40-55 have mean score 248.56 and employees above 55 have mean score 262.12. There is no significant difference between perception of various age group employee towards promotion of diversity, employee of age 18-25 have mean score 261.46, employees of age 25-40 have mean score 255.08, employee of age 40-55 have mean score 252.74 and employees above 55 have mean score 251.33. There is no significant difference between perception of various age group employee towards receptivity to diversity management, employee of age 18-25 have mean score 251.07, employees of age 25-40 have mean score 271.89, employee of age 40-55 have mean score 268.66 and employees above 55 have mean score 242.55. There is no significant difference between perception of various age group employee towards equal opportunities and development, employee of age 18-25 have mean score 257.41, employees of age 25-40 have mean score 259.82, employee of age 40-55 have mean score 260.42 and employees above 55 have mean score 247.82.

H2c: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of Caste.

To determine the significance difference between the perception of employees towards diversity management practices with respect to caste we have used Kruskal Nonparametric test.

Table 4. 31 Result of Kruskal test for Caste (N=512)

Diversity Management Practices	Chi-Square	Df	Asymp. Sig.
Hire and Retain Diverse employees	0.093	2	0.955
Promotion of Diversity Management	0.424	2	0.809
Receptivity to Diversity Management	0.349	2	0.809
Equal Opportunities for Development	1.072	2	0.585
b. Grouping Variable :Caste			

Source: SPSS output

Table 4.31 shows the result of Kruskal Wallis test. For Hire and retain diversified employee chi-square value is 0.093, degree of freedom is 2, significance value is 0.955,

if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards hire and retain diversified employees. For promotion of diversity chi-square value is 0.424, degree of freedom is 2, significance value is 0.809, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards promotion of diversified employees. For receptivity to diversity management chi-square value is 0.349, degree of freedom is 2, significance value is 0.809, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards receptivity to diversity management. For equal opportunities and development chi-square value is 1.072, degree of freedom is 2, significance value is 0.585, if the significance value is less than 0.05 (Fisher, 1992) then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards equal opportunities for development.

Table 4. 32 Mean rank for caste (N512)

Ranks			
Caste		N	Mean Rank
Hire and Retain Diverse employees	BC	178	256.92
	SC	170	255.02
	GEN	164	259.74
	Total	512	
Promotion of Diversity Management	BC	178	263.53
	SC	170	257.39
	GEN	164	250.16
	Total	512	
Receptivity to Diversity Management	BC	178	243.10
	SC	170	264.27
	GEN	164	246.22
	Total	512	
Equal Opportunities for Development	BC	178	271.91

	SC	170	254.98
	GEN	164	250.78
	Total	512	

Source: SPSS Output

Table 4.32 show that there is no significant difference between perception of various caste employee towards hire and retain diversified employees, employee of BC category has mean score 256.92, employees of GEN category have mean score 255.02, employee of SC category have mean score 259.74. There is no significant difference between perception of various caste employee towards promotion of diversity management, employee of BC category has mean score 263.53, employees of GEN category have mean score 257.39, employee of SC category have mean score 250.16. There is no significant difference between perception of various caste employee towards receptivity to diversity management, employee of BC category has mean score 243.10, employees of GEN category have mean score 264.27, employee of SC category have mean score 246.22. There is no significant difference between perception of various caste employee towards equal opportunity and development, employee of BC category has mean score 271.91, employees of GEN category have mean score 254.98, employee of SC category have mean score 250.78.

H2d: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of Region.

To determine the significance difference between the perception of employees towards diversity management practices with respect to region we have used Kruskal Nonparametric test.

Table 4. 33 Result of Kruskal test for region (N=512)

Diversity Management Practices	Chi-Square	Df	Asymp. Sig.
Hire and Retain Diverse employees	3.911	4	0.418
Promotion of Diversity Management	4.171	4	0.383
Receptivity to Diversity Management	0.869	4	0.929
Equal Opportunities for Development	5.867	4	0.209
b. Grouping Variable :Region			

Source: SPSS output

Table 4.33 shows the result of Kruskal Wallis test. For Hire and retain diversified employee chi-square value is 3.911, degree of freedom is 4, significance value is 0.418, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees towards hire and retain diversified employees. For promotion of diversity chi-square value is 4.171, degree of freedom is 4, significance value is 0.383, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees towards promotion of diversified employees. For receptivity to diversity management chi-square value is 0.869, degree of freedom is 4, significance value is 0.929, if the significance value is less than 0.05 (Fisher, 1992) then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees from various region towards receptivity to diversity management. For equal opportunities and development chi-square value is 5.867, degree of freedom is 4, significance value is 0.209, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees towards equal opportunities for development.

Table 4. 34 Mean score for region (N=512)

Ranks			
	Region	N	Mean Rank
Hire and Retain Diverse employees	Haryana	107	301.63
	Gujrat	91	247.26
	West bengal	99	257.58
	Kerala	120	250.97
	Delhi	95	257.48
	Total	512	
Promotion of Diversity Management	Haryana	107	268.55
	Gujrat	91	289.73
	West bengal	99	251.97
	Kerala	120	247.49
	Delhi	95	256.19
	Total	512	
Receptivity to Diversity Management	Haryana	107	245.51

	Gujrat	91	259.34
	West bengal	99	269.63
	Kerala	120	254.12
	Delhi	95	254.85
	Total	512	
Equal Opportunities for Development	Haryana	107	241.10
	Gujrat	91	286.84
	West bengal	99	233.93
	Kerala	120	251.31
	Delhi	95	270.11
	Total	512	

Source: SPSS Output

Table 4.34 show that there is no significant difference between perception of employee belongs from various state. There is no significant difference between perception of employee belongs from various state towards hire and retain diversified employees, employee from Haryana has mean score 301.63, employees Gujrat have mean score 247.26, employee from West Bengal have mean score 257.58, employees from Kerala have mean score 250.97, employees from Delhi have mean score 257.48. There is no significant difference between perception of employee belongs from various state towards promotion of diversity management, employee from Haryana has mean score 268.35, employees Gujrat have mean score 289.73, employee from West Bengal have mean score 251.97, employees from Kerala have mean score 247.49, employees from Delhi have mean score 256.19. There is no significant difference between perception of employee belongs from various state towards receptivity to diversity management, employee from Haryana has mean score 245.51, employees Gujrat have mean score 259.34, employee from West Bengal have mean score 269.63, employees from Kerala have mean score 254.12, employees from Delhi have mean score 254.85. There is no significant difference between perception of employee belongs from various state towards equal opportunity and development, employee from Haryana has mean score 241.10, employees Gujrat have mean score 286.84, employee from West Bengal have mean score 233.93, employees from Kerala have mean score 251.31, employees from Delhi have mean score 270.11.

H2e: There exists a significant difference in the perception of employees towards Diversity management practices on the basis of religion.

To determine the significance difference between the perception of employees towards diversity management practices with respect to religion we have used Kruskal Nonparametric test.

Table 4. 35 Result of Kruskal test for religion (N=512)

Diversity Management Practices	Chi-Square	Df	Asymp. Sig.
Hire and Retain Diverse employees	2.000	3	0.572
Promotion of Diversity Management	5.336	3	0.149
Receptivity to Diversity Management	4.534	3	0.209
Equal Opportunities for Development	0.666	3	0.881
b. Grouping Variable :Religion			

Source: SPSS output

Table 4.35 shows the result of Kruskal Wallis test. For Hire and retain diversified employee chi-square value is 2.000, degree of freedom is 3, significance value is 0.572, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees towards hire and retain diversified employees. For promotion of diversity chi-square value is 5.336, degree of freedom is 3, significance value is 0.149, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees towards promotion of diversified employees. For receptivity to diversity management chi-square value is 4.534, degree of freedom is 3, significance value is 0.209, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 (Hair et. al., 2014). it means there is no significant difference between employees from various religion towards receptivity to diversity management. For equal opportunities and development chi-square value is 0.666, degree of freedom is 3, significance value is 0.881, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 (Hair et. al., 2014). it means there is no significant difference between employees towards equal opportunities for development.

Table 4. 36 Mean score for religion

Ranks			
RELIGION		N	Mean Rank
Hire and Retain Diverse employees	Hindu	186	283.70
	Muslim	101	247.65
	Sikh	96	259.47
	christin	129	253.08
	Total	512	
Promotion of Diversity Management	Hindu	186	210.41
	Muslim	101	265.77
	Sikh	96	249.27
	christin	129	261.83
	Total	512	
Receptivity to Diversity Management	Hindu	186	230.09
	Muslim	101	233.11
	Sikh	96	275.77
	christin	129	260.09
	Total	512	
Equal Opportunities for Development	Hindu	186	262.28
	Muslim	101	266.78
	Sikh	96	258.70
	christin	129	252.34
	Total	512	

Source: SPSS output

Table 4.36 shows that there is no significant difference between perception of employee belongs from various state towards Hire and retain diversified employees, Hindu employee has mean score 283.70, Muslim employees mean score 247.65, Sikh employee have mean score 259.47, Christin employees have mean score 253.08. There is no significant difference between perception of employee belongs from various state

towards promotion of diversity, Hindu employee has mean score 210.41, Muslim employees mean score 265.77, Sikh employee have mean score 249.27, Christin employees have mean score 261.83. There is no significant difference between perception of employee belongs from various state. towards receptivity to diversity management, Hindu employee has mean score 230.09, Muslim employees mean score 233.11, Sikh employee have mean score 275.77, Christin employees have mean score 260.09. There is no significant difference between perception of employee belongs from various state towards equal opportunity and development, Hindu employee has mean score 262.28, Muslim employees mean score 266.78, Sikh employee have mean score 258.70, Christin employees have mean score 252.34.

CHAPTER 4 PART II: DATA ANALYSIS AND RESULT

IMPACT OF DIVERSITY MANAGEMENT ON ORGANISATIUONAL PERFORMANCE

This chapter represents impact of diversity management on organisational performance and also measure role of learning organisation as a mediator between diversity management and organisational performance.

Overview

4.7 Objective 5: To assess the mediating role of Learning Organization in relation between diversity management practices and Organizational performance.

4.8 Objective 6: To design a framework on how to leverage Diversity Management Practices to enhance Learning Organization and Organizational Performance.

4.6 Objective 4: To assess the influence of "Diversity Management Practices" on "Organizational Performance" amongst select luxury hotels in India.

Hypothesis 3: There exists a significant positive relationship between Diversity Management Practice and Organizational Performance of select luxury hotels.

To achieve the said objective technique used in path analysis and structural equation modelling using PLS algorithm and SPSS.

4.6.1 Structure Equation Modelling (SEM)

The structural equation modelling technique is mostly preferred by researchers as it analyses multiple and interrelated dependences in a single analysis. Structural equation modelling is used to determine the structural relationship between a measured variable and a latent variable. A multivariate statistical analysis technique that is used to analyze structural relationships is known as structural equation modeling. Structural equation modelling is a combination of two techniques, "factor analysis" and "multiple regression analysis." "Factor analysis" is used to understand the correlation between various variables and factors. "Multiple regression analysis" is used to determine the relationship between dependent and independent variables. Structural equation modelling is used to measure the effect of many factors on one variable. Structural equation modelling involves endogenous and exogenous variables. "Endogenous

variables" mean dependent variables, and "exogenous variables" mean independent variables. Structural equation modelling is used when a dependent variable is explained by more than one independent variable. It was used by researchers to estimate multiple and interrelated dependencies at the same time (Fan. Y., et al., 2016).

PLS-SEM was used for objective 4, The authors of Smart PLS-SEM are (Ringle, et. al., 2005) A non-parametric analytic method is the PLS-SEM. In the field of behavioural research, PLS-SEM is quite valuable for causal investigation. In particular, in complicated models with formative structures represented by second- or third-order model fits (Lowery & Gaskin, 2014). Assumptions in PLS-SEM show leniency regarding sample size, measurement scales and residual distributions (Monecke & Leisch, 2012).

4.6.1.1 Normality of data

The PLS-SEM is a non-parametric technique for estimation. In the context of the PLS-SEM application, the normality of the data is not a prerequisite. The data should be gathered from a continuous, multivariate, normal population, and the estimate approach should be chosen according to the data's kurtosis and skewness (Kumar, 2015). The allowable limit and values for skewness and kurtosis were provided in Table 4.6. As a result, none of the study's variables displayed nonmorality.

4.6.1.2. Causality

By assessing the direct and indirect effects, SEM looks at the cause-and-effect relationship between independent and dependent constructs. It is important to empirically confirm the link between latent constructs. There ought to be a theory behind it. Every investigated relationship between conceptions must be supported by convincing empirical data otherwise. Information leads to the development of causal theories. In a cross-sectional study, independent, intervening, and dependent variables (Biddle & Marlin, 1987).

4.6.2 Procedure for Evaluation of Structural model

The structural model is validated and cross-validated using a thorough and elaborate approach. The used five-step process is listed below (Figure 4.6). For the structural model, the evaluation of coefficient of determination, effect magnitude, and predictive

relevance was conducted. In comparison to reflecting conceptions, formative constructions are evaluated differently. Three alternative criteria were put out by (Hair et al., 2014) to evaluate the formative construct.

- Collinearity diagnosis
- Convergent validity
- Statistical significance of formative constructs

Figure 4. 6. Stepwise Procedure for Structural Model Evaluation
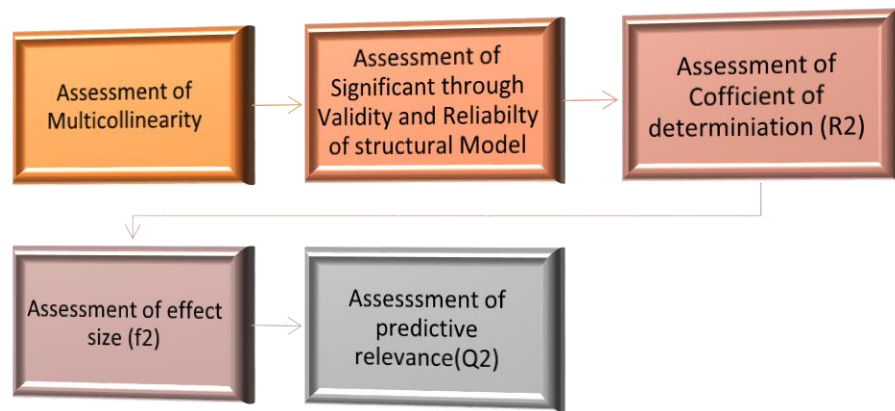
Source: Hair et. al., 2014

4.6.2.1 Multicollinearity

High collinearity in formative constructs might cause issues with the ability of factors to discriminate amongst each other. Measurement validity is influenced by the latent components' investigation and multidimensionality. The calculation of weights and statistical significance are both impacted by the collinearity of the various components (Bollen and Bauldry, 2011). The VIF value was recommended by the researchers as a way to check for collinearity. The VIF value of formative constructs is measured using a threshold value (Hair et al., 2014) Table 4.37 provides the VIF values for second-order constructs. None of the values are more than the upper bound. As a result, the model does not have the multi-collinearity issue.

In Table 4. 37 VIF values of the formative construct along with their latent construct are shown. Diversity management have four latent construct i.e., Receptivity to diversity management with VIF 2.660, promotion of diversity management with VIF

2.248, Hire and retain diversified employees with VIF2.643, and Equal opportunities for development with VIF 2.376. Learning Organisation have seven latent construct i.e., Continuous learning with VIF 2.120, Dialogue and inquiry with VIF 2.118, Team learning and collaboration with VIF 2.108, Embedded system with VIF 2.102, Empowerment with VIF 2.016, System connection with VIF 2.010, Strategic leadership with VIF 2.001. Organisational Performance have six latent construct i.e., Market share with VIF 1.854, Productivity with VIF 1.790, Return on equity with VIF 1.749, Profitability with VIF 1.408, Customer service/Innovation with VIF 1.344, Quality with VIF 1.304.

Table 4. 37 Multicollinearity Assessment of constructs through VIF values

Formative Constructs	Constructs/Latent Variables	VIF
Diversity Management	Receptivity to diversity Management	2.660
	To promote diversity	2.248
	Hire and retain diversified employees	2.643
	Equal opportunities for development	2.376
Learning Organisation	Continuous learning	2.120
	Dialogue and inquiry	2.118
	Team learning and collaboration	2.108
	Embedded systems	2.102
	Empowerment	2.016
	System connection	2.010
	Strategic leadership	2.001
Organisational Performance	Market share	1.854
	Productivity	1.790
	Return on equity	1.749
	Profitability	1.408
	Customer service/ Innovation	1.344
	Quality	1.304
Diversity Management > Learning Organisation		1.000
Learning Organisation > Organisational performance		1.295

Source: PLS-SEM Output

4.6.2.2 Convergent Validity (CV)

The variable loadings on the construct are reflected in the convergent validity. Convergent validity determines whether it is appropriate to define the factor in accordance with the variable's contribution to the factor's variance or not. The initial stage in observing convergent validity is factor loadings. Factor loadings should generally be.70 for each observable variable (Hair et. al., 2014). Identification of the factors will also affect this. The previous requirement is laxed in several investigations. The influence has been overemphasised.

$$C.V = \sum_{i=1}^{n} \lambda i^{2}$$

π in above mathematical equation gives the summated values of all squared factor loadings, and it should be ≥.50 (Hair et. al., 2014). Table 4.38 provides the convergent validity statistics with a T-value and a P-value.

Table 4. 38 Convergent validity statistics with a T-value and a P-value.

Construct/Latent Variable	Item	Outer Loading	T-Statistics	p-Value	AVE
Receptivity to diversity Management	DMP1	0.312	2.665	0.001	0.801
	DMP2	0.304	2.741	0.001	
	DMP3	0.341	3.249	0.001	
	DMP4	0.312	2.812	0.001	
	DMP5	0.268	2.253	0.001	
To promote diversity management	DMQ1	0.269	1.555	0.001	0.715
	DMQ2	0.244	1.653	0.001	
	DMQ3	0.267	1.492	0.001	
	DMQ4	0.253	1.403	0.001	
	DMQ5	0.252	1.419	0.001	
Hire and retain diversified employees	DMR1	0.449	5.148	0.001	0.558
	DMR2	0.487	5.440	0.001	
	DMR3	0.459	4.824	0.001	
	DMR4	0.418	4.382	0.001	
Equal opportunities for development	DMS1	0.684	8.234	0.001	0.613
	DMS2	0.710	8.738	0.001	
	DMS3	0.727	8.853	0.001	
	DMS4	0.729	8.798	0.001	

	DMS5	0.707	8.419	0.001	
	DMS6	0.668	7.814	0.001	
Continuous learning	LOM1	0.321	4.526		0.741
	LOM2	0.341	4.590	0.001	
	LOM3	0.326	4.704	0.001	
Dialogue and inquiry	LON1	0.589	11.220	0.001	0.705
	LON2	0.572	10.207	0.001	
	LON3	0.605	11.854	0.001	
Team learning and collaboration	LOO1	0.434	7.699	0.001	0.531
	LOO2	0.423	7.301	0.001	
	LOO3	0.502	9.166	0.001	
Embedded system	LOP1	0.401	6.114	0.001	0.871
	LOP2	0.374	5.846	0.001	
	LOP3	0.425	7.190	0.001	
Empowerment	LOQ1	0.477	8.280	0.001	0.718
	LOQ2	0.457	7.375	0.001	
	LOQ3	0.512	9.593	0.001	
System connection	LOR1	0.526	9.590	0.001	0.819
	LOR2	0.534	9.545	0.001	
	LOR3	0.458	7.473	0.001	
Strategic leadership	LOS1	0.562	10.398	0.001	0.602
	LOS2	0.296	4.075	0.001	
	LOS3	0.307	3.912	0.001	
	LOS4	0.343	4.483	0.001	
Market share	OPD1	0.432	5.212	0.001	0.803
	OPD2	0.412	4.976	0.001	
	OPD3	0.479	6.846	0.001	
Productivity	OPE1	0.468	6.627	0.001	0.829
	OPE2	0.470	6.710	0.001	
	OPE3	0.442	6.213	0.001	
Return on equity	OPF1	0.635	12.774	0.001	0.789
	OPF2	0.676	14.425	0.001	
	OPF3	0.624	11.466	0.001	
Profitability	OPG1	0.189	2.640	0.001	0.698
	OPG2	0.290	4.570	0.001	
Customer service/Innovation	OPH1	0.318	4.244	0.001	0.822
	OPH2	0.287	3.397	0.001	

	OPH3	0.270	3.157	0.001	
Quality	OPI1	0.440	5.150	0.001	0.589
	OPI2	0.446	5.170	0.001	
	OPI3	0.441	5.821	0.001	

In Table 4. 38 AVE values of the formative construct along with their latent construct are shown. Diversity management have four latent construct i.e., Receptivity to diversity management with AVE 0.801, promotion of diversity management with VIF 0.715, Hire and retain diversified employees with VIF 0.558, and Equal opportunities for development with VIF 0.613. Learning Organisation have seven latent construct i.e., Continuous learning with VIF 0.741, Dialogue and inquiry with VIF 0.705, Team learning and collaboration with VIF 0.531, Embedded system with VIF 0.871, Empowerment with VIF 0.718, System connection with VIF 0.819, Strategic leadership with VIF 0.602. Organisational Performance have six latent construct i.e., Market share with VIF 0.803, Productivity with VIF 0.829, Return on equity with VIF 0.789, Profitability with VIF 0.698, Customer service/Innovation with VIF 0.822, Quality with VIF 0.589. All the above mentioned AVE values are higher than 50 (Hair et. al., 2014).

4.6.2.3 Discriminant Validity (DV)

A theoretical model's discriminant validity measures how different two groups are from one another. The Fornell-Lacker Criterion was applied to evaluate the discriminant validity. Compared to the cross-loading criterion, the Fornell-Lacker criterion is more conservative. The square root of AVE values and inter-construct correlations were compared in this criterion. The square root of AVE should be higher than the correlations between constructs. Tables 4.39, 4.40, and 4.41 display the values of the squared AVE. All squared AVE values are higher than inter-construct correlations. Thus, all constructs have discriminant validity and there is no issue regarding discriminant validity of constructs.

Table 4. 39 Fornell-Lacker Criterion for Discriminant Validity Assessment of Diversity Management Constructs

Diversity Management Practices

	Receptivity to diversity Management	To promote diversified employees	Hire and retain diversified employees	Equal opportunities for development
Receptivity to diversity Management	**0.718**			
To promote diversified employees	0.352	**0.823**		
Hire and retain diversified employees	0.411	0.408	**0.863**	
Equal opportunities for development	0.546	0.391	0.317	**0.919**

Source: PLS-SEM Output

In Table 4.39 discriminant validity of various latent construct of Diversity Management are represented, for receptivity to diversity management discriminant validity is 0.718, for to promote diversity discriminant validity is 0.823, for hire and retain diversified employees' discriminant validity is 0.863 and for equal opportunities for development discriminant validity is 0.919.

Table 4. 40 Fornell-Lacker Criterion for Discriminant Validity Assessment of Learning organisation Constructs

Learning organisation							
	Continuous learning	Dialogue and inquiry	Team learning and collabora-tion	Embedded system	Empower-ment	System connection	Strategic leadership
Continuous learning	**0.856**						
Dialogue and inquiry	0.342	**0.904**					
Team learning and collaboration	0.205	0.418	**0.796**				
Embedded system	0.456	0.319	0.196	**0.748**			
Empowerment	0.306	0.203	0.432	0.254	**0.898**		
System connection	0.519	0.516	0.268	0.267	0.396	**0.955**	

Strategic leadership	0.208	0.215	0.183	0.324	0.378	0.564	**0.918**

Source: PLS-SEM Output

In Table 4.40 discriminant validity of various latent construct of Learning Organisation are represented, for continuous learning discriminant validity is 0.856, for dialogue and inquiry discriminant validity is 0.904, for team learning and collaboration discriminant validity is 0.796, for embedded system discriminant validity is 0.748, empowerment discriminant validity is 0.898, system connection discriminant validity is 0.955, strategic leadership discriminant validity is 0.918. All the values are within standard value suggested by (Hair et. al., 2014).

Table 4.41 Fornell-Lacker Criterion for Discriminant Validity Assessment of Organisational Performance Constructs

Organisational Performance						
	Market share	Productivity	Return on equity	Profitability	Customer service/ Innovation	Quality
Market share	**0.910**					
Productivity	0.330	**0.729**				
Return on equity	0.600	0.158	**0.778**			
Profitability	0.060	0.378	0.295	**0.835**		
Customer service	0.320	0.206	0.356	0.371	**0.772**	
Quality	0.423	0.285	0.166	0.391	0.419	**0.734**

Source: PLS-SEM Output

In Table 4.41 discriminant validity of various latent construct of Organisational performance are represented, for market share discriminant validity is 0.910, for productivity discriminant validity is 0.729, for return on equity discriminant validity is 0.778, for profitability discriminant validity is 0.835, for customer service discriminant validity is 0.772, and for quality discriminant validity is 0.734. All the values are within standard value

4.6.2.4. Composite/Construct Reliability (CR)

Composite reliability is the capacity of measured variables to portray the latent factor. It is vital for the variables to be reliable and have a high composite reliability in SEM

since the observed variables predict the unseen latent factor (.70) (Hair et. al., 2014, Kumar, 2015).

$$C.R = \frac{\left(\sum_{i=1}^{n} \lambda i\right)^2}{\left(\sum_{i=1}^{n} \lambda i\right)^2 + \left(\sum_{i=1}^{n} \delta i\right)}$$

All constructs on the "Diversity Management measurement scale" displayed composite reliability and a Cronbach's alpha value of.70. The reliability statistics of the constructs are provided in Table 4.42 below.

Table 4. 42 Reliability Assessment of Constructs

S.No	Construct/Latent Variable	Item	Composite Reliability	Cronbach's Alpha
1.	Receptivity to diversity Management	DMP1	0.916	0.885
		DMP2		
		DMP3		
		DMP4		
		DMP5		
2	To promote diversity management	DMQ1	0.905	0.815
		DMQ2		
		DMQ3		
		DMQ4		
		DMQ5		
3	Hire and retain diversified employees	DMR1	0.819	0.758
		DMR2		
		DMR3		
		DMR4		
4	Equal opportunities for development	DMS1	0.878	0.753
		DMS2		
		DMS3		
		DMS4		
		DMS5		
		DMS6		
5	Continuous learning	LOM1	0.921	0.841
		LOM2		
		LOM3		
6	Dialogue and inquiry	LON1	0.901	0.805

		LON2		
		LON3		
7	Team learning and collaboration	LOO1	0.861	0.731
		LOO2		
		LOO3		
8	Embedded system	LOP1	0.883	0.871
		LOP2		
		LOP3		
9	Empowerment	LOQ1	0.923	0.758
		LOQ2		
		LOQ3		
10	System connection	LOR1	0.933	0.819
		LOR2		
		LOR3		
11	Strategic leadership	LOS1	0.886	0.802
		LOS2		
		LOS3		
		LOS4		
12	Market share	OPD1	0.837	0.803
		OPD2		
		OPD3		
13	Productivity	OPE1	0.898	0.729
		OPE2		
		OPE3		
14	Return on equity	OPF1	0.819	0.789
		OPF2		
		OPF3		
15	Profitability	OPG1	0.919	0.798
		OPG2		
16	Customer service/Innovation	OPH1	0.909	0.822
		OPH2		
		OPH3		
17	Quality	OPI1	0.882	0.789
		OPI2		
		OPI3		

Source: PLS-SEM Output

Looking at the results of reliability given in Table 4.42, composite reliability and Cronbach's alpha values for Diversity management construct ranged from 0. 753 to 0. 921, composite reliability and Cronbach's alpha values for Learning Organisation construct ranged from 0.758 to 0.933, composite reliability and Cronbach's alpha values for Organisational performance 0.729 to 0.919 construct ranged from So we can say that the Cronbach's alpha for each variable and construct is within an acceptable range, which is 0.70 to 0.95; therefore, it can be said that the internal consistency and reliability of all the scales were assured (Hair et al., 1998; Hair et al., 2010).

4.6.2.5. Assessment of Coefficient of Determination (R^2)

The most widely used metric to assess the predictability of structural models is the coefficient of determination. It shows how much of the dependent variable's variance can be accounted for by the predictor. R^2 has a value between 0 and 1. A higher R^2 value denotes a model with higher prediction accuracy (Hair et al., 2014).

Table 4. 43 Assessment of Coefficient of Determination (R^2) of Dependent Constructs with T-statistics, p-Value and CI Bias Corrected

Predictor construct	Dependent construct	R-Square	T-statistics	p-Value	CI [95% Bias Corrected]	Results
DM	LO	0.164	2.987	0.004	.128, .254	Low
DM	OP	0.216	3.106	0.002	.156, .306	Low
OP	LO	0.519	7.922	0.000	.464, .596	Moderate
DM & OP	LO	0.528	9.564	0.000	.482, .578	Moderate

Source: PLS-SEM Output   Note: DM= Diversity management, LO= Learning organisation, OP= Organisational performance, CI= Confidence interval

In Table 4.43 for Learning organisation as dependent construct and Diversity management as predictor construct the value of R^2 is 0.164 with t-statistics value of 2.987. The value of coefficient of determination is significant at 0.004 percent. But the value is representing lower predictability of Diversity management for Learning organisation. For Organisational performance as dependent construct and Diversity Management as predictor construct the value of R^2 is 0.216 with t-statistics value of 3.106. The value of coefficient of determination is significant at 0.002 percent. But the value is representing lower predictability of Diversity management for Organisational

performance. For Learning organisation as dependent construct and Organisational performance as predictor construct the value of R^2 is 0.519 with t-statistics value of 7.922. The value of coefficient of determination is significant at 0.00 percent (Hair et. al., 2014). But the value is representing Moderate predictability of Diversity management for Organisational performance.

4.6.2.6 Assessment of Effect Size (f^2)

The call for effect size is inconsistent in the literature. The statistical significance of the coefficient of determination is questioned by researchers, who advocate the use of effect size to assist the statistical results. According to Kelly and Preacher (2012), "effect size" is a quantitative reflection of the magnitude of some phenomenon under investigation. To calculate the effect size (f^2) of a predictor construct, the model is run in two phases. First, run a model with a predictor, and in the second phase, run a model without a predictor, to calculate the value of R^2 in both cases. Then the following formula is used to calculate the effect size:

$$\text{Effect Size } (f^2) = R^2_{incusive} - R^2_{exclusive}/1 - R^2_{inclusive} \text{ (Cohen, 1988)}$$

Cohen (1988) categorized effect size into three categories: small (0.0 to 0.2), medium (O.3 to 0.7) and large (0.8 to 2.0). Table 5.8 is representing the Effect Size (f^2) of dependent Constructs with T-Statistics, p-Value and CI Bias Corrected.

Table 4. 44 Assessment of Effect Size (f^2) of Dependent Constructs with T-Statistics, p-Val p-Value and CI Bias Corrected

Predictor construct	Dependent construct	f2	T-Statistics	p-Value	CI [95% Bias Corrected]	Results
DM	LO	0.104	1.315	0.085	0.009, 0.092	Small effect
DM	OP	0.496	2.760	0.030	0.218, 0.665	Medium effect
OP	LO	0.629	3.119	0.002	0.567, 1.297	Medium effect

Source; PLS-SEM Output   Note: DM= Diversity management, LO= Learning organisation, OP= Organisational performance, CI= Confidence interval

In Table 4.44 for Learning organisation as dependent construct and Diversity management as predictor construct the value of f^2 is 0.104 with t-statistics value of 1.315. The value of coefficient of determination is significant at 0.085 percent. But the value is representing small effect of Diversity management for Learning organisation.

For Organisational performance as dependent construct and Diversity Management as predictor construct the value of f^2 is 0.496 with t-statistics value of 2.760. The value of coefficient of determination is significant at 0.030 percent. But the value is representing medium effect of Diversity management for Organisational performance. For Learning organisation as dependent construct and Organisational performance as predictor construct the value of f^2 is 0.629 with t-statistics value of 3.119. The value of coefficient of determination is significant at 0.002 percent (Cohan, 1988). But the value is representing medium effect of Diversity management for Organisational performance.

4.6.2.7 Assessment of Predictive Relevance (Q^2)

The coefficient of determination (R^2) values provides predictive accuracy in the model. Despite these values the predictive relevance (Q^2) is important in PLS-SEM models. To calculate the Q^2 values a procedure named as blindfolding is used. Blindfolding calculate Stone-Geisser's Q^2 value by using sample re-use technique. It is a method to cross-validate the prediction in PLS-SEM. The formula to calculate Q^2 is given below:

$$Q^2 = 1-(\text{Sum of squared prediction error/Sum of squared observations})$$

The Q^2 value higher than zero for dependents constructs indicate predictive relevance in the model in explaining the dependent constructs. Table 4.45 is presenting the Q^2 values for dependent constructs.

Table 4. 45 Assessment of Predictive Relevance (Q2)

Predictor construct	Dependent construct	SSO	SSE	Q2
DM	LO	324	165.133	0.509
DM	OP	324	156.897	0.484
OP	LO	324	132.543	0.409

Source; PLS-SEM Output   Note: DM= Diversity management, LO= Learning organisation, OP= Organisational performance, SSE= Sum of squared prediction error, SSO= Sum of squared observations

In Table 4.45 for Learning organisation as dependent construct and Diversity management as predictor construct the value of Q^2 is 0.509 with SSO value of 324 and SSE value of 165.133, the values are higher than zero. Thus are exhibiting predictive relevance in the models. For Organisational performance as dependent construct and Diversity Management as predictor construct the value of Q^2 is 0.484 with SSO value

of 324 and SSE value of 156.897, the values are higher than zero. Thus are exhibiting predictive relevance in the models. For Learning organisation as dependent construct and Organisational performance as predictor construct the value of Q^2 is 0.409 with SSO value of 324 and SSE value of 132.543, the values are higher than zero. Thus are exhibiting predictive relevance in the models.

4.6 Objective 4: To assess the influence of "Diversity Management Practices" on "Organizational Performance" amongst select luxury hotels in India.

4.7 Objective 5: To assess the mediating role of Learning Organization in relation between diversity management practices and Organizational performance

Hypothesis4: Learning Organization plays a mediating role in the relationship between Diversity Management practice and Organizational Performance of select luxury hotels.

To achieve above objective mediation analysis is done, applying structural equation modelling through PLS-SEM. A mediator is a way in which an independent variable impacts a dependent variable. Mediating variable explains the process through which two variables are related, it goes between two variables. Mediation is a way to check weather that third variable influence the strength or direction of independent and dependent variable. It is used to see if influence of the mediator is strong than the direct influence of the independent variable. Mediation is caused by the independent variable, it influences the direct variable and it take place when statistical correlation between independent and dependent variable is higher than when it is not considered.

4.7.1 Hypothesis 4: There exists a significant positive relationship between Diversity Management practice, Learning organization and Organizational Performance of select luxury hotels.

4.7.1.1 Hypothesis 4a: There exists a significant positive relationship between diversity management and learning organisation.

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Hypothesis 4a proposed that diversity management is positively significant to learning organisation. Specifically, hypothesis 4a predicates that diversity management positively affect learning organisation. Diversity management enhance learning organisation. The results are given in Table 4.46.

In Table 4.46 the empirical evidence ($\beta = 0.404^{**}$, t- statistics = 2.074, p < .001) clearly showing the positive impact of diversity management on learning organisation. Thus hypothesis 4a is not rejected. If the diversity management is increased by one unit then there will be increased of 0.404 units. The above information is signifying the relationship between diversity management and learning organisation.

Table 4. 46 Path Analysis and Moderation Assessment for Hypotheses Testing

Hypothesis	Path Coefficients (β)	T-statistics	p-value	Results
There exists a significant positive relationship between diversity management and learning organisation.	0.404	2.074	0.001	Not Rejected

Source: PLS-SEM Output

4.7.1.2 Hypothesis 4b: There exists a significant positive relationship between diversity management and organisational performance.

Hypothesis 4b proposed that diversity management is positively significant to organisational performance. Specifically, hypothesis 4b predicates that diversity management positively affect organisational performance. Diversity management enhance organisational performance. The results are given in Table 4.47.

Table 4. 47 Path Analysis and Moderation Assessment for Hypotheses Testing

Hypothesis	Path coefficient (β)	T-statistics	p-Value	Result
There exists a significant positive relationship between diversity management and Organisational performance.	0.432	2.389	0.001	Not Rejected

Source: PLS-SEM Output

In Table 4.47 the empirical evidence ($\beta = 0.432^{**}$, t- statistics = 2.389, p < .001) clearly showing the positive impact of diversity management on organisational performance.

Thus hypothesis 4b is not rejected. If the diversity management is increased by one unit then there will be increased of 0.432 units in organisational performance. The above information is signifying the relationship between diversity management and organisational performance.

4.7.1.3 Hypothesis 4c: There exists a significant positive relationship between learning organisation and organisational performance.

Hypothesis 4c proposed that learning organisation is positively significant to organisational performance. Specifically, hypothesis 4c predicates that learning organisation positively affect organisational performance. Learning organisation enhance organisational performance. The results are given in Table 4.48

Table 4. 48 Path Analysis and Moderation Assessment for Hypotheses Testing

Hypothesis	Path coefficient (β)	T-statistics	p-value	Results
There exists a significant positive relationship between learning organisation and Organisational performance.	0.619	10.262	0.001	Not Rejected

Source: PLS-SEM Output

In Table 4.48 the empirical evidence (β = 0.619**, t- statistics = 10.262, p < .001) clearly showing the positive impact of learning organisation on organisational performance. Thus hypothesis 4c is not rejected. If the learning organisation is increased by one unit then there will be increased of 0.619 units in organisational performance. The above information is signifying the relationship between learning organisation and organisational performance.

4.7.2 Direct, Indirect Effects and Assessment of Mediation

The concept of mediation is important to establish the direct and indirect relation between independent and dependent variables. The mediation means relationship between independent and dependent variable is best define in presence of third construct, which is known as mediator. The mediation is of three types full, partial and bifurcated between independent and dependent variable (Kumar, 2015).

Table 4. 49 Direct, Indirect Effects, Assessment of Mediation for Hypothesis Testing

Hypothesis	Direct effect without mediator	Direct effect with mediator	Indirect effect	Result
Hypothesis5: Learning Organization plays a mediating role in the relationship between Diversity Management practice and Organizational Performance of select luxury hotels.	0.576**	0.163	0.292**	Full mediation

Note: ** Significant at 95% level

Hypothesis5: Learning Organization plays a mediating role in the relationship between Diversity Management practice and Organizational Performance of select luxury hotels.

Hypothesis 5 proposed that Learning organisation is significantly mediating the relationship between Diversity Management and Organisational Performance. Specifically, hypothesis 5 predicted the influence of Learning Organisation (mediator) on the relationship between Diversity management (IV) and Organisational performance (DV). Table 4.49 shows the result of direct, indirect effects, assessment of mediation for hypothesis testing. The above information is signifying the mediation of learning organisation between diversity management and organisational performance. The path coefficients (β) and coefficient of determination (R^2) are given The empirical evidence in the form of direct effect without mediator ($\beta = 0.576**$), direct effect with mediator ($\beta = 0.163$) and indirect effect ($\beta = 0.292**$) clearly showing Learning organisation is mediating the relationship between diversity management and organisational performance. The hypothesis is 'not rejected'(Kumar, 2015). Thus, the relationship between diversity management and organisational performance is best defined in the presence of learning organisation.in Figure 4.7.
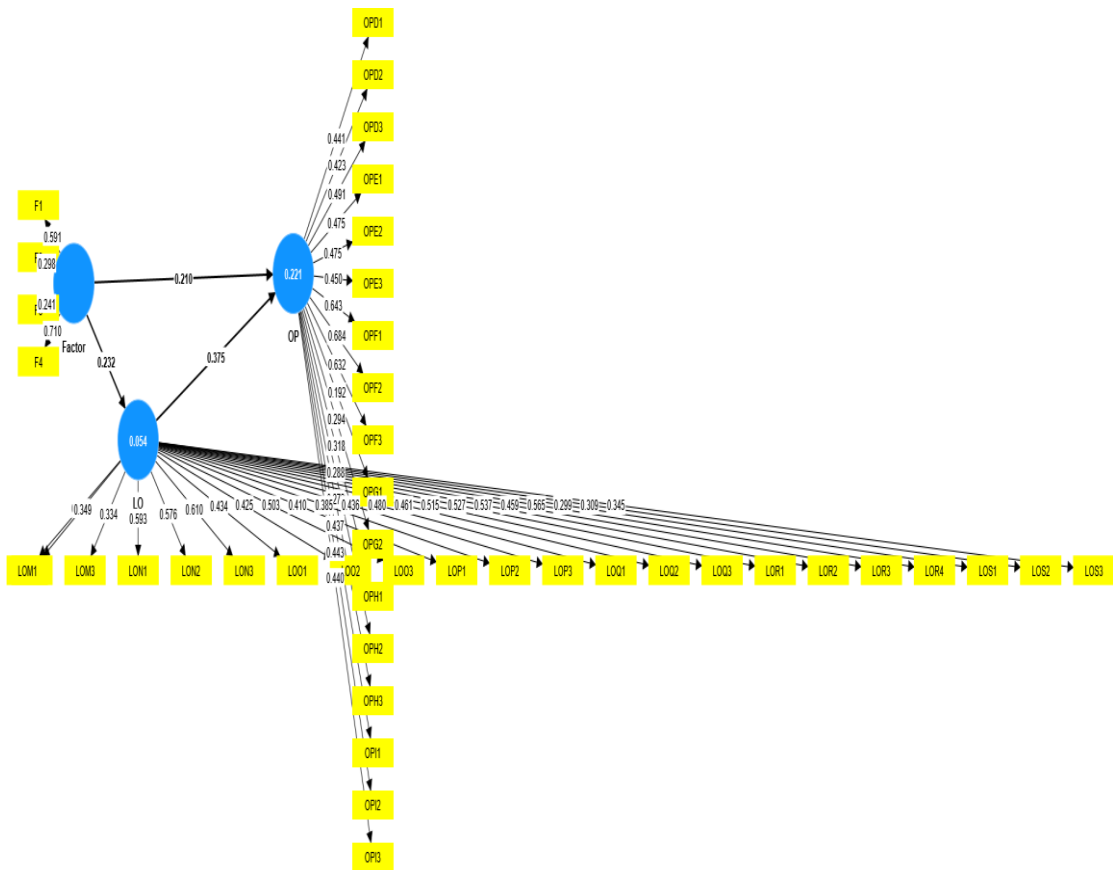
Figure 4. 7 Path Diagram of Structural Model (Mediation effect)

4.8 Objective 6: To design a framework on how to leverage Diversity Management Practices to enhance Learning Organization and Organizational Performance.

A framework has been developed indicating the relationship between diversity management practices and organisational performance.

Through this model an attempt is made to explain how "diversity management practices" enhance learning in the organization, and how "learning organization" helps in maximizing "organizational performance".

It has been clearly highlighted from the studies that there is a positive impact of "diversity management" on "organizational performance" and "organizational effectiveness" (Watson et al., 1993). In hotels ``organizational performance" means both guest satisfaction and profitability (Gittell, et. al., 2010) and also Minimizing cost and service quality also leads to improved hotels performance (Jiang et. al., 2012). In brief, hotels use a mix of objective and subjective measures to measure their

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performance, where profitability and minimizing cost is objective measure based on actual outcome and guest satisfaction and service quality is subjective measure based on perception. Employees or manpower are directly and indirectly responsible for all the activities in the hotel industry. Major factors responsible for the improvement in performance of employees are employee attitude and behaviour, and the climate of organisation determines the attitude and behaviour of employees and their performance in organisation. (Malik, et. al., 2017).

Diversity management programs bring positive results such as both managers and employee's perceptions were improved regarding diversity. (Garib, 2013; Luoh and Tsaur, 2014). There is evidence in empirical research that a relationship exists between diversity and financial performance. Performance scale of the organization can be raised through effective diversity management, (Lowry & Gaskin, 2014). According to (Monecke, & Leisch., 2004) organizations which don't have a diversified workforce and proper management for diversity programs do not have higher rates of sale and growth. Along with measuring the direct impact of "diversity management practices'' on "organisational performance" this study measures the mediating role of "learning organisation". "Learning organisations" play a major role in enhancing overall "organisational performance"

Figure 4. 8 Conceptual model of Diversity Management Practices, Organisational Performance and Learning Organisation.
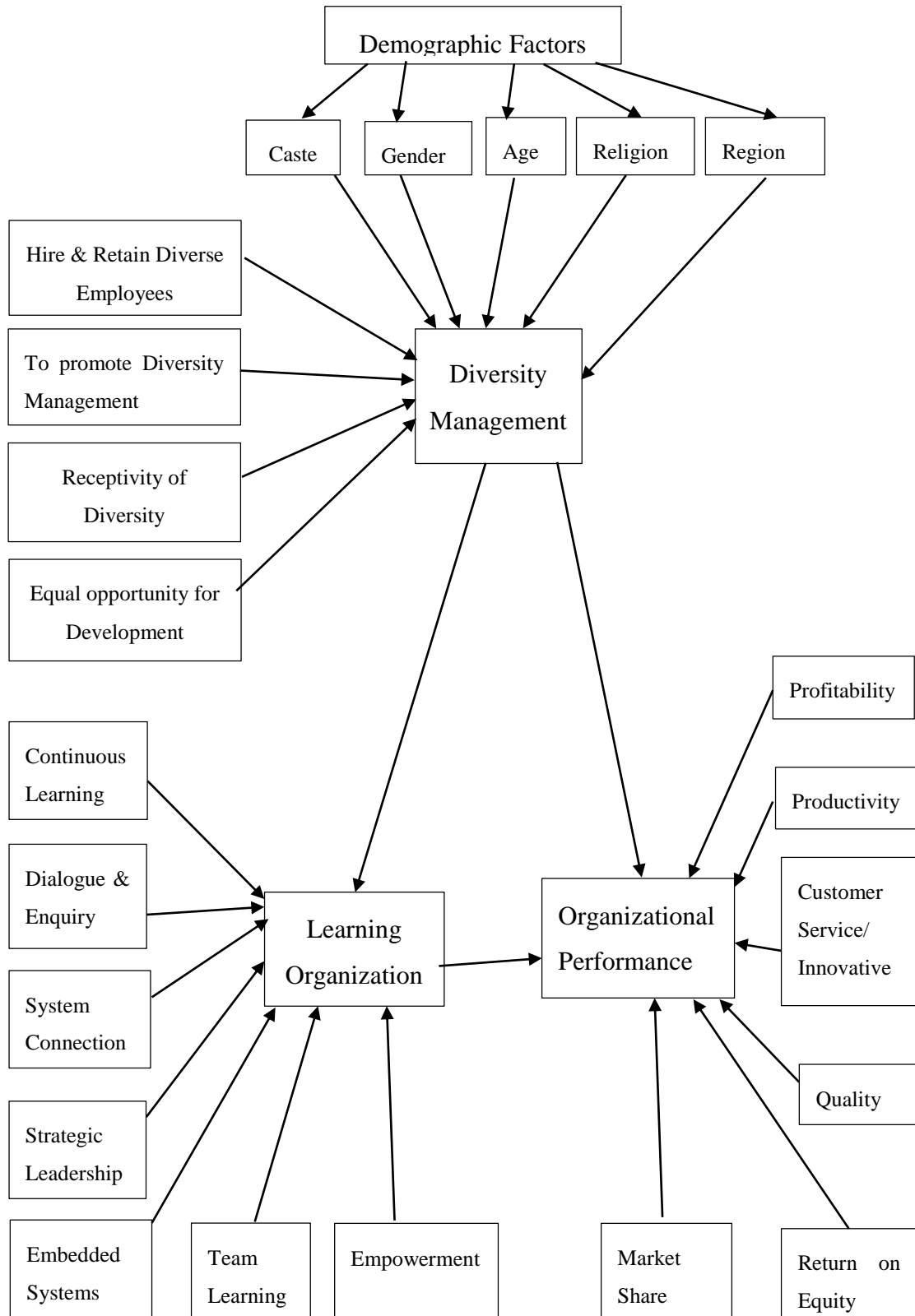
When learning organisation is implemented then it will affect the direct effect of diversity management practices on organisational performance, organisational performance will improve through learning organisation. Learning is the cognitive process of gaining skill, understanding and knowledge. Learning is all about acquiring new knowledge, or modifying existing one. Learning involves adopting some knowledge, skills, behaviours, values, or preferences and any information.

Learning organizations help employees in gaining efficiency and creativity, Knowledge and skills also improved by learning organization (Yang et al, 2004). Learning Organizations also develop the ability to overcome all the challenges faced by organization and help in adjusting according to the dynamic environment (Ortenblad, 2004). Various meanings and concepts of learning organization are given by different authors (Goh and Richards, 1997; Watkins and Marsick, 1996; Senge, 1990). Learning organization helps in providing new insight and knowledge in the organization which ultimately helps in overall organizational growth, (Slater & Narver, 1995). To create new knowledge and to disseminate that knowledge most required is new information and ideas. However, hotels face problems in processing and practicing knowledge in an effective manner. Learning theory is used by Hotels to formulate their capability. Practical, experimental, training and interning are included in "organisational learning" capability (Chiva et. al, 2007). A conceptual approach is also used to describe importance of learning in competitive market (Fang et. al., 2011; Chiva & Alegre, 2009; Yeung, et. al., 1999). In hotels managers also contribute in building a learning environment (Okumus, 2003; Hurcomb & Chapman, 1997). In a competitive environment to meet customer needs hotels are required to adopt a robust learning and adapting capability.

Factor analysis recognizes the relationships and patterns by summarizing the data and regrouping variables into the limited set of clusters based on the shared variances (Yong & Pearce, 2013). There are mainly two techniques for factor analysis namely "Exploratory Factor Analysis" (EFA) and "Confirmatory Factor Analysis" (CFA) and these are differentiated by priori specifications and restrictions of latent variable measurement model (Brown, 2014).

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CHAPTER 5: SUMMARY AND CONCLUSION

Major topics included in this chapter are the summary of the work, the findings of the work, the conclusions drawn from the study, the managerial implication of the study, the limitations of the study, and the recommendation.

Overview

5.1 SUMMARY

5.2 MAJOR FINDINGS AND DISCUSSION

5.3: CONCLUSION

5.4 DISCUSSION

5.5 PRACTICAL IMPLICATION

5.6: SOCIAL CONTRIBUTION

5.7: LIMITATION AND FUTURE RESEARCH SCOPE

5.1 Summary

There is tremendous growth in the hotel industry, which contributes to overall national growth. The hospitality industry alone in India contributes 9.4% to the Indian Gross Domestic Product (GDP). The hospitality sector attracts the highest foreign direct investment (FDI) in India. From April 2000 to September 2017, the hospitality sector attracted 10.6 billion US dollars in FDI. There is a huge contribution from the "Indian tourism and hospitality" industry to the success and growth of the service sector.

The hospitality industry is considered one of the major elements in the development of the service sector, particularly in India. There is a huge diversity in hotel staff; even hotels promote diversity worldwide. Hotels appoint workers from various countries consisting of different cultures. The role of diversity can be easily measured in the hospitality industry. In India, 60% of industries have begun to promote diversity and develop employee inclusion strategies. Specifically, in the hospitality industry, there are various hotels such as the Taj, Leela Aventur, Hyatt, etc. that promote diversity and recruit diverse employees (Homan et al., 2007). The hospitality industry provides 41.6 million jobs to diversified employees; as per data from the "travel and tourism

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ministry," every 1 in 11 people in India is employed in the hotel industry, irrespective of their caste, religion, gender, etc.

Diversified employees and appropriate diversity management practises generate opportunities for the hospitality industry and help in the overall development of particular organizations. Selecting diversified employees will also reduce problems related to unemployment and poverty. Employees with various cultures, education, communication skills, and attitudes are invited to hotels, which remove problems like language, communications, and understanding among employees. Voluntary organisational actions are designed by properly formulated programmes and policies to create a higher level of employee inclusion among those who collaborate in formal and informal organisational structures.

This study is all about measuring the "impact of diversity management practices on organizational performance" of various luxury hotels in India. Along with measuring the direct "impact of diversity management practices on organizational performance," we also measure how diversity management practices enhance learning in the organization, how learning organizations work and are implemented, and if there is any change in organizational performance after introducing learning organizations. First, we measure the direct relationship between diversity management practices and

organizational performance. Second, learning organizations are assumed to play a mediating role, and their impact on organizational performance is assessed.

The broad area selected for study is the different luxury hotels in India. Luxury hotels here consist of 4- and 5-star hotels. In the 4-star category, two types of hotels are included: 4-star hotels with alcohol and 4-star hotels without alcohol. In the 5-star category, three further types are included: 5-star with alcohol, 5-star without alcohol, and 5-star deluxe. Although there is no set definition of luxury hotels, Hotels that provide luxurious accommodation to their customers are called luxury hotels. Various variables used in the study are the independent variable, "diversity management practices," the dependent variable, "organizational performance," and the mediating variable, "learning organizations."

Let's have a brief look at all the variables. To maintain and foster a positive workplace environment, it is very essential to have a proper diversity management strategy. It is easier to generate a sense of recognition and respect among employees regarding individual differences that exist among employees of any organisation with the help of effective and adequate diversity management programs. (Ogundele et al. 2018). Effective diversity practises in the organisation help employees get comfortable in the work environment with diverse co-workers. Employees are also encouraged and appreciated for their cooperation with their co-workers who belong to different demographic groups. (Bear et al., 2010). Therefore, it becomes most important that "diversity management practices" are implemented properly such that they can solve all the problems related to discrimination such as age, gender, caste, religion, region, work experience, ethnicity, educational qualification, etc.

If there is a discriminatory attitude in the organization, it may have an adverse effect on the employee's performance and growth scale, such as when employees do not cooperate with each other, conflicts may arise in the organization, and all of these will result in anxiety and tension in the employee's mind, and they will not be able to perform with their fullest efficiency, resulting in negative performance. Diversity in the workplace helps any organisation serve in a competitive environment and also helps in the easy management of the organization. That's why it has to be considered very seriously.

Diversity is the inclusion of diverse people, where "diverse" means both non-visible and visible differences among people, such as differences in their age, sex, religion, education, region, working ability, etc. As per the definition given by (Ragin and Gonzalez, 2003), "diversity" refers to the differences between individuals on the basis of any personal attributes, which relate to the perception of people and how they determine one another. Diversity management is important in the organisation as it helps create a working environment in which employees can easily achieve their personal as well as organisational goals. (Fleury, 1999). Furthermore, diversity management is all about the organization's voluntary actions that are designed to achieve a higher level of inclusion among employees from various backgrounds and

work collaboratively into the formal and informal organisational structures through some effective and deliberate practises and policies. (Harvey & Allard, 2012).

Benefits of having proper diversity management or a diversified workforce in the organisation include better communication, better harmony, justification to employees, equal opportunities for employees, etc. (Seymen, 2006). Diversity aids in the advancement and improvement of any organization, resulting in increased production and overall firm growth. It will help in the success of the organisation as it will have diversified people who belong to separate cultures and backgrounds with different education levels, and organisations will take advantage of it. Diversity management requires the inclusion of employees, such that there should be appropriate participation of employees in the organisation by using their unique qualities. Acceptance is the major and most prime objective of diversity management. It is very obvious that every individual carries their own sense of ethics and value; therefore, diversity management in organisations encourages people to realise that not everyone is alike, but they carry certain different demographic features that make them different from others; therefore, employees in the organisation are encouraged to accept the fact that people may have diverse values, interests, and physical and emotional characteristics, and all these certain demographic factors that differentiate employees must be properly and effectively managed in order to fulfil the organization's mission (Pitts, 2006).

The next variable is organisational performance. The operationalization and definitions of organisational effectiveness are different from each other, as are its concepts, which depend upon the approach and theory used in the concerned area (Cameron, 1986). To measure the overall performance of the organization, the main focus is on preparing appropriate performance indicators for each individual business unit. An important factor that helps in improving the performance of the organisation is gaining a competitive advantage (Mohebi et al., 2014). Financial and nonfinancial parameters measure the performance of an organization. Profits and sales are included in the financial parameters, whereas market shares are included in the non-financial indicators. (Newbert, 2008). The two most important factors for measuring the performance of an organisation are its overall profitability and its growth. (Agha et al., 2011).

Competitive advantage always helps in improving the financial and nonfinancial performance of the organization, and it is only possible when there is the implementation of proper strategies that have the tendency to increase customer value. Apart from competitive advantage being essential for organisational growth and profitability, having technological competence is equally important, as performance directly relates to the technologies used in the organisation for producing goods, products, and services. Organizational performance measures the actual outcome against the desired outcome and ensures that work happens according to plan and set objectives. In terms of the hospitality industry, organisational performance means both guest satisfaction and profitability.

Minimizing cost and improving service quality also lead to improved hotel performance (Jiang et al., 2012). In brief, hotels use a mix of objective and subjective measures to measure their performance, where profitability and minimizing costs are objective measures based on actual outcomes, and guest satisfaction and service quality are subjective measures based on perception. Firm organizational performance and a general and inclusive organizational framework aid in achieving corporate financial performance and firm competitiveness (Gittell et al., 2010).

The following variable is the learning organization. There is not any single definition of learning, but all the different definitions of learning have one element in common. According to (Shuell, 1986), learning can be a process or an outcome. "Learning is all about change and development in the behavior of a person, how he or she behaves in a given style or fashion, which is generally an outcome of regular practice or experience." Conclusion drawn on the basis of a combined definition of (Eraut, 2000) and (Shuell 1986): learning is a process of acquiring knowledge, enhancing thinking, and helping to lead to changes in thinking or human behavior. Learning Organizations also develop the ability to overcome all the challenges faced by the organization and help in adjusting according to the dynamic environment. (Ortenblad, 2004).

Learning organizations are all about management paradigms and general multidimensional principles that involve continuous evaluation and development of employees (Yang et al., 2004). Various meanings and concepts of learning organizations are given by different authors (Goh and Richards, 1997; Watkins and

Marsick, 1996; Senge et al., 1990). Learning organizations consist of employees' efforts to enhance their learning capacity through applied knowledge. A learning organization is one that creates, retains, and transfers knowledge and understanding for a specific purpose. Learning organizations help employees gain efficiency and creativity; skills and knowledge are also improved.

The purpose of the study is to determine the impact of various diversity management practices on employees and employees' perceptions and also record how diversity management practices affect the performance of an organization and what changes occur when a learning organization is implemented in the organization. Is it true that learning organizations improve organizational performance?

A general literature review precedes the study, and the review of literature begins with a search for appropriate journals that publish papers on the relevant topics. Then, journal-specific articles were selected by using key words such as "diversity management," "hospitality industry," "luxury hotels," "organizational performance," "learning organization," etc. More than 250 papers were reviewed related to the topic, and all those papers focus on the role and impact of diversity management in the hospitality industry. Although there are many studies that focus on the relationship between diversity management and organizational performance, diversity management and learning organizations, and learning organizations and organizational performance, many authors have studied concerned topics in the hotel industry.

Such as (Chowdhury & Uddin, 2015) stated in their study, within an increasing competitive trend, in order to grow and survive in the market, the most important elements and indicators are employee satisfaction, customer satisfaction, and compensation analysis. Therefore, results show that to attract qualified and competent employees, management and policymakers must formulate proper and adequate diversity management practices. Appropriate diversity management practises enhance employees' innovation and creativity. As per the study by (Richard, 2000) stated in his study, within an increasing competitive trend, in order to grow and survive in the market, the most important elements and indicators are employee satisfaction, customer satisfaction, and compensation analysis. Therefore, results show that to attract qualified and competent employees, management and policymakers must formulate proper and

adequate diversity management practices. Appropriate diversity management practises enhance employees' innovation and creativity. As per the study by (Richard, 2000), in order to foster and maintain a positive and favourable working environment, it is very important to have an effective diversity management strategy. With the help of an effective diversity management strategy, any organisation will be able to promote employees' recognition of and respect for the individual differences among diverse employees in the organization.

The most important function of a diversity management approach is to encourage employees to embrace diversity and feel comfortable with it in the workplace; it also values diverse employees who differ from one another on specific grounds, such as age, gender, caste, educational level, region, religion, and so on, making the working environment more comfortable for all employees (Bear et al., 2010). (Bizri, 2017) also mentions that employee perception and diversity management have a positive connection, which will result in more employee satisfaction and increase the rate of work engagement and affective commitment to the organisation (Ogundele et al., 2018).

This study examined the relationship between organisational performance and diversity management practices. According to (Cho and Dansereau, 2010), "organizational performance" is all about comparing an organization's goals to its objectives. Other than this, (Pradhan and Pradhan, 2015) give a distinct definition of organisational performance according to them, when the actual results or output of an organisation is compared against its intended outputs, it is termed organisational performance. Employees' individual performance also plays a major role in determining overall organisational performance; hence, it is also to be given the same importance (Mastrangelo et al., 2014). It is possible to manage employee performance accordingly by changing or manipulating certain factors upon which the employee's performance depends. Now these factors may be included in a wide range of variables. However, certain variables, such as an employee's age, gender, caste, religion, qualification, knowledge, region, and so on, can be difficult to control or change; however, all of these factors can be well understood and managed by an effective leadership quality (Cho and Dansereau, 2010).

The success of the organisation depends on the ability and competency of the leaders. Hence, it can be said that effective leadership qualities help in motivating employees to perform to their best ability, which helps improve organisational performance. (Babcock-Roberson, et al., 2010) With the help of learning organizations, it is possible to make sustainable solutions with better and more effective outcomes, and it also helps in the exchange of perspectives within an organisation so that it works efficiently. There are various manifestations included in learning organizations, such as a different level of thinking and understanding on how to utilise and manage resources and how to construct new management, and b) what psychological and intellectual abilities are required to get instigating results.

According to (Kim et al., 1998), the hospitality industry keeps up with the latest learning technology, strategies, and awareness so that organisations can work in dynamic environments and stay current with changing trends. Customer appreciation and feedback are two of the most important elements of the hospitality industry, and it is a dynamic service-oriented business. It is asserted that in order to enhance workplace effectiveness in the hospitality industry, it is very important to establish a learning environment in the organization. Especially in the sector of hospitality, learning is considered a continuous process that helps employees become more skilled and efficient in their work so that they can perform their work with more efficiency, easily adjust themselves to changing environments and technologies, and also adopt certain cultural changes in the organization (Hair et. al., 2014).

After reviewing many papers, it has been found that a lot of work has been done on diversity management in various contexts with various variables, but there is still a scope for more work to be done. As (Foldy et al., 2003) mention, there is a need to study diversity management more deeply so that its effect on learning organizations can be measured easily. (Malik et al., 2017) mention that more studies should be conducted in order to see the effect of diversity management on organizational performance. So the research gap is how diversity management will affect organizational performance (increase or decrease) by influencing the learning organization. On the basis of the research gap, the objectives framed are:

- To examine the components of Diversity Management Practices amongst select luxury hotels in India.

- To examine the perception of employees on various Diversity Management Practices.

- To assess the extent of variation in the perception of employees on various Diversity Management Practices with respect to five demographic factors (Gender, Age, Caste, Religion and Geography).

- To assess the influence of Diversity Management Practices on Organizational Performance amongst select luxury hotels in India.

- To assess the mediating role of the Learning Organization in the relationship between Diversity Management and Organizational Performance.

- To design a framework on how to leverage Diversity Management practices to enhance Learning organization, and overall performance.

A well-designed research methodology was adopted in order to achieve the objectives of the study. The research methodology consists of objectives, hypotheses, research design, sampling technique, data collection, and statistical tools. This study is a type of descriptive study that uses the multistage sampling technique. The sample size for the study was composed of employees engaged at different managerial levels in luxury hotels in India. The top 10 luxury hotels were selected from different states of India, and 50 to 60 employees from each hotel were selected. A total of 512 filled-out questionnaires were received from the target sample.

The research instrument used for the purpose of data collection is a structured questionnaire on all three variables. "Diversity" consists of 20 items, "organizational performance" consists of a total of 17 items, and "learning organization" consists of a total of 22 items. The "diversity management practices" construct included four sub-constructs: "receptivity to diversity management" (total 5 items), which is adapted from the study of (Vidu Soni, 2000) and developed by (Kossek and Zonia, 1993); "equal representation and development opportunities" (total 5 items), which is adapted from (Kundu & Mor, 2017); "hire and retain diverse employees" (total 4 items), which is adapted from the study of (Kundu & Mor, 2017); and last is "promotion of diverse

employees" (total 6 items) adopted from (Kossek and Zonia, 1993). Organizational performance has six sub-constructs: market share (3 items), productivity (3 items), return on equity (3 items), profitability (2 items), customer services (3 items), and quality (3 items). Learning organisations have seven sub-constructs: continuous learning (3 items), dialogue and inquiry (3 items), team learning and collaboration (3 items), embedded systems (3 items), empowerment (3 items), system connection (4 items), and strategic leadership (3 items).

To check the reliability and validity of the questionnaire, a reliability test was conducted, and reliability was determined by calculating Cronbach's alpha. The value of Cronbach's alpha for all the variables is within its acceptable range of 0.7 to 0.95, which means all the variables are reliable.

The statistical analysis approach included descriptive statistics and correlation analysis. The data analysis was done using version 20.0 of SPSS. Proper statistical tools were used to assess various variables, such as correlation, which was used to examine the components of diversity management practices, and the t-test, which was used to study the perception of employees on various diversity management practices and to assess the extent of variation in the perception of employees on various diversity management practices with respect to five demographic factors. To understand the relationship between all three major variables used in the study, ANOVA, correlation, and SEM were used. To determine the tendency of a relationship between all these variables, Correlation and structural equation modelling were used.

The results of the study indicate that it is mandatory to implement proper diversity management in the hospitality industry, as in that industry all the activities are directly or indirectly related to human resources, so it becomes very important to manage human resources efficiently and to have able and efficient employees from diversified areas in order to meet the requirements of customers from distinct diversified areas. Now to manage diversified employee's there must be proper diversity management practices. The first objective of the study is all about examining the various components of diversity management practices. The results indicate that diversity management is explained by four variables: receptivity to diversity management, equal opportunities

and development, hiring and retaining diversified employees, and promotion of diversity management.

The second objective was to examine the perceptions of employees regarding diversity management practices, the result of which is that every employee has a different opinion and thought process regarding diversity management. Some of them consider it a positive and effective function, while others consider it negative. The third goal is to assess the impact of "diversity management practices" on organizational performance; the results show that if diversity management practices are implemented correctly and appropriately in the organization, they will definitely increase organizational performance; however, if they are not implemented properly or are misunderstood by employees, they will have the opposite effect and decrease organizational performance. The last objective of the study is about assessing the mediating role of learning organizations. The result of this objective says that if the learning organization acts as a mediator, then it will definitely improve organizational performance.

Diversity management practices in the organization bring new scope and opportunity for learning and gaining new skills, which stimulate employees to enhance their creativity and innovative level. When employees become more creative and innovative, then their efficiency and working skills improve, which increases organizational performance.

5.2 Major findings and discussion

Findings related to various variables and, as per the objectives and hypotheses framed, major findings are mentioned below.

Findings related to perception of employees regarding components of diversity management practices

H1: There exist a significant difference in the perception on employees towards Diversity Management practices

To determine the significance of differences in the perception of employees regarding diversity management practices, a statistical technique called the K-Cluster technique was used. We make certain clusters and then measure which cluster is responding

towards which diversity management practises and whether their perception is positive or negative towards that particular practice, and we find out that

- Male employees have a positive perception of receptivity to diversity management, equal opportunities for development, and promotion of diversity management, whereas they have a negative perception of hiring and retaining diverse employees. Similarly, female employees have a positive perception of hiring and retaining diverse employees but a negative perception of the other three practices of diversity management.

- On the basis of age, employees in cluster 1 have a positive perception of hiring and retaining diverse employees, having equal opportunities for development, and promoting diversity management, whereas they have a negative perception of being receptive to diversity management. Similarly, employees in cluster 2 have a positive perception of receptivity to diversity management, the ability to hire and retain diverse employees, and equal opportunities for development, but have a negative perception of the promotion of diversity management practices. Similarly, employees in cluster 3 have a negative perception of equal opportunities for development, while for other practices they have a positive perception. Employees in cluster 4 have a negative perception of receptivity to diversity management and its ability to hire and retain diverse employees, but a positive perception of equal opportunities for development and promotion under diversity management.

- On the basis of religion, employees in cluster 1 have a positive perception of receptivity to diversity management, equal opportunities for development, and promotion of diversity management, but a negative perception of hiring and retaining diverse employees. Similarly, employees in cluster 2 have negative perceptions towards their receptivity to diversity management and promotion of diversity management, and for other practices, they have negative perceptions. Similarly, employees in cluster 3 have a negative perception of the promotion of diversity management, whereas for the other three practices they have a positive perception. Employees in cluster 4 have a negative perception of hiring

and retaining diverse employees, but for other practices they have a positive perception.

- On the basis of region, employees in cluster 1 have a positive perception of all four practices of diversity management: receptivity to diversity management, equal opportunity for development, hiring and retaining diversified employees, and promotion of diversity management. Employees in cluster 2 have negative perceptions only towards promotion of diversity management; for the rest of the three practices, they have positive perceptions. Employees in cluster 3 have negative perceptions only towards hiring and retaining diverse employees; for the rest of the three practices, they have positive perceptions. Employees in four clusters have a positive perception of diversity management promotion, while the remainder have a negative perception. Similarly, employees in Cluster 5 have a negative perception of their receptivity to diversity management, whereas they have a positive perception of the other three practices.

- Employees in cluster 1 have a positive perception of receptivity to diversity management, the ability to hire and retain diverse employees, and the promotion of diversity management based on caste; they have a negative perception of equal opportunity for development. Employees in cluster 2 have a positive perception of receptivity to diversity management, promotion of diversity management, and equal opportunity for development, but a negative perception of hiring and retaining diverse employees. Employees in cluster 3 have a positive perception towards hiring and retaining diverse employees and equal opportunity for development, but a negative perception towards receptivity to diversity management and promotion of diversity management.

- The conclusion drawn from the above results is that there is a significant relationship between employee perception and diversity management practices. Also, there is a significant difference in the perception of employees toward diversity management practices.

- (Wrench, 2016; Manoharan et al., 2014; Olsen and Martins, 2012; Yang and Konrad 2011) also supported the idea that it is important to measure employee

perceptions regarding diversity management practices, especially in the hospitality industry. All the activities are directly and indirectly related to human resources in hotels, so considering their perceptions is a must.

Findings related to variation in the perception of employees on various diversity management practices with respect to five demographic factors

Mann- Whitney and Kruskal test are applied for this objective, both these test are non-parametric test.

Hypothesis 2a: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of Gender.

- For receptivity to diversity management Mann-Whitney value is 23212.000, Wilcoxon value is 92218.000, Z test value is -1.968 and significant value is 0.049, if the significant value is less than 0.05 it means there is significant difference between perception of male and female towards receptivity to diversity management.

- For equal opportunities and development Mann-Whitney value is 25900.000, Wilcoxon value is 35911.000, Z test value is -0.171 and significant value is 0.864, if the significant value is less than 0.05 it means there is significant difference, but here value is more than 0.05 it means there is no significant difference between male and female perception towards equal opportunity and development.

- For Hire and retain diverse employees Mann-Whitney value is 25966.000, Wilcoxon value is 35977.000, Z test value is -0.127 and significant value is 0.899, if the significant value is less than 0.05 it means there is significant difference, but here value is more than 0.05 it means there is no significant difference between male and female perception towards hire and retain diverse employees.

- For Promotion of diversity management Mann-Whitney value is 25746.000, Wilcoxon value is 94752.000, Z test value is -0.274 and significant value is 0.784, if the significant value is less than 0.05 it means there is significant difference, but here value is more than 0.05 it means there is no significant

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difference between male and female perception towards promotion of diversity management.

- (Segovia-Pérez et al., 2019; Elbaz and Haddoud, 2017; IHG, 2014; Marriott, 2013; Blomme et al., 2010; Shen et al., 2009) also support that employees need adequate policies and practises for male and female employees, and that when the allocation of duties and responsibilities is according to gender, the results are more effective. They indicate a relation between employee perception and diversity management practises on the basis of gender.

H2b: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of Age.

- The result of Kruskal Wallis test. For receptivity to diversity management chi-square value is 2.859, degree of freedom is 3, significance value is 0.414, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards receptivity to diversity management.

- For equal opportunities and development chi-square value is 0.485, degree of freedom is 3, significance value is 0.922, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards equal opportunities for development.

- For Hire and retain diversified employees' chi-square value is 1.791, degree of freedom is 3, significance value is 0.671, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards hire and retain diversified employees.

- For promotion of diversity chi-square value is 0.447, degree of freedom is 3, significance value is 0.930, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards promotion of diversified employees.

- (Rupp et al., 2006; Armstrong-Stassen & Templer, 2005: Luthans, 2005:) Having discrimination among employees on the basis of age may affect the morale and commitment of employees towards the organization, which ultimately affects their performance. So it's important to measure employee perceptions regarding age diversity in the organization and also to remove any type of discrimination related to age diversity.

H2c: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of caste.

- The result of Kruskal Wallis test. For receptivity to diversity management chi-square value is 2.104, degree of freedom is 2, significance value is 0.349, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards receptivity to diversity management.

- For equal opportunities and development chi-square value is 1.072, degree of freedom is 2, significance value is 0.585, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards equal opportunities for development.

- For Hire and retain diversified employees' chi-square value is 0.093, degree of freedom is 2, significance value is 0.955, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards hire and retain diversified employees.

- For promotion of diversity chi-square value is 0.424, degree of freedom is 2, significance value is 0.809, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between various age group employees towards promotion of diversified employees.

- In their studies, (Chung-Herrera & Lankau, 2007; Mannix & Neale, 2005; Van Knippenberg et al., 2004; Jackson et al., 2003; Ragins & Gonzalez, 2003) claim that diverse teams make better decisions than homogeneous teams. So there is

a need to increase ethnic diversity (as well as age and tenure diversity). Considering any specific group of people in an organization may have a negative impact on the employee, and the employee's perception of that organization may also become negative. According to the above reference, an employee's perception is inextricably linked to their caste.

H2d: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of religion.

- The result of Kruskal Wallis test. For receptivity to diversity management chi-square value is 0.869, degree of freedom is 4, significance value is 0.929, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees from various region towards receptivity to diversity management.

- For equal opportunities and development chi-square value is 5.867, degree of freedom is 4, significance value is 0.209, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees towards equal opportunities for development.

- For Hire and retain diversified employees' chi-square value is 3.911, degree of freedom is 4, significance value is 0.418, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees towards hire and retain diversified employees.

- For promotion of diversity chi-square value is 4.171, degree of freedom is 4, significance value is 0.383, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees towards promotion of diversified employees.

- According to (Dastane and Eshegbe, 2015; Saxena, 2014; Booth et al., 2009; King and Williamson, 2005; Richard et al., 2004), organizations can build a good reputation in society by giving due importance and respect to every

religion, and employees' perceptions of diversity management based on religion improve.

H2e: There exists a significant difference in the perception of employees towards Diversity Management practices on the basis of geography.

- The result of Kruskal Wallis test. For receptivity to diversity management chi-square value is 4.534, degree of freedom is 3, significance value is 0.209, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees from various religion towards receptivity to diversity management.

- For equal opportunities and development chi-square value is 0.666, degree of freedom is 3, significance value is 0.881, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees towards equal opportunities for development.

- For Hire and retain diversified employee chi-square value is 2.000, degree of freedom is 3, significance value is 0.572, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees towards hire and retain diversified employees.

- For promotion of diversity chi-square value is 5.336, degree of freedom is 3, significance value is 0.149, if the significance value is less than 0.05 then it means there is significant difference but here it is above 0.05 it means there is no significant difference between employees towards promotion of diversified employees.

- (Gelfand et. al., 2007; Gibson & Gibbs, 2006; Mannix & Neale, 2005; Bhatia and Ram, 2001) National and cultural diversity can be seen from a "pessimistic view" or through an "optimistic view." "Social identity" and "similarity attraction" help determine the "pessimistic view," which shows that employees prefer their own group employees as compared to others. In-group allegiance is also generated by cultural diversity, and it also generates distractions that determine group performance. Cultural and geographical diversity helps in

generating information processes, creating a learning environment, and helping in problem solving.

Findings related to relationship between diversity management practices and organizational performance

H3: There exists a significant positive relationship between Diversity Management practice and Organizational Performance of select luxury hotels.

To study the relationship between "diversity management practices" and "organizational performance" among the luxury hotels in India, technique used is path analysis and structural equation modelling using PLS algorithm and SPSS. For the structural model, the evaluation of coefficient of determination, effect magnitude, and predictive relevance was conducted.

- The VIF value was recommended by the researchers as a way to check for collinearity. The VIF value of formative constructs is measured using a threshold value of five by (Hair et al., 2014). None of the values are more than the upper bound. As a result, the model does not have the multi-collinearity issue.

- Convergent validity determines whether it is appropriate to define the factor in accordance with the variable's contribution to the factor's variance or not, and it should be ≥.50. None of the values are less than the .50, as a result, the model does not have the convergent validity issue.

- Discriminant validity measures how different two groups are from one another. The Fornell-Lacker Criterion was applied to evaluate the discriminant validity. All squared AVE values are higher than inter-construct correlations. Thus, all constructs have discriminant validity and there is no issue regarding discriminant validity of constructs.

- Composite reliability is the capacity of measured variables to portray the latent factor. It is vital for the variables to be reliable and have a high composite reliability in SEM since the observed variables predict the unseen latent factor (.70). All constructs on the "Diversity Management measurement scale" displayed composite reliability and a Cronbach's alpha value of.70.

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- Coefficient of determination. It shows how much of the dependent variable's variance can be accounted for by the predictor. R^2 has a value between 0 and 1. A higher R^2 value denotes a model with higher prediction accuracy. Value of R^2 for the variable is between 0 and 1.

- Effect size are categorised into three categories: small (0.0 to 0.2), medium (O.3 to 0.7) and large (0.8 to 2.0). For Learning organisation as dependent construct and Diversity management as predictor construct the value of f^2 is 0.104, representing small effect of Diversity management for Learning organisation. For Organisational performance as dependent construct and Diversity Management as predictor construct the value of f^2 is 0.496, representing medium effect of Diversity management for Organisational performance. For Learning organisation as dependent construct and Organisational performance as predictor construct the value of f^2 is 0.629 representing medium effect of Diversity management for Organisational performance.

- To calculate the Q^2 values a procedure named as blindfolding is used. Blindfolding calculate Stone-Geisser's Q^2 value by using sample re-use technique. It is a method to cross-validate the prediction in PLS-SEM. The Q^2 value higher than zero for dependents constructs indicate predictive relevance in the model in explaining the dependent constructs. For Learning organisation as dependent construct and Diversity management as predictor construct the value of Q^2 is 0.509, thus are exhibiting predictive relevance in the models. For Organisational performance as dependent construct and Diversity Management as predictor construct the value of Q^2 is 0.484, thus are exhibiting predictive relevance in the models. For Learning organisation as dependent construct and Organisational performance as predictor construct the value of Q^2 is 0.409, Thus are exhibiting predictive relevance in the models.

Findings related to mediating role of learning organization between diversity management practices and organizational performance

H4: There exists a significant positive relationship between Diversity Management practice, Learning organization and Organizational Performance of select luxury hotels.

To achieve above objective mediation analysis is done, applying structural equation modelling through PLS-SEM. Mediation is a way to check weather that third variable influence the strength or direction of independent and dependent variable. It is used to see if influence of the mediator is strong than the direct influence of the independent variable.

H4a: There exists a significant positive relationship between diversity management and learning organization.

Hypothesis 4a predicates that diversity management positively affect learning organisation, the empirical evidence ($\beta = 0.404**$, t- statistics = 2.074, p < .001) clearly showing the positive impact of diversity management on learning organisation. Thus hypothesis 4a is not rejected. If the diversity management is increased by one unit then there will be increased of 0.404 units. The above information is signifying the relationship between diversity management and learning organisation.

H4b: There exists a significant positive relationship between diversity management and organizational performance.

Hypothesis 4b predicates that diversity management positively affect organisational performance, the empirical evidence ($\beta = 0.432**$, t- statistics = 2.389, p < .001) clearly showing the positive impact of diversity management on organisational performance. Thus hypothesis 4b is not rejected. If the diversity management is increased by one unit then there will be increased of 0.432 units in organisational performance. The above information is signifying the relationship between diversity management and organisational performance.

H4c: There exists a significant positive relationship between organizational performance and learning organization.

Hypothesis 4c predicates that learning organisation positively affect organisational performance, the empirical evidence ($\beta = 0.619$**, t- statistics = 10.262, p < .001) clearly showing the positive impact of learning organisation on organisational performance. Thus hypothesis 4c is not rejected. If the learning organisation is increased by one unit then there will be increased of 0.619 units in organisational performance. The above information is signifying the relationship between learning organisation and organisational performance.

Hypothesis5: Learning Organization plays a mediating role in the relationship between Diversity Management practice and Organizational Performance of select luxury hotels.

Hypothesis 5 predicted the influence of Learning Organisation (mediator) on the relationship between Diversity management (IV) and Organisational performance (DV). The empirical evidence in the form of direct effect without mediator ($\beta = 0.576$**), direct effect with mediator ($\beta = 0.163$) and indirect effect ($\beta = 0.292$**) clearly showing Learning organisation is mediating the relationship between diversity management and organisational performance. The hypothesis is 'not rejected'. Thus, the relationship between diversity management and organisational performance is best defined in the presence of learning organisation.

5.3: Conclusion

The current study assesses the connection between "organisational performance," "learning organisations," and "diversity management strategies." The study highlights the value and function of diversity management practises in different five-star hotels in India. According to the survey, hotel organisations that are following appropriate and accepted policies and practises for managing diversity exhibited high levels of task orientation as well as efficiency and production. The study also found that diversity management practises supported learning in the workplace and that employees' knowledge and skills were developed through the exchange of ideas, insights, and

practical knowledge and experience. Employees have the chance to share their expertise and skills with co-workers and learn from them as a result of workplace diversity.

The study discovered that diversity management practises are extremely important for improving any hotel organization's overall organisational performance. It demonstrates how diversity management practises increase employee productivity and efficiency while also increasing their degree of commitment to their jobs. Additionally, by enhancing the connection between DM practises and organisational performance, diversity management practises enhance organisational learning. The hotel industry needs proper management and utilisation of human ability and efficiency because all activities are either directly or indirectly related to human resources. Diversity management techniques guarantee the most effective and suitable use of human resources while also ensuring the highest level of employee satisfaction. When DM practises are used, productivity, profitability, return on equity, market share, and goodwill all increase.

In this study, it is shown how "diversity management practices" enhance the organizational performance of various luxury hotels in India. The study also highlights the role of "diversity management practices" in enhancing "learning organisations" and how "learning organizations" act as mediators between DM practises and organisational performance. The study found that diversity management helps in improving decision-making, minimising cost, lowering labour turnover rates, maximising productivity, improving quality, and furnishing or increasing the creativity and innovative level of employees so that they can fulfil all demands of the organization. Organizations with a diversified workforce have greater levels of knowledge, perspective, and heuristics. They have a higher level of technology, tools, insight, and estimates, which help them overcome various problems in the organization. Other benefits of having proper diversity management or a diversified workforce include better communication, better harmony, justification for employees, equal opportunities for employees, etc.

To study the perception of employees regarding "diversity management practices" in hotel organisations, the study found that, especially in the sector of hospitality, there are more requirements for creativity in order to create a unique position in the industry, improve customer satisfaction, and achieve objectives. Employees perceive that

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effective and proper diversity management brings equality, justice, and equal opportunities for them, making them feel justified and included. The study also found that employees' perceptions of DM practises are positive; they think that in order to manage diversity effectively and adequately in the organization, there should be the implementation of appropriate "diversity management practices." "Diversity management practices" are considered an essential element of "human resource practices" (Manoharan et al., 2014). Problems related to diverse employees or diversity management always remain a priority.

The results of a study looking at how diversity management practises affect organisational performance showed that these approaches aid in delivering competitive advantage as well as in adjusting and increasing performance value. Effective diversity management strategies enable organisations to perform better, as seen by their stock prices. Effective diversity management can increase an organization's performance scale. Companies that lack a diverse staff and effective management of diversity initiatives do not see greater rates of sales or growth. "Organizational performance" and "diversity management techniques" are closely related.

In research to determine how diversity management practises affect learning companies, it was discovered that a diverse workforce improves the degree of knowledge and information already present in the organization. Diversity management practises ensure that employees are exposed to new concepts and technology from diversified staff, so it can be concluded that "diversity management" enhances learning in the organisation. Diversified staff share their unique skills, abilities, talents, and knowledge with one another, and when diversified employees work collectively on any problems, they will generate better solutions for those problems and increase their problem-solving skills.

To study the effect of "learning organisations" on "organizational performance," a study found that learning in the organisation helps employees improve their quality of service and work. It is critical for any organisation to have proper learning programmes and opportunities for its employees to continuously improve and grow. For the hospitality industry, it is mandatory to have learning in the organization to survive in a competitive market and satisfy diverse customers. Learning is essential for Workers are also

expected to keep up to date with the latest technology and market requirements on a personal level.

To investigate the mediating role of organisational learning between diversity management practises and organisational performance, the study discovered that diversity management practises will, without a doubt, ensure smooth and effective organisation functioning. It enhances organisational performance and works for the betterment of employees, but when learning organisations collectively implement diversity management practises, it will generate better results. The empirical evidence in the form of direct effect without mediator ($\beta = 0.576$**), direct effect with mediator ($\beta = 0.163$) and indirect effect ($\beta = 0.292$**) clearly showing Learning organisation is mediating the relationship between diversity management and organisational performance. So, here, the significance of the mediator variable is clearly analysed in the model. Hence, it could be concluded that the learning organisation mediates the relationship between diversity management practises and organisational performance.

The study concluded that diversity management practises are considered the most important element for hotel organisations as they ensure better utilisation of human resources and the betterment and development of employees. Diversity management practises will bring opportunities for enhancing knowledge and skills in the organization. It will create an environment of learning in the organization, DM. Practices improve employees' efficiency and productivity, which will increase organisational performance, profitability, growth rate, market share, and goodwill. When a learning organisation is implemented along with diversity management practices, then it will bring more favourable results for the organization. The efficiency and productivity of both employees and the organisation will improve more rapidly.

5.4 Discussion

Diversity is a huge problem that has to be considered. Workplace diversity can be defined as the workforce's diversity, or it can be claimed that the phrase "workplace diversity" refers to varied employees coming together to work toward a common goal. People of all ethnicities and backgrounds who come from various geographical locations make up the majority of the workforce. Workplace diversity in an organisation

is produced by its workforce, which is diverse in terms of gender, age, ethnicity, and religion. "Differences in age, gender, caste, ethnicity, religion, ancestry, area, physical abilities and disabilities, and education of the employees are regarded as workforce diversity," claim (Moorhead and Griffin 1992).

Any firm that wants to succeed in a cutthroat climate needs diversity. Diversity also makes management of the organisation simpler. Because of this, it needs to be taken extremely carefully. The major goal of "diversity management practises" is to maximise the performance of a diverse and dissimilar workforce while also creating a sense of inclusiveness among workers from various racial, ethnic, national, gender, age, caste, and religious backgrounds. (Tsui et. al., 1992)

For the overall organizational development and sharing of knowledge within the organization, diversity management plays a major role. By having a properly diversified workforce and adequately diversified employees, any organization gets a clear insight into their position in the competitive market and in their surroundings. Diversity management also helps in regulating effective communication and ensuring a smooth and steady flow of communication.

The present study examined the importance of diversity management practices in the luxury hotel and hospitality industries. Also examined was the role of "diversity management practices" in enhancing learning in the organization and enhancing the overall "organizational performance" of luxury hotels. The hospitality industry is one where human resources are crucial and important. All the functions performed in the hotel industry are directly or indirectly linked with human resources; therefore, it becomes important to manage human resources more gently in hotels. Next, due to the requirement and demand for diversified customers in hotels, there is a need to hire diversified staff so that proper satisfaction can be provided to customers. To manage a diversified staff, it is essential to have proper and adequate diversity management practices.

According to the study findings, diversity management practises improve employee performance, make employees more committed and loyal to their jobs, and encourage employees to work to their full potential. If any organisation has a properly diversified

workforce, then when doing any teamwork or performing any group task, they bring their unique experience, skills, ideas, and perception to the particular situation. A diversified workforce provides various benefits to the organization. Diversity management also helps in regulating effective communication and ensuring a smooth and steady flow of communication. Employee diversity strengthens an organization's relationships with its diverse customers. The main motive of "diversity management practises" is to maximise the performance of a dissimilar or diversified workforce and also to generate a sense of inclusiveness among employees with different age, caste, region, religion, gender, nationality, education, ethnicity, skills and abilities, and cultural backgrounds. For the overall organisational development and sharing of knowledge within the organization, diversity management plays a major role.

Learning organisations in the hotel industry aid in the development of organisational capacity and high potential for collective learning and the development of new and fresh competitive ideas, as well as the enhancement of organisational and individual inventiveness and creativity for effective responsiveness to increasing hotel business needs. A learning environment in the organisation helps in creating better understanding, more accurate decision-making, sustainable solutions, better results, and easy understanding and adaptation of different perspectives of partners in the organization. Modifications can be easily made and adopted through organisational learning. Learning organisations help employees gain efficiency and creativity. Knowledge, experience, and skills are also improved by learning organisations. Learning organisations also develop the skills and capabilities to overcome all the challenges faced by an organisation and help in adjusting according to the dynamic environment. Particularly in the hotel industry Learning goes on a continuous basis, which increases employees' knowledge and helps management become more proficient in all its functions, such as cultural adaptations, cooperation, teamwork, etc. (Min, Min, & Chung, 2002; Badinelli, 2000). For the growth and development of the hospitality industry, organisational learning has immense importance because it helps develop knowledge (De Weerd-Nederhof et al., 2002; Slater & Narver, 1990).

The study's findings indicate that diversity management practises benefit both employees and organizations. The empirical evidence ($\beta = 0.432^{**}$, t- statistics = 2.389,

p < .001) clearly showing the positive impact of diversity management on organisational performance. If the diversity management is increased by one unit then there will be increased of 0.432 units in organisational performance. The above information is signifying the relationship between diversity management and organisational performance. We can conclude that "diversity management practices" and "organizational performance" have a positive relationship.

Learning organisations also play a major role in enhancing overall "organizational performance." The empirical evidence in the form of direct effect without mediator (β = 0.576**), direct effect with mediator (β = 0.163) and indirect effect (β = 0.292**) clearly showing Learning organisation is mediating the relationship between diversity management and organisational performance which was greater than the coefficient of direct relationship. So, here, the significance of the mediator variable is clearly analysed in the model. Following an examination of the model's importance of mediators, it is concluded that diversity management practises have no significance as a mediator variable for the learning organisation and organisational performance model. Hence, it could be concluded that the learning organisation mediates the relationship between diversity management practises and organisational performance.

5.5 Practical implication

In the study of (Ruchika Malik et al., 2017), it was depicted that employees working in the hospitality industry feel uncomfortable and stressed due to several reasons, such as a lack of harmony, discrimination, injustice, etc. In the hospitality industry, employees are hired from diversified areas who have distinct features such as distinct culture, age, caste, gender, religion, education, knowledge, experience, ability, and skills. Diversified employees are recruited in the hospitality industry to satisfy and meet the needs of a diverse customer base. Hotel industry is one of the industry which is directly or indirectly based on human performance, all the functions are performed by human itself from financial management to providing services and meeting customers satisfaction. Innovation and creativity is must in hotels organisations. There is need of diversified employees to meet the expectation and satisfaction level of guests. In hotels guest arrived from globally diversified areas and to make them comfortable it is necessary to have diversified staff. To provide the best services and comforts to a

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diversified customer base in the hospitality industry, hotels start locating and operating their functions and services at different locations so that customers cannot face any difficulty.

Particularly in the hospitality industry. Managing a diversified workforce means that there should be no discrimination among employees regarding their age, gender, nationality, caste, religion, region, or educational qualification (Sharma and Gupta, 2016). According to (O'Connell, S., 2005), if there are diversified employees and proper DM practises are followed, it will help hotel organisations to avail a competitive advantage in the market as they are more capable of generating creative and innovative ideas. It is critical that whatever diversity management policies and practises are implemented are appropriate and well thought out, as implementing the wrong diversity management practises can have negative consequences. Now that employee work in any organisation is diverse, it is critical to have proper "diversity management practices" in place so that employees can work effectively and their abilities can be better utilized. Proper and adequate "diversity management practices" always help improve the efficiency of employees. Diversity management practises generate a sense of justice and inclusion among employees; a sense of belongingness is generated among employees; they create harmony and coordination among employees; and they collectively make an effort to complete teamwork and assigned tasks. Proper diversity management practises help in attracting and recruiting the ablest and skilled employees. An "empowerment strategy" aids in boosting employee dedication, their degree of creativity and invention, their productivity, their skills, and the quality of their work, all of which contribute to increased profitability. Using empowerment techniques benefits both managers and employees

This research makes a contribution to the hospitality industry in India because it will help in the analysing the perception of employees toward various diversity management practices, towards which DM practices employees have positive perception and towards which they have negative perception. Proper diversity management practises reduce stress and pressure on employees. This study also presents how diversity management increases the overall organisational performance of any organisation and how it enhances learning in the organization. In today's era, only those organizations,

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especially in the hospitality industry, that have adequately diversified employee populations can survive. An organisation that recruits diverse employees must adhere to proper "diversity management practices" in order to maximise the talent and abilities of their employees. Proper "diversity management practices" help improve the efficiency levels of employees and motivate them to work at their best.

The study further suggests that employees working in hospitality must be stress-free and should work with a fresh mind so that they can provide their best service. "Diversity management practices" help in improving the productivity level of employees, and once the productivity level of employees increases, it will automatically help in increasing the overall "organizational performance" and growth; hence, we can say that "diversity management practices" help in improving "organizational performance."

Furthermore, diversity management practises also help enhance learning in the organization. When diversified employees are recruited from different areas with distinct demographic features, it will generate opportunities for other employees to learn from them and acquire knowledge from them. Diversified employees share their knowledge, experience, ideas, and opinions with each other and collectively provide more innovative solutions to any problems. When an organisation receives the best innovative suggestion and solution for any problem, it will be able to work on it more effectively, increasing its efficiency and productivity; In the hospitality industry nowadays, to attain higher profitability, hotels are focusing on the learning ability of employees and providing them with more learning opportunities so that they can achieve both higher profitability and higher guest satisfaction. Study also suggest that organisations need not to make separate diversity management practices programmes they can include diversity management practices in various learning programmes which are organised to enhance learning of employees, as diversity management play a major role in enhancing learning in the organisations.

Hence, it can be said that "diversity management practices" help in generating learning in the organization, which will help in improving "organizational performance." Therefore, for any organization, especially in the hospitality industry, diversity management practises must be implemented and followed.

5.6: Theoretical implication

The lack of diversity training and understanding of diversity beliefs, especially in developing countries with rigid social and cultural bonds, leads to organisational bias. To overcome these organisational biases (Turi et. al., 2022) firms should emphasise corporate governance, accountability, ethics, trust, and diversity. Moreover, organisations also need diversity for rational decision-making and promoting a conducive environment, where everyone's beliefs are respected, leading to employees self-reflecting on the positive benefits. However, if workforce diversity is mismanaged, this could lead to emotional conflicts, perceived organisational politics, miscommunication, power struggle, and higher employee turnover. As a result, having a diverse workforce would become an inhibitor for organisational development.

This study provides critical theoretical contributions to research diversity and organisational performance. There is a gap in the current literature on the impact of diversity management on organisational performance, with learning organisation as mediating variable in Luxury hotels in India.

Diversity management holds substantial significance for both academia and industry.

1. Advancement of Diversity Management Theory: This study extends the understanding of diversity management by illustrating its role in luxury hotels. By focusing on the unique context of India, it enriches the existing theoretical framework by highlighting cultural and social factors that influence diversity management strategies. This advancement can guide future research in tailoring diversity management approaches for specific industries and regions (Rhodes, 2023).

2. Integration of Learning Organization Theory: Incorporating the learning organization theory as a mediator provides a deeper insight into the mechanisms through which diversity management influences organizational performance. It illuminates the importance of fostering a learning culture in managing diversity effectively. This theoretical integration contributes to a more holistic understanding of how learning processes facilitate the assimilation and application of diversity-related knowledge within luxury hotels (Owolabi & Adenle, 2022).

3. Practical Insights for Luxury Hotel Industry: For the luxury hotel industry in India, this study offers practical insights into leveraging diversity as a strategic asset for enhancing organizational performance. By emphasizing the mediating role of a learning organization, hotel management can better comprehend the mechanisms through which diversity initiatives lead to improved performance. This understanding can inform the development of targeted interventions and policies that align with the unique dynamics of luxury hotels in the Indian market (Ekejiuba, et. al., 2023).

4. Optimized Organizational Performance Strategies: Understanding the mediating role of a learning organization unveils strategies to optimize organizational performance through diversity management. Luxury hotels can focus on cultivating a culture of continuous learning and knowledge sharing to enhance the assimilation of diverse perspectives and experiences. By doing so, they can harness the potential of diversity to drive innovation, customer satisfaction, and overall performance, thereby gaining a competitive edge in the market (Otike et. al., 2022).

5. Promotion of Inclusive Work Environments: The findings of this study underscore the importance of inclusivity and continuous learning in luxury hotels. They emphasize the necessity of creating an inclusive workplace that encourages learning and adaptation, enabling employees to harness the benefits of a diverse workforce. Practically, this encourages luxury hotels to adopt policies that foster diversity and integrate it into their organizational fabric, leading to a more inclusive and innovative work environment (YadavS, & Lenka, 2022).

In summary, exploring the interplay between diversity management, a learning organization, and organizational performance within luxury hotels in India enriches theoretical foundations, provides actionable insights, and promotes a more inclusive and adaptive approach to managing diversity, ultimately contributing to the sustained success of the luxury hotel industry.

5.7: Social contribution

The present study reveals several contributions to understanding "diversity management practices," "learning organizations," and "organizational performance" in the hospitality industry, especially in luxury hotels. Specially, this research (1)

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identifies the various components of "diversity management practices," (2) identifies various "diversity management practices" (HR practises and non-HR practises), (3) the role of the learning organization, (4) measures the organisational performance of luxury hotels after implementing adequate diversity management practices, (5) identifies the relationship between diversity management practises and learning organizations, (6) identifies the relationship between diversity management practises and organisational performance, and (7) identifies the role of the learning organisation in the relationship between diversity management practises and organisational performance. The present study also records and measures the perception of managers and employees towards the implementation of various "diversity management practices" in various luxury hotels throughout the country.

The study found that managers working in the hospitality industry are from a diverse background and contain diversity in their features; managerial employees working in the hospitality industry have positive perceptions towards diversity management practises they promote and follow adequately. As it is well known so far, there is a huge necessity for diversified employees in luxury hotels to meet the requirements and demands of diversified customers. To make guests comfortable and satisfied, there are requirements for diversified customers from different areas.

Diversity management practises help make employees satisfied and actively participate in the organization; through adequate DMP, employees have a sense of justice and are fairly treated and evaluated in the organization. If employees are happy, satisfied, and justified with the organization, then they will work with their best efficiency, achieve high results, and help improve overall organisational performance. Therefore, it can be said that the organisational performance of the hospitality industry can be improved by implementing adequate diversity management practices.

Diversified employees also bring a wealth of learning opportunities, which aid in the acquisition of new and up-to-date knowledge and information. Diversified employees share their knowledge, experience, thoughts, and ideas with each other and try to get more innovative and effective solutions to any problem. Through the implementation of learning organisation programs, we can correctly utilise the knowledge and experience of employees for better results and lead to organisational growth and

development. Learning organisations will help provide better and more profitable results while also improving organisational performance. In the hospitality industry, organisational performance relates to two major things: 1) to increase profitability, which means to reduce costs and maximise profit, and (2) to improve service quality, which means to provide a better experience and higher satisfaction level to customers. Guests and customers are the only source of revenue generation for the hospitality industry; hence, it is essential to increase organisational performance. There is a need to attract more guests and make them feel happy and worthy. Therefore, there is a need to have more diversity in the workforce and also to have proper diversity management practices to regulate diversified employee's diverse employee's attained diverse customer more adequately and customer feel happy and satisfied. To make diverse employees work properly and effectively, there is a need for adequate diversity management practices. Hence, it can be said that diversity management practises play a major role in the hospitality industry.

5.7: Limitation and future research scope

It is just next to impossible to have any research without limitations. When certain restrictions are imposed on any work, some gaps will emerge, and then there is a need to satisfy these research gaps. In the same procedure, certain query thoughts and doubts are generated, which lead to future research and information expansion. It is compulsory, and to be sure, the investigation must contain certain confinements, which can be taken as a reason for research holes and further examination.

The study was limited to the hospitality industry, especially luxury hotels (mainly 4 and 5-star hotels) in India only; therefore, results cannot be generalized to other industries or remaining category hotels. Second, the study has taken only managerial employees (administrative and executive levels, which include the director or head of the management, the hotel manager, the assistant hotel manager, the HR manager, and also customer representatives, are also included). Operational-level managers in luxury hotels were excluded from the study.

Furthermore, the study is based on primary data gathered from ten different luxury hotels in various states; the remaining luxury hotels were also excluded from the study.

The managers who are working in the hospitality industry are engaged in completing the task and trying to build relationships with the subordinates and other members who are associated with them. This study is limited to administrative and executive-level managers only. As a result, it would be worthwhile to investigate how lower-level and operation-level managers influence the working and environment of the hospitality industry.

The study investigates the perception of employees towards diversity management and how they react to various diversity management practices. Employees' thoughts and beliefs were recorded, so there is a possibility of respondent bias in primary data collection that cannot be overlooked. Also, respondents were not ready to disclose some truthful information due to the high level of sensitivity in the case of a few items. Most of the managers did not disclose their thoughts, opinions, and information due to personal reasons.

A longitudinal study on variables over an extended period of time to identify more hidden relationships and explore differences with other hotel organizations and other category hotels has not been carried out. The sample size might not be ample to propose strategies for the entire hospitality industry.

This study has taken three key variables, viz., "diversity management practices," "learning organizations," and "organizational performance," as determinants. More variables can be studied, such as job satisfaction, employee occupational stress, employee burnout, employee engagement, discrimination, inclusion, equity, etc.

This study includes the diversity management practices which are evaluated before covid, after covid lots of changes occur, many new practices were introduced and those practices are not included in this study, there is a scope to work on them also. Perceptions of employees are determined on the basis of five demographic factors which are age, gender, caste, religion and region, other demographic factors are ignored such as knowledge and experience of employees, standard of living, income level, ethnicity, etc. Perception of employees are determined in respect of four diversity management practices only other were ignored. Only quantative aspects of employees

were measured qualitative aspects are ignored such as employee's behavior, expectations, etc. There is no need to make separate programs for diversity management organizations can only include DM practices in learning organizations programs.

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APPENDIX 1: Instrument used in study (QUESTIONNAIRE)

Thank you for giving your precious time to answer this questionnaire. It will take few minutes to complete following questionnaire.

Luxury hotels are now a days promoting diversity management on large scale and linking its objectives with diversity. So this questionnaire contains various question related to management of diversity and diversity practices in the organization and also related to how it effects learning in the organization and what impact they have on organizational performance. Main purpose of the questionnaire is to collect information about perception of employees on diversity management practices and to see how it influence the performance of employees as well as organization.

All the information collected through this questionnaire will be kept confidently and will be only used for the purpose of academic research. Your personal information will be kept secretly and will be shared with no one.

The questionnaire will take at least 10 minute to complete it. Please answer all the question and return it possibly. Your each and every response is very useful so please give response to every question.

Demographic information

Q1. What is your full name?

Q2. What is your designation?

Q3. Are you male or female?

Q4. What is your age?

Q5. Where do you belong (state)?

Q6. Which group do you belong (caste)?

Q7. How long you are working with this organization?

Coming questions are based on five-point liker scale starting at point 1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree. If in response of any question you think at fits at strongly disagree then please tick at point 1 and if in response of any question you think it fits at strongly agree then please tick in front of

5. Fill in your response by marking the appropriate number on the answer sheet provided.

| Question | strongly disagree | Disagree | Neutral | Agree | Strongly agree |

In my organization, employees
are welcomed from diversified
background   1   2   3   4   5

Variables	Latent variable	Item/Statement	1	2	3	4	5
Diversity Management	Receptivity to diversity and diversity management	I work with people who are different from me in their race and gender identity.					
		Most people in this organization seldom think about their attitude on diversity.					
		Diverse employees bring new perspectives to the organization.					
		Focusing on diversity will only benefit women and minorities.					
		I would welcome information about working effectively in a diverse workforce.					
	Hire and retain diversified employees	Increasing gender diversity among the faculty is important in promoting greater understanding and cooperation between men and women.					
		If organization X is to remain an excellent institution it must recruit and retain more minority faculty.					
		If organization X is to remain an excellent institution it must recruit and retain more women faculty.	.				

		If organization X is to remain an excellent institution it must recruit and retain more handicapper faculty.					
		The organization should continue to work towards ensuring that academic programs are fully accessible to handicappers.					
	To promote diverse employees/ diversity	Working facilities for minorities employees.					
		Career advancement and promotional avenue for minority employees.					
		Working facilities for socially disadvantage employees.					
		Career advancement and promotional avenue for socially disadvantage employees.					
	Equal representation and development opportunitie	Assess to development opportunities for disabled employees.					
		Assess to development opportunities for women.					
		Assess to development opportunities for minorities.					
		Assess to development opportunities for socially disadvantage employees.					
		Salary increases or jump for minorities employees.					
		Increasing minority representation among the faculty is an important way to achieve multi-racial understanding and cooperation.					
Organizational performance	Market share	Market share of my organization has increases as compared to last year					
		As compared to previous year less time is taken to do marketing of products and services.					
		Goodwill and reputation of my organization has increases.					

	Productivity	Average productivity per employee is greater than previous year.					
		In my organization, the number of new products or services is greater than last year.					
		There is a proper system to measure gaps between current and expected performance.					
	Return on equity	Return on investment is greater than last year					
		Share value has increased as compared to last year					
		People who take calculated risk are supported in my organization.					
	Profitability	Profitability index of my organization has increased as compared to last year.					
		Profitability earning rate of my organization has increased.					
	Customer service/ Innovation	Customer get satisfied with the service provided to them.					
		Response time for customer complaints is better than last year.					
		Customer from diversified areas are attended accurately with due care.					
	Quality	Employees in my organization always look for opportunities to improve their work at their department.					
		Proper training and development programs are organized in order to improve working quality of employees.					
		Efficiency of employees in my organization has increases as compared to last year.					
Learning organization	Continuous learning	People help each other learn.					

			People are given time to support learning.					
			People are rewarded for learning					
		Dialogue and inquiry	People give open and honest feedback to each other.					
			Whenever people state their view, they also ask what others think.					
			People spend time building trust with each other					
		Team learning and collaboration	Teams/groups have the freedom to adapt their goals as needed.					
			Teams/groups revise their thinking as a result of group discussions or information collected.					
			Teams/groups are confident that the organization will act on their recommendations.					
		Embedded systems	My organization creates systems to measure gaps between current and expected performance					
			My organization makes its lessons learned available to all employees					
			My organization measures the results of the time and resources spent on training					
		Empowerment	My organization recognizes people for taking initiative					
			My organization gives people control over the resources they need to accomplish their work					
			My organization supports employees who take calculated risks					
		Systems connections	My organization encourages people to think from a global perspective					

		My organization works together with the outside community to meet mutual needs.					
		My organization encourages people to get answers from across the organization when solving problems					
		In my organization, leaders empower others to help carry out the organization's vision.					
	Strategic leadership	In my organization, leaders mentor and coach those they lead.					
		In my organization, leaders continually look for opportunities to learn.					
		In my organization, leaders ensure that the organization's actions are consistent with its values.					

APPENDIX 2: LIST OF PUBLICATION OF PAPERS FOR PH.D.

Sno.	Title of paper with author names	Name of journal / conference	Published date	Issn no/ vol no, issue no	Indexing in Scopus/ Web of Science/ UGC-CARE list
1	Impact of diversity management on staff and services in luxury hotels in India: A Review paper	Journal of Interdisciplinary Cycle Research	April 2021	0022-1945	UGC-CARE GROUP2 JOURNAL
2	Impact of diversity management practices on learning organization and organizational performance in hotel industry	International journal of system assurance engineering and management/ springer nature	30 August 2021	0976-4348	Scopus Journal
3	Impact of covid 19 on employee service and organizational performance in luxury hotels in India: A review paper	IOSR Journal of Humanities And Social Science (IOSR-JHSS)	April 2021	e-ISSN: 2279-0837, p-ISSN: 2279-0845	Web of Science
4	A study of employee perception on Diversity management practices and its impact on organizational performance of luxury hotel in India	Science Technology and Development	May 2022	0950-0707	UGC CARE GROUP2 Journal

5	Impact of diversity management on organizational performance in hotel organization: a conceptual framework	International journal of system assurance engineering and management/ springer nature	March 2022	0976-4348	Scopus Journal

APPENDIX 3: LIST OF PARTICIPATION IN CONFERENCE FOR PH.D.

Sno.	Title of paper with author names	Name of conference	Participation date	Issn no/ vol no, issue no	Indexing in Scopus/ Web of Science/UGC-CARE list
1	Opportunities and challenges of diversity management in luxury hotels: A conceptual framework	Business transformation in global digital era: re-innovate, re- strategies, re- model. 5th international conference, inconsym 2020, symbiosis center for management studies, Noida.	21 and 22 February 2020		
2	Impact of diversity management on staff and service in luxury hotels in India: A conceptual paper	Mittal school of business, Lovely Professional University (Rethinking business: Designing strategies in the age of disruptions)	19 December 2020	0022-1945	UGC-CARE GROUP2 JOURNAL
3	Leadership effect on employee's burnout and work engagement of HEIs: A review	Mittal school of business, Lovely Professional University (Rethinking business: Designing strategies in the age of disruptions)	19 December 2020		

4	Impact of Diversity Management on Organizational Performance in hotel organization: A conceptual framework	International Conference on Business Resilience & Reinvention in the VUCA World (ICBRR-VUCA 2021) organized by GNA Business School, GNA University	27 July 2021	0976-4348	Scopus Journal
5	Impact of having man and machine as coworkers in hotel industry in India	Atria international conference (International Conference on Advances in Business Management and Intelligent System-22.)	11 and 12 February 2022		

APPENDIX 4: LIST OF WORKSHOP ATTENDED

S.NO	TITLE OF WORKSHOP	ORGANISED BY	RESOURCE PERSON	DATE
1	National Workshop on Econometrics-Time Series & Panel Data Analysis	Lovely professional university	Dr. C. P. Gupta, Dr. Dinesh jaisinghani	June 10 to June 16, 2019
2	Workshop on Data Visualization with Tableau	Lovely professional university	Dr. Harpreet Singh Bedi	Aug. 22-23; Aug. 29-30; and Sep. 5-6, 2020 (Sat-Sun)
3.	Research methodology and statistical technique	GNA University	Dr. Ashutosh verma	12January to 14 January 2021
4	Think like a researcher	Tech. edu. teacher	Samuel Johnson	17 & 18 august, 2020
5	Structural Equation Modeling Using AMOS	Oriental School of Business Management & Commerce	Dr. Dheeraj Nim	19th May 2020 to 23th May 2020
6	Research methodology: A skill building approach	KLS Gogte collage of commerce Belagavi	Dr. S.G. Sugur	18 to 20 January 2021
7	Advanced Data Analysis Using SPSS for Social Sciences	Lovely professional university	Dr. Rahul Sharma Dr. Lokesh	22 to 30 August 2022
8	Skill Development Course:: Microsoft Excel - A Tool for Data Analytics	Lovely professional university	Dr. Harpreet Singh Bedi	10 feb to 10 march 2023