PERCEPTION OF MINORITY MANAGERS AND EXECUTIVE EMPLOYEES ABOUT DIVERSITY MANAGEMENT IN HOTELS OF BANGKOK

By

NAW KITTY

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of

Master of Business Administration

Graduate School of Business
Assumption University
Bangkok Thailand

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ABSTRACT

The purposed of this study was to examine minority managers and executive employees' perceptions of human resources practices, and to what degree management of hotel organization provided a good climate for minority through the use of survey questionnaires. Minority managers and executives employees' perceptions of human resources practice on workforce diversity will reflect current practice of hotel industry in Bangkok, Thailand.

The study employed an analytical survey method. A questionnaire was developed to measure minority Managers and Executive employees' perception of human resources current practices in Bangkok, which also reveal minority group desire. The questions designed to measure the perception of minority in this study came from the survey instrument entitled "Managing for Effective Workforce Diversity", by Kathleen Iverson, and "The Four Layer of Diversity" Lee Gardenswartz 1998. Specific to this study, A Model for Diversity Management Strategy and The Four Layer of Diversity was modified in order to set questionnaire to apply to the hotels tariff rate between Baht 1,600 to 2,000 in Bangkok. Three independent variables and six dependent variables were selected for analysis in this study. Four research questions served as the basis for the data analysis.

Overwhelmingly, most selected respondents recognized the potential importance of human resources practice regarding diversity to the organization's competitive advantage and they also pointed to the fact that management of human resources in the hotel industry in Bangkok fail to provide a good climate for minority to perform well. Across all themes, specified and tested biased practices still exist among hotel industry.

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CHAPTER – I

Generalities of the Study

1.1 - Introduction of the Study

Nowadays, because of the globalization, high technology, and in order to get profitability through growth, setting strategies and achieving goals of a company is essential in doing business. In a company, financial resource and non-financial resource are included so that the role of human resource management (HRM) plays in the major category to be successful as non-financial resource. To manage human resources is as important as to manage material resource. Since it is people who carry out business strategies and accomplish goals, employers are paying great attention to their "human capital" worldwide. In addition, successful employers ensure that their "people" strategies and their human resource programs and practices are clearly linked to business goals and strategies.

Most experts agree that there are five basic functions all managers perform: planning, organizing, staffing, leading, and controlling. Moreover, current human resources thinking on what HR people do: stuffing, development, compensation, benefits, communications, organization design, high performance teams, and so on. However, on the other side, researcher will focus less on what HR people do and more on what they deliver. The most researcher is interested in is what employers can deliver to their employees who are from minority-group and majority-group. Are they getting equally?

The study will investigate the hotel industry where diversity workforce of employees impact on the field of Human Resource Management. The study will further down to the Demographic diversity carried out the improvement for hotel industry. As now HRM field plays an important role in every business that we can see in many industry in various aspect. We have been living up to now in a world in which we would waste material resources and be profligate with human resources. The continued development of technology and sophisticated production equipment7 fed upon this waste to yield ever-greater production. Suddenly our resources are no longer capable of meeting

society's needs if we go on following this route. We believe that the time has come to develop and apply new concepts and understanding to our utilization of human resources.

1.1.1 – Why the Management of Human Resources is so important?

The management of human resource has, of course, been an important field of study for decades. The behavioral sciences are making extremely significant contributions at an accelerating rate to increase our growing knowledge of managing people at work. In fact, behavioral science research reveals a very complex set of influences that affect the attitudes, interpersonal relationships, and productivity of people at work. Human resources represent a subsystem of the business, which dominates all other subsystems of the business. The reason is obvious: humans design and control all other systems. The human resources subsystem thus controls both functional subsystems and other resource subsystems (see Figure 1.1).
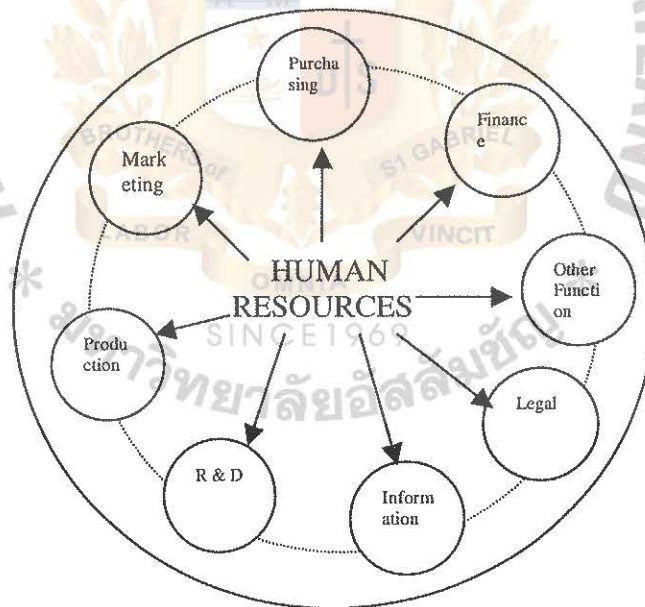
Figure 1.1 – The human resources subsystem controls all other subsystems in a business. (*Human resources Management: A Behavioral Systems Approach by Lawrence A. Klatt. pp – 4,5*)

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1.1.2 - Managing for Effective Workforce Diversity in the Hospitality Industry

Managing workforce diversity is a primary challenge in today's hospitality industry. As an increasing number of women, racial minorities, and individuals with disabilities seek employment, the opportunity to take advantage of an expanding talent pool presents itself. Few companies are managing multicultural workforce effectively.

1.1.3- Background

a. Tourism Industry in Thailand

The tourism industry in Thailand had played an important role in the economic and social development of the country for around four decades. Since 1959, when the Thai Government established the Tourist Promotion Organization to handle the Government's public relations' work, providing information about Thailand and its tourist destinations overseas, the number of tourist arrivals has risen from 81,340 in 1960 to as many as 5,760,533in 1993 and 7,192,145 in 1996.

The increasing number of tourists resulting in substantial inflows of foreign currency, together with a significant expansion of the tourism industry led the Thai Government to legislate the Tourism Act in 1979, in order to provide guidance for tourism promotion and related developments. This also led to the formation of the Tourism Authority of Thailand and the Board of Tourism.

After the establishment of the Tourism Authority of Thailand (TAT), tourism promotion activities have grown considerably. Importantly, infrastructure development to support the tourism industry, regional and provincial tourism development plans, together with the encouragement of private businesses to invest in a variety of tourist facilities has further helped to attract foreign tourists to Thailand. The revenue generated by foreign tourists in 1983 was approximately 25,000 million Baht. In 1993, this figure increased to approximately 150,000 million Baht, making it the country's top revenue earner, over and above other exporting industries.

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b. Tourist Accommodation Services

To cope with the growing number in inbound foreign tourists as well as local Thai tourists travelling within Thailand, several types of lodging and accommodation service have emerged, some of which are registered and some unregistered. Some lodgings are located in remote areas and some in less remote areas. Lodging types comprise:

(1) Hotels and Bungalows: In 1994, there were a total of 4,850 tourist accommodation establishments in Thailand offering 246,113 tourist rooms. Almost all of these are unsuitable to serve as eco-lodges. Only some resort lodgings have appropriate features, which can be developed into eco-lodges.

(2) Golf Resorts: This type of resorts has become vary popular in recent years and constitutes the high-end luxury class accommodations.

(3) Guesthouses in National Park Areas: These lodgings are under administration of the Royal Forestry Department and are located in every national park. Staff houses are also used as guesthouses, and there are tents and camping facilities, as well.

The number of tourists accommodation establishments has steadily increased since 1994 till date and presently there is a significant problem of oversupply of hotel rooms, especially in Bangkok. Moreover, most of the lodging facilities have been built in the modern urban style and lack environmental consciousness in their design and operation.

1.2 - Research Objectives

The purpose of this study is to examine the perception of minority group employees in Hotel industry. What is the role and the effectiveness of such kind of group in Tourism Authority of Thailand? In this research, the research objectives highlighted and emerged research objectives, which are as follows:

1. To decide which Diversity dimensions give a strong conclusion and highlight the need of change to hotel organization.

2. To review, analyze and modify future hotel organization's management strategy in the areas of HRM practices.

3. To access HRM by using diversity in employees to gain advantage in career development and hiring practices.

4. To understand how equality impact on diversity in employee in hotel organization.

5. To identify whether and organization is perceived as encouraging a positive climate for diversity.

6. To investigate a more comprehensive understanding of how minority-group employees experience the industry and what actions may contribute to a climate of diversity.

1.3 - Statement of the Problem

The Hotel and Catering International Management Association's (HCIMA) inaugural presidential conference, held in April 1997, took as its title "The Human Asset – Use it or Lose it" and this notion appropriately captures the key issue facing many hotels in relation to how they manage people. The organizations and managers in the hotel industry face real challenges in recruiting, selecting, developing and maintaining a committed, competent, well-managed, and well motivated workforce diversity which is focused on offering a high quality service to the increasingly demanding and discerning customer. Some of the problems that lead many to characterize hospitality employment as generally unrewarding and unappealing, whilst also looking at some examples of

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human resource management policies and practices which may offer cause for greater optimism in the way people are managed within the hotel industry. Therefore, this research is designed to work backward from determining the practices of workforce diversity in multiple human resources roles and their perception in order to measure these attributes. The questionnaire set up based on the objectives of this study encompasses as follows:

(1) What is the profile of respondents in terms of :

    1.1 Sex

    1.2 Age

    1.3 Educational Level

    1.4 Employee level

    1.5 Length of service

    1.6 Race /Ethnicity group

    1.7 Able/disable group

(2) What is the extent of organizational practices?

    2.1 fosters mutual respect

    2.2 value diversity

    2.3 fosters senses of belonging

    2.4 corporate-wide diversity-training program

    2.5 differences in employees

(3) What is the extent of Biased practices?

(4) What is the extent of Career development?

(5) What is the extent of Hiring practices?

(6) What is the extent of Management practices?

(7) What is the extent of equality?

(8) Are there difference in the perception of the respondents in minority and majority group?

(9) What is the overall level of minority employees' satisfactions with regards to:

    9.1 expected management

    9.2 desired management

    9.3 excited management

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(10) what is the relationship of Diversity Themes and Diversity of employee with the regards to:

10.1 Gender

10.2 race/ethnicity

10.3 Disability

(11) what is the correlation of workforce diversity and overall minority employees' satisfaction?

(12) Are there differences of the three employee levels respondents in terms of practices in organizational, biased, management, career development, equality through gender, race/ethnicity and ability/disability.

1.3.1 – The Managerial Decision Problem

What is the most relating factors between Diversity in Employee and Diversity Themes for making a decision and use effective way on Human Resource Management in Hotel Industry?

1.3.2– Research Questions

1. Which issues relating to diversity in the hospitality industry are of greatest concern to minority managers?

2. What are hospitality organizations doing right with regard to diversity, and what are they doing wrong?

3. Which identified concerns or Themes demonstrate the strongest relationship to organizational practices that value diversity?

4. Finally, what comprehensive conceptual model will emerge from the data that identifies those practices that create an organization where diversity is valued?

1.4– The Scope of the Research

The type of the study is *"exploratory research"* conducted to gain a better understanding of the some focused dimension in four layer dimension of diversity and to determine a particular cause of action. For this research, researcher will identify human resource management practice in hotel industry which organization implies to deal with some dimension in dependent variable. The highly relationship between Diversity in Employees and Diversity themes will then be lead to solve the managerial problems. However, this thesis concentrates only with the personnel working within hotels tariff rate between Baht 1600 to 2000 hotels in Bangkok by categorizing into three levels: General Management, Executive official levels and first line management under the twelve departmental functions only. The twelve departmental functions are Facilities, Material & BA, QRA, Logistics, Finance & Accounting, Engineering, Far East, Strategic Management, ICM, SMD, LPD, and Test Operation. These departmental functions under the HR director line of authority which belong to minority group members is to be encompassed in this study.

Furthermore, the responses are the managers and executives who are working for the rate from Baht 1600 to 2000 Hotels in Bangkok more than one year because they are in the position to perceive the HRM. For the scope of study, the researcher will focus only on the perception and expectation on overall satisfaction of each minority manager and executive level towards the HRM practices such as diversity of employees and diversity themes.

1.5– Limitations of the Research

Limitations of the study include the small sample size, which prohibited the use of factor analysis to cluster the themes. A more righteous test of the themes on a larger sample would provide adequate data for factor analysis. In this research, there are so many different levels in-group of respondents, that is managerial, non-managerial, and daily operation level. For example, these functional groups such as managers, assistant

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managers, supervisors, engineers, etc., are classified in the managerial level. Therefore, it is difficult to define the level of satisfaction in perspective of each selected respondents in terms of workforce diversity in human resources management. So, the employee level will be investigated on only three levels in order to ensure a more validity and accuracy on the research findings. In addition, there is no standard to use as the basis of comparison to justify or value of human resources practices. An experience survey, in which individual who are knowledgeable about this particular research problem, was not available within the boundaries of this research. Preliminary case study research would have been difficult due to the confidentiality of the research subject both within the MNC and amongst competitor companies.

1.6- Significance of the Research

This study is conducted with expectations to bring about changes in enhancing efficiency and effectiveness of the performance in human resources department. And this is also plan for a human resource strategy to set own targets ensuring long-term added value to hospitality industry. The research will identify the benefit of workforce diversity in hotel industry as well. It will guide Human Resource Management for decision making. A more detail and further research should make to survey the other dimensions in the "*Four layers of diversity*". The research also will provide key management practices, which should be, imply for the hotel management strategy.

The research will point out the current relationship between diversity in terms of gender, race and ethnicity in hotels tariff rate between Baht 1600 to 2000 in Bangkok city. The research will give the effect on hotel management by hiring minority employees. It also will serve as direction and guideline for other researchers who want to further conduct research in related fields.

Therefore, the benefits of this study encompass as follows:

(1) to audit and improve the role of management towards minority group provided by human resources function within the organization.

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(2) To provide human resources practitioners being more understanding on the overall picture of the human resources performances as perception on minority employees.

(3) To provide information on the key success factors that might affect the minority's perception in relation to human resources contributions.

(4) To provide human resources practitioners using the findings as a tool to get and insight on how well they are doing.

(5) To assist human resources practitioners in comparing the relative importance they attribute to the human resources services in order to develop and maximize the productivity of human resources process concerning minority group.

(6) To enable human resources practitioners to think more creatively about the people working for them especially minority group employees.

(7) To develop a series of recommendation that will be useful in assisting and creating the evolution of human resources services.

(8) To serve as direction and guideline for other researchers who want to further conduct research in related fields.

1.7 – Definition of Terms

Diversity : it encompasses all of the ways that human beings are both similar and different.(HRM, Gary Dessler, 8th ed. 2000. Phipe Praenticehall internal.)

Affirmative action : is a set of remedial actions designed to compensate for proven discrimination or correct for statistical imbalances in the labor force (e.g – local workers are 90 percent Hispanic, and your organization employs only 10 percent Hispanics). (Schermerhorn, Hunt,Osborn,7th ed.2000)

Sexual harassment : is a complex and controversial problem both in the classroom and the work place. Sexual harassment may be overt or subtle. (Schermerhorn, Hunt,Osborn,7th ed.2000)

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Workforce diversity	:is differences based on gender, race and ethnicity, age and able-bodiedness. (Schermerhorn, Hunt,Osborn,7th ed.2000)
Workforce Diversity	:any attribute that humans are likely to use to tell themselves, "that person is different from me" and thus includes such factors as race, sex, age, values and cultural norms. (HRM Gary Dessler, Eight Edition, 2000)
Personality	:represents the overall profile or combination of characteristics that capture the unique nature of a person as that person reacts and interacts with others. (Schermerhorn, Hunt,Osborn,7th ed.2000)
Managing diversity	:means maximization diversity's potential advantages while minimizing the potential barriers such as prejudices and bias, that can undermine the functioning of diverse workforce. (Gary Dessler, 2000)
Ethnicity	:the ethnic group with which the individual identifies, including the native language the person speaks. (Lee,Gardenswartz, 1998)
Race	:the racial group (s) with which the individual identifies. (Lee,Gardenswartz, 1998)
Education	:the level and type of education the person has experienced. (Lee,Gardenswartz, 1998)
Climate	:climate is defined as the emotional tone of your meeting. (Lee,Gardenswartz, 1998)
Workplace climate	:Measuring the quality of work life, especially across groups in the organization, also aim at equability. (Lee, Gardenswartz, 1998)
Age	: it is the respondents who are in between at the age of 20 and up to 60.
Gender	: it is the respondents who are male and female. (Lee, Gardenswartz, 1998)
Minority	Smaller number or part, especially in voting; group of persons differing from others in race, religion, language, etc; state of being under full legal age, period of this. In this case, minority means women, racial or ethnicity and physical disabilities.

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Disability   :is defined as "a physical or mental impairment that substantially limits. One or more of the major life activities." (Michael R. Carrell, Norbert F. Elbert, Robert D. Hatfield, 6th ed., 2000)

Perception   : the process though which people receive, organize, and interpret information from their environment.
(Schermerhorn, Hunt,Osborn,7th ed.2000)

Organizations   :groups, associations, and organizations to which the individual belong or has belonged, for example, the military, the Girl or Boy Scouts, a labor union or a fraternal organization. (Lee, Gardenswartz, 1998)

Biased Practices   : Demonstrate equal respect for minority and majority-group Members. (CORNELL Hotel & Restaurant Administration, April 2000 Volume 41, No.2)

Career Development   :the deliberate process through which a person becomes aware of personal career-related attributes and the lifelong series of stages that contribute to his or her career fulfillment. (HRM Gary Dessler, Eight Edition, 2000)

Hiring Practice   : Be able to hire equally and provide the equal opportunities for both minority-group and majority-group to have balance in own organization.
(CORNELL Hotel & Restaurant Administration, April 2000 Volume 41, No.2)

Management Practices: Be able to know the capabilities and competencies of all employees and apply the right minority and majority group of employees to the right place. (CORNELL Hotel & Restaurant Administration, April 2000,Volume 41, No.2)

Organizational Practices: Organization must create a culture that values diversity (CORNELL Hotel & Restaurant Administration, April 2000 Volume 41, No.2)

Equality   : Be able to demonstrate equal respect for minority and majority-group member. (CORNELL Hotel & Restaurant Administration,

April   2000,Volume 41, No.2)

Human resources : are the people who do the work that help organization to fulfill their mission. (Schermerhorn, Hunt,Osborn,7th ed.2000)

Cultural   :is defined as an integrated system of learned behavior patterns that are characteristic of the members of any given society. (International Business, Czinkota 5th Edition).

Religion   :defines the ideals for life, which in turn are reflected in the values and attitudes of societies and individuals. Such values and attitudes shape the behavior and practices of institutions and members of cultures. (International Business, Czinkota 5th Edition).

CHAPTER –II

Review of Literature and Related Studies

2.1 - Brief introduction of the chapter

In this chapter, the literature review for the workforce diversity will be discussed in detailed. A literature search was defined by Churchill (1997) that it is a search on statistics, trade, journal articles, other articles, magazines, and books for data or insights into the problems at hand. This literature review is purposed to research on the perception of minority-group members on human resources based on the diversity themes. The chapter provides the theoretical underpinning of the thesis, by reviewing the relevant literature on workforce diversity which related to human resource management in hotel industry. The first part reviews the definition of HRM field, while the second part give an overview about Diversity.

The literature review will be divided into several areas: the role of HRM; HRM and the Competitive Advantage of Firms and Nations; Environmental Influences on Human Resource Management; Workforce Diversity- Future challenges and response; Four dimensions of workforce diversity; A Model for Diversity Management Strategy: Valuing Diversity in the Workplace.

2.2- The Role of HRM

2.2.1- What is HRM?

For a majority of organizations today, the most difficult resource to manage is Human Resource Management. The effective utilization of an organization's employees in most often the critical factor in the successful accomplishment of its mission.

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Regardless of the amount of computerization that has taken place in officers, or robotization in factories, all companies an organization requires people to perform their works. So, the truly successful organization accomplishes its mission through development of its human resources to their fullest potential.

Most experts agree that there are five basic functions all managers perform: planning, organizing, staffing, leading, and controlling. In total, there functions represent the management process. Some of the specific activities involved in each function include:

Planning   :establishing goals and standards; developing rules and procedures; developing plans and forecasting-predicting or projecting some future occurrences.

Organizing   :giving each subordinate a specific task; establishing departments;
delegating

authority to subordinates; establishing channels of authority and communication; coordinating the work of subordinates.

Staffing   :deciding what type of people should be hired; recruiting prospective employees; selecting employees; setting performance standards; compensating employees; evaluating performance; counseling employees; training and developing employees.

Leading   :getting others to get the job done; maintaining morale; motivating subordinates.

Controlling   :setting standards such as sales quotas, quality standards, or production levels; checking to see how actual performance compares with these standards; taking corrective action as needed.

Human resource management refers to the policies and practices one needs to carry out the "people" or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising. These include:

- Conducting job analyses (determining the nature of each employee's job)
- Planning labor needs and recruiting job candidates
- Selecting job candidates
- Orienting and training new employees

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- Managing wages and salaries (how to compensate employees)
- Providing incentives and benefit
- Appraising performance
- Communicating (interviewing, counseling, disciplining)
- Training and developing
- Building employee commitment.
- And what a manager should know about:
- Equal opportunity and affirmative action
- Employee health and safety
- Grievances and labor relation.

(Human Resource Management, by Gary Dessler Eight Edition, Praenticehall International, p - 2)

2.2.2 - What is diversity?

Diversity involves variations in factors we control as well as those over which we have no choice. They also represent points of contention over which we can have conflict, when differences impact the workplace. If assumptions and preconceived notions prevent talented employees from being hired or heard, if values differences block communication and teamwork, or if lack of knowledge about cultural norms loses customers, diversity becomes a front-and-center focus for organizations. To capitalize on the benefits diversity can bring and to deal with the challenges it presents, it is critical for all employees to understand its many dimensions and participate in sharing perceptions about their impact in the workplace.

(Managing Diversity, A Complete Desk Reference & Planning Guide By Lee Gardenswartz, p - 24)

2.2.3 - What is Work Force Diversity?

Work Force Diversity refers to all of the Diversity exhibited in our workforce; WFD is not limited to gender, sex, or national origin. Workforce diversity also includes:

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- differences in style;

- cultures;

- age;

- education;

- kinds of work you do;

- length of time in the organization;

- religious affiliation;

- sexual orientation;

- geographic origin;

- and more;

(http://www.aphis.usda.gov/mb/wfd/define.html)

Changes are occurring today in the environment of human resource management, changes that are requiring it to play an ever more crucial role in organizations. These trends include work force diversity, technological trends, globalization and changes in the mature of jobs and work. Work force will continue to change dramatically in the next ten years; especially it will continue to become more diverse as women, minority group members, and older workforce. For example, women work force will increase 24% while the number of men work force will increase about 1.4% in the next ten years. So the HR department will increasingly be called upon to help companies accommodate these employees, with new childcare and maternity leave provisions and with basic skill training where such training is required.

Changes in racial composition will be even more dramatic and the labor force is also getting older. The median age of the labor force in 1979 was 34.7 years and this has risen continuously since then to 37.8years in 1995, and a projected 40.5 years in 2005. So, increased diversity will place tremendous demands on the HR management function. As the work force of female is increased, an upswing in the number of dual-career couples will force more employers to establish child care facilities on or near company premises and to accommodate the travel, scheduling, and moving needs of dual-career employees.

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Creating unanimity from a diverse work force may be more of a challenge for HR than it might at first appear. As several experts recently put it, there are "…. Two fundamental and inconsistent realities operating today with regard to diversity. One is that organizations claim they seek to maximize diversity in the work place, and maximize the capabilities of such a diverse workforce. The other is that traditional human resources systems will not allow diversity, only similarity.

(Human Resource Management by Gary Dessler, Eight Edition 2000, Praenticehall International, p - 9)

2.2.4 – HRM and the Competitive Advantage of Firms and Nations

The model in Figure 2.1 illustrates the links that could be argued to exist between HRM practices and socio-political characteristics on the one hand and a nation's competitive advantage on the other.

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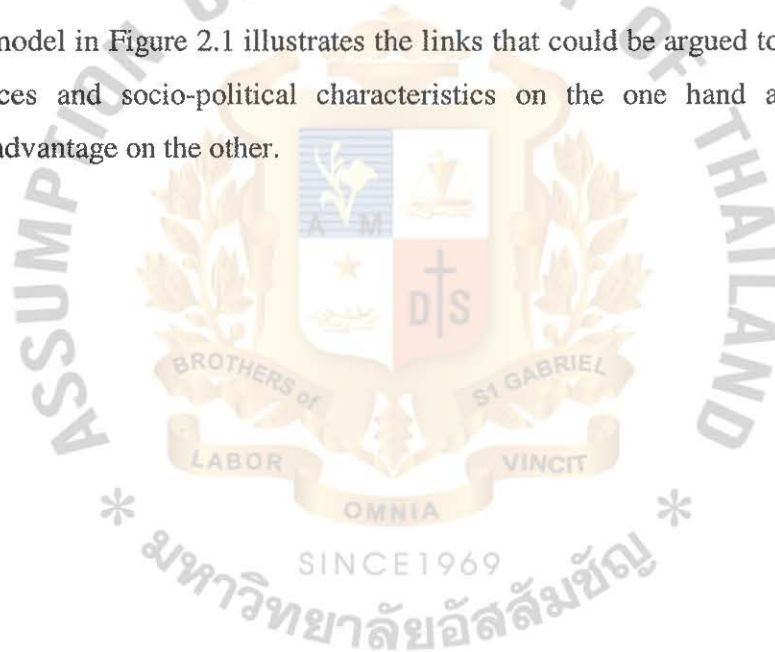
"HRM and its significance for international firms"
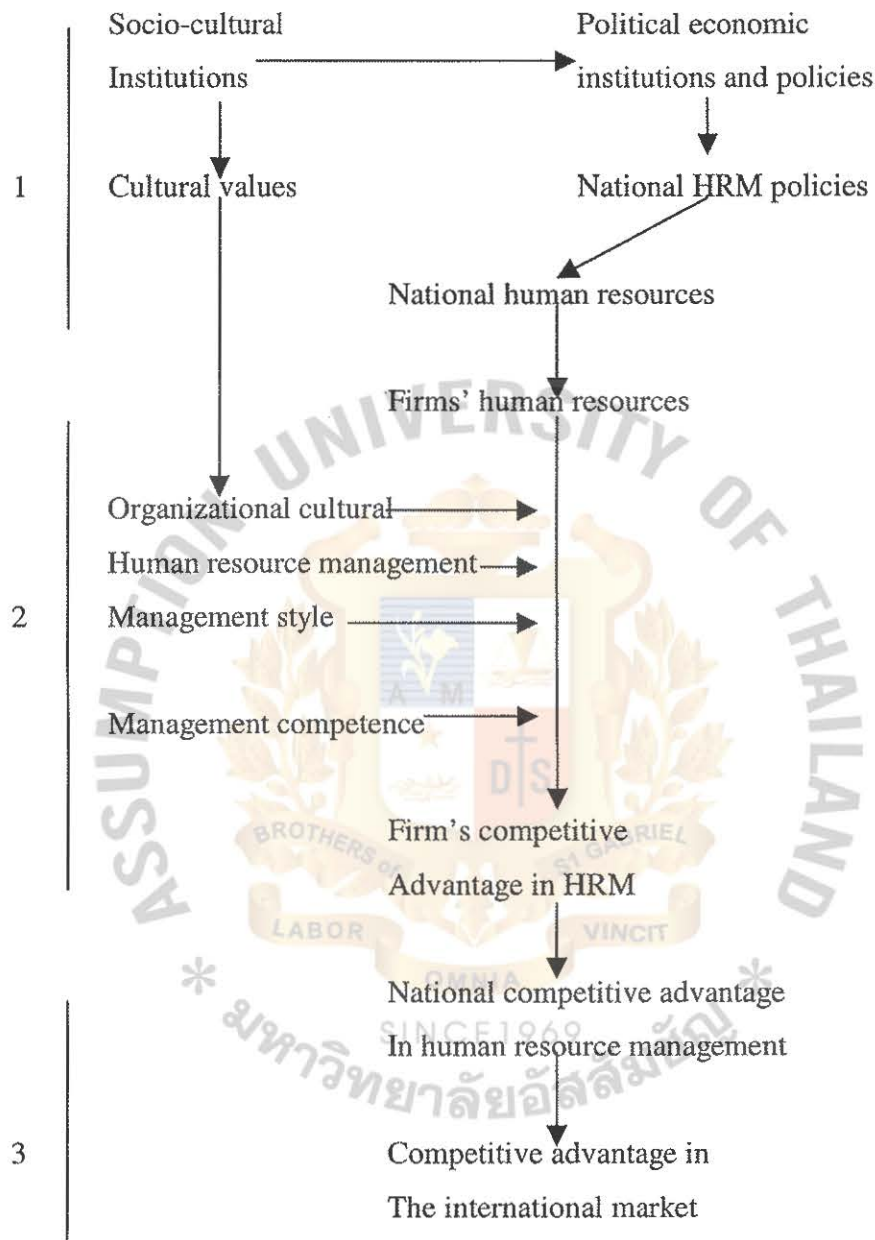
Figure 2.1 – HRM and the competitive advantage of nations (Source : Tayeb, 1995)

Section 1 of the Figure represents the national "scene setter" for firms, which offers them the domestic platform from which they can launch themselves into the

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international market. Section 2 represents what firms can do with what is on offer, and Section 3 is the culmination of the interactions between the above two. *(Monir H. Tayeb)*

2.2.5 – Environmental Influences on Human Resource management

Human resource management policies are generally decided by the companies' senior managers, with or without consultation with their employees. But they are adopted and implemented having regards to the national context within which the organizations operate. The political ideology of the government of the day, the economic conditions of the country, the power of trade unions, and the socio-cultural characteristics of employees and managers, are examples of external environmental influences on HRM policies.

The Social Chapter of the Maastricht Treaty of the European Union is an example of this kind. These rules and regulations can either be related to the employees' individual rights, such as equal opportunity, job security, wage levels, work schedules, work injuries and post-employment economic security, or they can be related to the employees' collective right, such as unionization, bargaining, the resolution of contact disputes, and participative decision making.
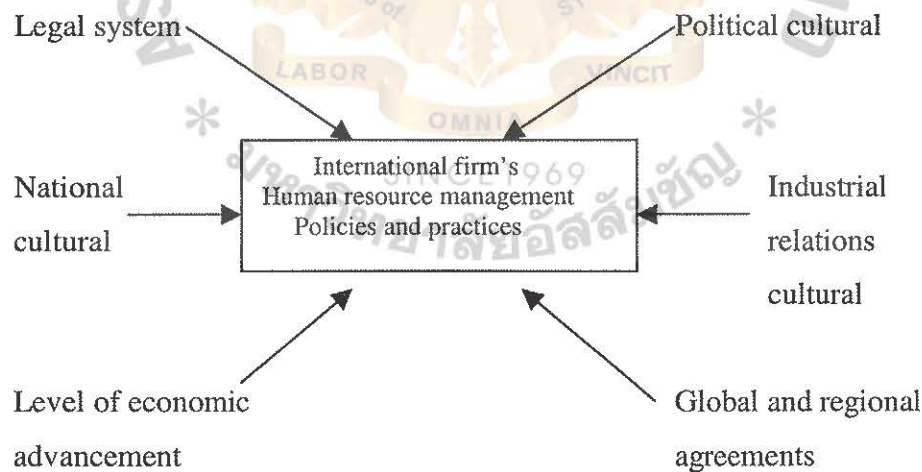
Figure 2.2 – External influences on human resource management. *(The Management of a Multicultural Workforce by Monir H. Tayeb 1966)*

We know there are tremendous pressure from outside an organization to mould its HRM; are there any pressures from within the organization?
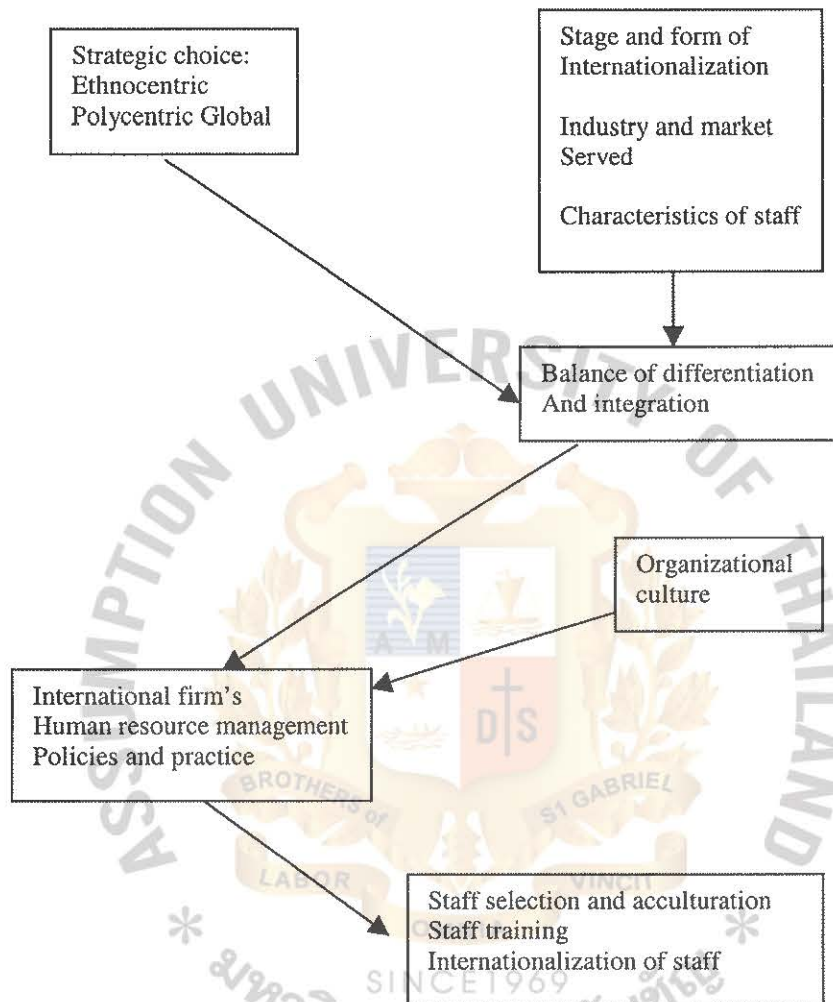
Figure 2.3 – Impact of internal organizational considerations on human resource management. *(The Management of a Multicultural Workforce by Monir H. Tayeb 1966)*

2.2.6 - Workforce Diversity- Future challenges and response

Changes are occurring at such a rate and magnitude as to challenge the most creative managers. To cope with changes, "future of the world" must likely be anticipated. The future world is determines by fundamental trends, the responses of governments to world events. And changes in the values and behavior of people

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SYSTEM RELATIONSHIPS: human resource practices-future challenges and response

Figure 2.4- Different experts in the human resource field will probably have somewhat different visions of the future

Source: Human resource management, 1978; A behavior System Approach by Lawrence

A Klatt p. 451
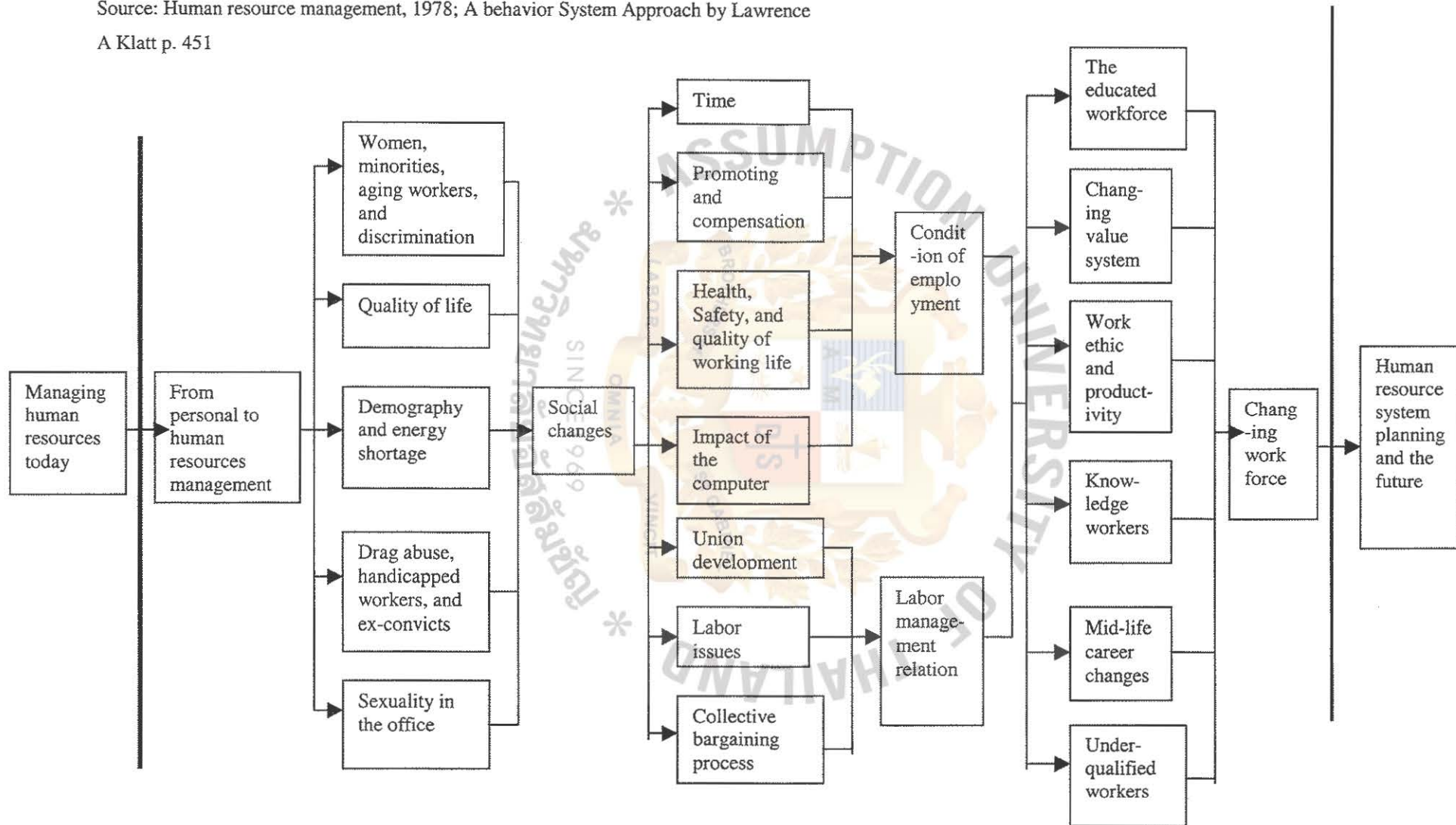
2.3 - The general studies of Discrimination and its laws on Minority

The major federal fair employment laws, along with the types of discrimination banned and the organizations that are covered by each low, are summarized in Table 2.1. Because of these laws, many employees in the States are protected.

Table 2.1 - Summary of Key Federal Employment Discrimination Laws

Law	What is Covered	Employers Covered
CRA 1866	Race Discrimination	Private companies, unions, employment agencies
CRA 1871	Anyone deprived of equal rights under state law	State and local governments
CRA 1964 CRA 1991	Race, color, religion, sex, national origin	Private companies with 15 or more employees, government unions, employment agencies
Rehabilitation Act of 1973	Physical and mental disabilities	Federal contractor, federal government
Americans with Disabilities Act of 1990	Physical and mental disabilities	Employers with 15+ employees
Executive Order 11141	Age discrimination	Federal contractors and subcontractors
Age Discrimination in Employment Act (ADEA) of 1967	Age discrimination	Private companies with 20 or more employees; unions, employment agencies.

Source: Adapted from J. Ledvinka and V. Scarpello. Federal Regulation of Personnel and Human Resource Management (Bostom PWS-Kent, 1991)

2.3.1 - Discrimination on the Basic of Race, Color, Religion, Sex, and National Origin

The Civil Rights Act of 1964 was, therefore, the first comprehensive, broad federal law banning employment discrimination in the United States. This law has many different parts. The section of the Civil Rights Acts of 1964 that is most applicable to the employment area is known as Title VII. The highlights of Title VII are as follows:

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(1) Prohibits discrimination on the basis of race, color, religion, sex, or national origin (it doesn't matter what race, color, religion, sex, or national origin you are);

(2) Provides for an agency, the **Equal Employment Opportunity Commission** (or as it is usually referred to, the EEOC), to process discrimination charges and write regulations pertinent to congressional laws. One of the most well-know sets of regulations is called the Uniform Guidelines on employee Section Procedures, which outlines technical requirements for defending employment tests in a discrimination charge. In addition to these responsibilities, the EEOC is responsible for receiving EEO-1 reports, which companies with 100 or more workers must complete annually. These reports provide information as to the number of women and minorities employed at the organization. Other organizations, such as employment agencies, apprenticeship programs, and labor unions, must file similar reports.

Now, the EEOC is used around the world. But, can it be certain every employer applies it in his or her company? Even EEOC is very popular, it cannot be concluded that every majority group is able to apply it. Here, gender and race will be considered in this research and if they are being against EEOC in Thailand; especially in the role of HRM in Hotels of Bangkok.

2.3.2 - Discrimination on the Basic of Disabilities

In order to protect disabilities from discrimination, two laws were come up and that are called the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. In table 2.2, it summarizes who is covered and who is not covered to charge by ADA and the law covers applicants and employees who are thought to have a disability, as well as those who have a disability. In addition to protecting applicants and employees from discrimination on the basis of a disability, both the Rehabilitation Act of 1973 and the ADA require that employers offer reasonable accommodation. It means " a modification or adjustment to a job, the work environment, or the way things usually are done that enables a qualified individual with a disability to enjoy an equal employment opportunity. A reasonable accommodation must be provided for the following purposes:

(1) To provide equal opportunity in the application process.

(2) To enable a qualified individual with a disability to perform the job.

(3) To enable an employee with a disability to have equal benefits and privileges of employment.

An example of each of these purposes is provided in Table 2.3.

Table 2.2 - Who Is and Who Is Not Covered by ADA

The Following Individuals Would Be Covered by ADA:	The Following Conditions Are Not Covered by ADA:
1. An individual with a physical or mental impairment that substantially limits one or more major life activities of the individual (e.g., someone confined to a wheelchair)	1. Various sexual disorders, such as pedophilia and transvestitism.
2. An individual with a record of such an impairment (e.g., someone who used to have a heart disease).	2. Compulsive gambling, kleptomania, or pyromania.
3. An individual who is regarded as having such an impairment (e.g., someone who the interviewer believes has a learning disability, even though the individual has no such disability).	3. Psychoactive substance use disorders.
4. An individual who has a business, family, or social relationship with someone with disability (e.g., the individual has a physically disabled child).	4. Homosexuality and bisexuality.
5. Former drug addicts	5. Current illegal drug use and temporary disabilities (e.g., a broken leg that will heal soon).

Source: Adapted from the U.S. Equal Employment Opportunity Commission, *Technical Assistance Manual on the Employment Provisions (title 1) of the Americans with Disabilities Act* (Washington: U.S. Government Printing Office, 1992)

Table 2.3 - Reasonable Accommodations: Some Examples

(1) Providing equal opportunity in the application Process. An applicant who is visually impaired (blind) applies for a job. The company must provide an accommodation to enable this applicant to complete the application blank, take written tests, and fill out other necessary paperwork.

(2) Enabling the applicant or employee to perform the job. The job requires the employee to read brief reports. The applicant, who is visually impaired, but qualified for the job, can not be denied the job on the basis of the disability if access to the reports can be provided through such means as braille, tape recordings, or a reader.

(3) Enabling the employee to have equal benefits and privileges of employment. The employee cannot be treated differently because of his or her disability. For example, he or she cannot be denied health insurance. Due to insurance companies' policies, this may create problems for employers and disabled employees.

(4) Some specific examples and costs of accommodations enabling companies to accommodate disabled employees include the following:

- Providing a drafting table, page turner, and special tape recorder to a sales agent paralyzed by a broken neck ($950).

- Supplying a telephone amplifier for a computer programmer who is hard of hearing ($56).

- Providing Padded wrist-rests under a computer keyboard to alleviate repetitive motion strain ($35).

Source: Adapted from information from the Job Accommodation Network (JAN) and C.Koen, S. Hartman, and S. Crow, "Health Insurance: The ADA's Missing Link," Personnel Journal, November 1991, 82-87.

(Human resource management, a practical approach by Michel Harris; Dryden Press, Harcourt Brace Collage Publishes, 1997, PP- 30-33).

However, ADA defines disability as (1) a physical or mental impairment that substantially limits one or more of the major life activities of an individual, (2) a record of such an impairment, or (3) being regarded as having such an impairment. The term physical or mental impairment is defined broad. It includes any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of several body systems, as well as any mental, physical or psychological disorder. The definition of mental or psychological disorder includes emotional and mental illness, mental retardation, and learning disabilities. This definition is so broad that it includes virtually the entire spectrum of psychological disorders; as such, it prompted considerable debate in Congress during legislative consideration of the bill.

(Human Resource Management, 3rd Ed., By Fisher, Schoenfeldt Shaw, Houghton Mifflin 1996 P- 184)

2.4 – Theories Related to the Main Independent Variable

2.4.1 - Four Layers of Diversity

While it is evident that there are a multitude of ways in which humans are both alike and unlike, all differences are not created equal. Some have profound effects on our opportunities and experiences, while others have relatively little impact. Powerful assumptions may be held about some aspects of diversity, whereas others may evoke little reaction. However, the combined patterns of diversity dimensions form a filter through which we see the world as well as a screen through which others views each of us. Understanding the elements of that filter helps us avoid being victims of those factors. When we are aware of the many influences that have formed ours and others' filters, and when we realize how these influences play out in our organizations, we can make active choices about our behavior and reactions as well as out organization's practices and policies.

2.4.2 - The four layers of diversity in everyone
-All of us are unique and difference as a result of our experiences, personality and style;
-A tool to understand this uniqueness is " **The Four Layers of Diversity**";

1. *Personality*: the innate elements that mane you unique as an individual;
2. *Internal Dimension*: age, gender, ethnicity, physical ability, race, sexual orientation;
3. *External Dimension*: income, personal habits, religion, recreational habits, educational background, work experience, appearance, parental status, marital status, geographic location;
4. *Organizational Dimension:* Work content/Field, Division Department/Unit/ Group; Seniority; Work Location; Union Affiliation; Management Status; Functional Level / Classification;

Diversity can be seen as four concentric circles, at the center of, which is personality, the innately unique aspect that gives us each our own particular style. This core aspect permeates all other layers. Moving out form that center is the internal factors which label primary dimension of diversity. These are aspects over which we have little or no control. Such as gender, age sexual orientation, and race. The next layer of factors is made up of

external influences brought to bear by society and one's experiences in the world. Where you grew up or live now, whether you are married of have of have children, how your religious affiliation guides you, and the amount and type of education you have are examples of these kinds of external differences. Finally, the fourth layer encompasses organization influences related to factors such as seniority, the kind of work you do, your level within the company, and your work location. These four layers together from your own diversity filter. Let's take a look at each of them to see their impact on individuals and organizations (see Figure 2.5)

Figure 2.5 - The four Layers of Diversity

(Source: From Lee Gardenswartz and Anita Rowe, Dinerse Teams at Work.Burr Ridge,III:
Irwin professional Publishing, 1994.* Internal dimensions and external dimensions are
adapted from Marilyn Loden and Judy B. Rosener, workforce America! Homewood, III:
Business One Irwin,1991)
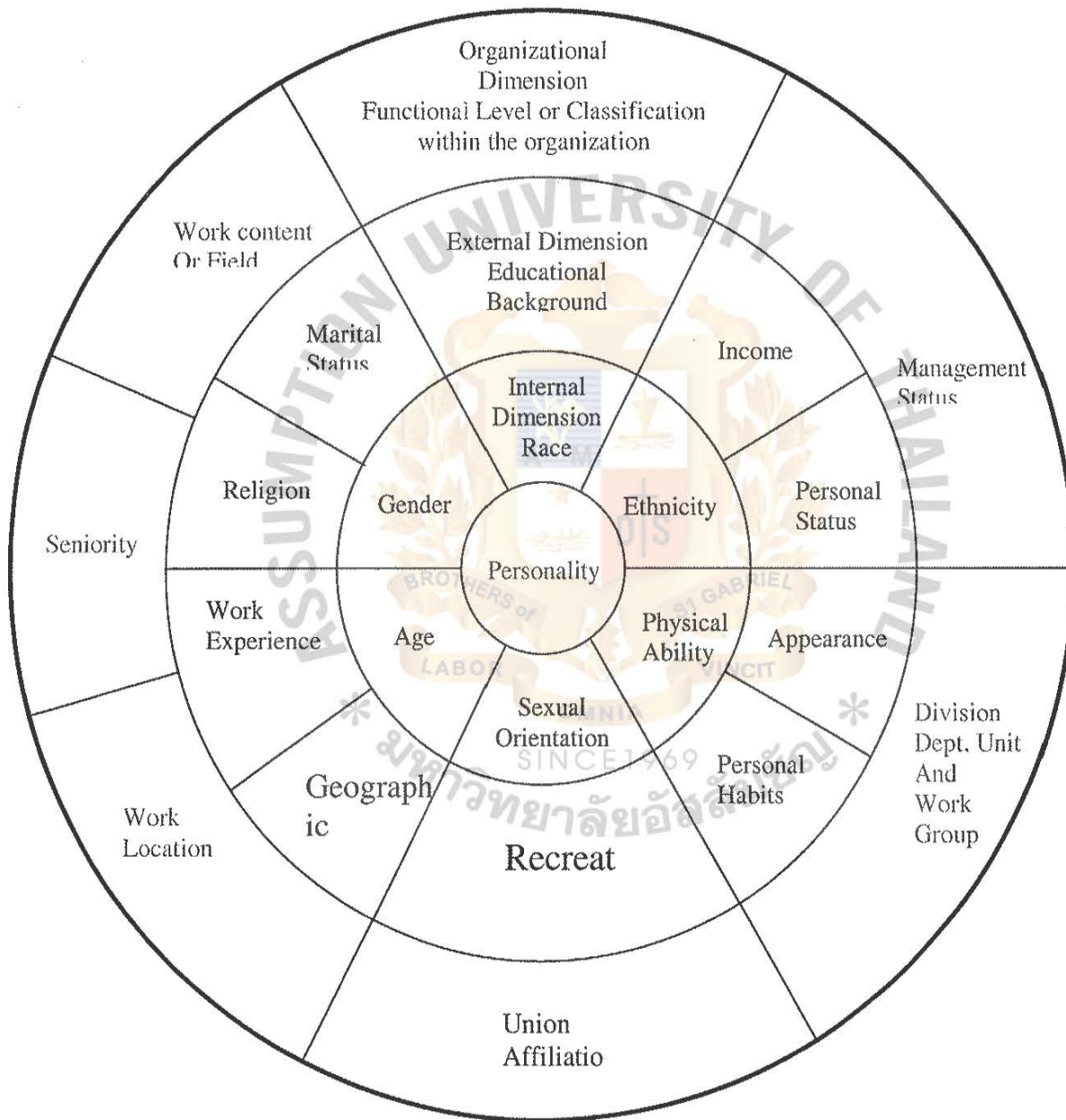
2.4.2.1 - Personality: The Unique Core

Why do we feel and immediate closeness with some individuals and an equally quick negative response to others? Why are there some co-worker and bosses you'd go miles out of your way for, while others you'd go even more miles to avoids/ the answers may have to do with the most basic factor about human beings-personality. Each of us has a unique way of interacting with others. Whether we are seen as charming, irritating, fascinating, nondescript, approachable, or intimidating depends in part on personality, or what others might describe as style. This unique combination of personal characteristics forms each person's distinct personality.

In many organization are used to help employees understand their own and their co-workers' motivational and interaction styles. Identifying and analyzing these characteristics and predisposition can help colleagues adjust to one another's quirks, have more realistic expectations of each other, and avoid misinterpreting each other's behavior.

2.4.2.2 - Internal Dimensions
Powerful Shapers of Opportunities, Access, and Expectations

Beyond the central core of personality, the six internal dimensions of diversity and for the most part out of our control, yet they have a powerful effect on behavior and attitudes about others. as well as on opportunities in organizations.

Age: In many organizations, the generation gap is one of the mist frequently cited diversity issues. The era in which each individual is reared leaves an indelible mark in terms of values, norms, and expectations. Loyalty, security, work ethic, and flexibility re factors often seen very differently by twenty-something and their forty and fifty-something co-workers. Generally raised with different expectations than their older co-workers, younger employees tend to place a greater value on individual needs, such as time with family, and don't necessarily assume that their tenure in the organization is permanent. As long as employment works for both the organization and the employees, the relationship will remain in effect. Older employees raised in a more stable era, on the other, tend to have a more signed-on-for-life commitment couples with the expectation that the organization will repay their loyalty with job

security. Younger employees often complain that their older co-workers don't take them seriously, while older staff members often feel displaced, discarded, and discounted. In addition, both sides may feel it awkward when the boss is a generation or so younger than some of the employees in the department.

Gender: Men and women grow up and live in different worlds. They are taught to see themselves and to behave differently. Because of these differences in socialization, all groups and cultures have assigned appropriate roles and behaviors to each sex. Even with all the progress made in gender equity at work and consciousness raising in society, many people re often still surprised when the secretary or nurse is a man or when the mechanic or pilot is a woman. Women are still asked more often than men to take notes at meetings or to oversee the refreshments. Eyebrows still rise in many organizations when men take parental leave to stay home with a newborn of change jobs because of a wife's career move.

Race: Generally associated with physical characteristic such as skin color, eye shapes, and hair texture, race forms a powerful diversity dimension because it is so visible. According to Janet Elsea's research, it is the first thing we notice about another person. According to her, the nine factors in the order in which we notice other individuals are:

1. Race
2. Gender
3. Age
4. Appearance
5. Facial Expressions
6. Eye Contact
7. Movement
8. Personal Space
9. Touch

We don't notice hat doesn't matter, so the fact that race is the first on the list indicates the role it plays in our perceptions interactions.

Ethnicity: An individual's nationality or ethnic background is another internal dimension of diversity. These ethnic differences can bring variations in cultural norms, holiday observances, language proficiency, and group affiliation. What happen when a staff begins to separate because one group speaks its own language in front of others? How can you build a cohesive work group if the team begins to ghettoize into isolated segments? What can you do when contrasting cultural norms have taught people to response differently to conflict? These are difficulties that can arise in an organization when ethnicity becomes a divisive rather a unifying force.

An even subtler demonstration of ethnicity can be seen in culture, the "software" that forms the rules, norms, and assumptions that guide each person's behavior. In some cultures not making eye contact is seen as deceitful or unassertive, where s in others it is deemed a sign of respect shown to elders and authority figures. Some individuals beam when complimented publicly at a staff meeting, while others are embarrassed at being singled out from the group. You may view colleagues who find brainstorming fun and energizing as go-getters with a lot good ideas. On the other hand, you may perceive other employees as slow and lacking initiative because their carefully thought-out responses aren't forthcoming in a short-from-the-hip, raucous session.

Another impact of ethnicity is seen in language differences. If some staff members are immigrants whose native language is not English, communication inhibitor on both sides. Nonnative English speakers often report being discounted and assumed to be stupid because of their accents. Beyond these tangible language issues is the less concrete, but volatile impact of the power struggle and turf battles symbolized by language differences. Upset at concessions to bilinguals or the fact that in some ethnic communities individuals can live a lifetime without speaking English can bring frustration and anger to the workplace. Speakers of languages other than English, on the other hand, may feel that they are handicapped when they are prevented from speaking their native languages on the job or denied promotions because of accented speech.

Physical Ability : Different physical-ability levels are also present in most workplaces. In some circumstances, these physical-ability differences can impact workplace interactions. Incorrect assumptions are sometimes made about the capabilities of employees with physical challenges: "we can't ask her to do that. She

can't reach the high shelves" or expectation of ability can be based on gender or size: " Have he carries these boxes out. He's built like a defensive lineman." In addition, able-bodied employees who have had little contact with a physically disabled person may, because of discomfort, avoid contact with staff members who have some impairment.

Sexual Orientation : Sexual orientation is still another dimension in which staff members may differ. Some are heterosexual, and others are gay, lesbian, or bisexual. Some openly discuss their sexual orientation, but others do not. How an organization deals with this dimension can be a telling test of its openness to differences? What does it cost and organization when an individual feels, as a focus group participant once shared, that he has to hide that he is to succeed in his company? What happens to work-group camaraderie when a gay or lesbian individual does not feel free to bring a same-sex partner to company social events or even able to talk about social activities or lifestyle as normally inferior? Do gay and lesbian staff members have equal access to benefits? Many organizations are now expanding health care and other benefits to same-sex partners and to unmarried domestic partners of either gender.

2.4.2.3 - External Dimensions

Additional influences of Assumptions and Behavior
In additional to internal dimensions, external influences such as social factors and life experiences also have an impact on ho people are treated at work. While individuals have more control over these factors, they still exert a significant impact on behavior and attitudes.

Religion : Religious also prescribe observances, rituals, and holidays that may be t variance with one another. Seventh-Day Adventists and observant Jews who consider Saturday the Sabbath would not work or attend company functions on that day. A Muslim employee ho prays five times a day would not be available for lunch staff meetings because of noon prayers. Non-Christian employees night be less than enthusiastic about Christmas decoration at their work sides. In one client organization, Southeast Asian employees were upset when offices were changed and furniture moved on the first day of their new year, which is considered a very unlucky day for

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such changes. In another case, a supervisor whose religion forbade celebrations refused to allow her team to hold birthday parties, causing much resentment, conflict, and many morale problems in her group. Because of this expanding range of religious adherence, organizations are more frequently called on to response with greater flexibility in schedules and holidays.

Marital Status : One seminar participant proudly proclaimed she never hired anyone who is single. When asked hey, she responded with a laundry list of assumptions she had made about single people's lack of responsibility, commitment, work ethic, dependability, and their party loving lifestyle. Although her stereotyping is extreme, nevertheless marital status does connect different things to different people. Married people are often assumed to be less available for travel assignments or overtime; however, marital status is perceived differently for men and for women. Stereotypes tend to endure regarding this double standard. Married men are often seen as more stable and dependable, while married women, particularly during their childbearing years, are often though to be more if risk than their single counterparts. The stereotypic assumption is that women my go on leave because of pregnancy or may not be willing to transfer or take on projects that involve travel because of their spouses.

Educational Background : Educational requirements are generally prominent job qualifications. Yet their role is sometimes questioned. One of the frequent complaints we hear in organizations has to do with preferences about educational levels. Differences in education, either in level (high school diploma or an MBA0 or in type (an engineering degree versus a liberal arts education) can create divisions among staffs. People with particular levels or types of education are sometimes excluded or preferred. Certain colleges and universities are targeted for recruitment. Comments made by an employee with a high school diploma are sometimes not given the same credence as suggestions made by discounted as too ivory tower or not real world enough. Finally, tuition reimbursement for employees who want to augment their education by taking technical courses rather that college course is sometimes lacking.

Income : Much of an individual's esteem may come from the numbers on his or her paycheck. Disputes over existing salaries or small cost-of-living raises, resentments

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over job reclassifications, or rivalries among staff members concerning opportunities for overtime may have less to do with the actual dollars involved and more to do with the symbolic value of income. These differences can play havoc with cohesion and cause time and energy to be spent on non-work related debates.

In addition, the income levels of individuals' families of birth my have provided or prevented opportunities, such as travel or education, that may give some staff members advantages over others. They can also influence employees' level of comfort with one another. In one manufacturing organization, that was having a problem with top management to discuss ways to solve the problem. These employees were meeting with top management to discuss ways to solve the problem. These employees had never been to a meeting with "suits" before and were intimidated by a setting where others clearly had a different income level. Knowing he had information they needed to solve the problem, the "suits" paid full attention to his input and suggestion. What resulted was an identification of the cause of the problem and a solution that worked. None of this would have been possible if either side allowed the difference in income to block their interaction.

Parental Status : Having children generally means that employees have outside responsibilities and time commitments that may affect their ability to adapt to work schedules. A staff member who coaches a Little League team may not want to put in overtime on a game night. A colleague may be called away to pock up a sick child from school right in the middle of work on a project deadline. A single parent may be incorrectly assumed to have less flexibility for travel assignments. Finally, those employees who do not have children may also have unacknowledged outside responsibilities-caring for an all parent, leading a scout team, or volunteering in a nonprofit organization.

Many working parents, especially women, opt for a flex-time or part-time position at some point early in their children's lives. One young professional with an MBA decided to switch to a halt-time position after the birth of her first child. As a top-producing professional, she gave the organization more than the required 20 hours of work each week and received excellent reviews from every direction. She was therefore shocked when, at performance-review time, she did not receive the top rating. The reason was that, despite her exemplary performance, an unwritten rule held that no flex-time employee could be awarded top marks. She argued and lost.

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However, by the next year's review, the organization had changed its norm regarding part-time workers and, after much discussion, decided that performance was the only basis for evaluation. Not only did she receive top marks, but also the way was paved for future working parents and other fled-time participants.

Appearance : We're taught not to judge a book by its cover, but we do. Beauty is definitely in the eye of the beholder, and preferences differ from culture to culture. What is seen as appealing and appropriate in one culture may not be in another. This diversity factor is often commented upon in training sessions, especially with regard to weight. It is not secrets in this society that may negative assumptions exist about who is considered overnight. A consultant recently spoke of a bright, capable executive who stopped him in the hall one day to ask a painful question. Concerned that her plain face and stout body were obstacles to moving up, she asked if he really thought her looks. In another example, a plant worker felt the need to remove his pierced earring before he entered the company parking lot each morning. Both knew, as most of us do, that job opportunities are sometimes offered or withheld because of appearance.

Personal Habits : Differences in personal habits such as smoking and drinking can be the catalysts for relationship building or dissolution in work groups. In today's smoke-free workplaces, smokers often become a cliquish group because of their shared experience in taking smoking breaks outside the building. Exercises may aerobics together or visit the same health club in the morning before work. Beer drinkers may from close ties through get-togethers that leave out their tee totaling co-workers. Strong scents from heavy perfume or after-shave can be difficult for co-workers with allergies. And any substance-abuse problem can impact not only individual and team performance but workplace safety as well.

Recreational Habits: The recreational preferences in your organization bring still another piece to the diversity puzzle. In one organization, most of the major decisions were made on fishing trips that only a few top leaders attended,. In another, playing golf was an understand but clearly understood requirement for promotion into the management team. In still others, camaraderie builds among those who share an

activity week after week or who can talk together bout a favorite sport or hobby. Again these differences can form relationships. But they can also shut people out.

One manufacturing organization inadvertently found that recreational activity could bring together a polarized staff. Assembly-line workers had formed separate, warring camps because of their different ethnicity and educational backgrounds. All were recent immigrants, but some were from rural villages in Mexico and had little formal education. Others were refugees from Bosnia, most with university education, who had worked on the same line. A break through came at their company picnic when one of them posted a shift-up sheet for a soccer game. Engaging in a sport they held in common gave them the first opportunity to connect as equals, to build rapport, and to begin bridging the differences that had kept them apart.

Geographic Location : Whether employees grew up in small towns, in large cities, in various regions of this country, or in another part of the world will influence their perspectives, values, experiences, and awareness levels. Social norms and business practices also vary not just around the would, but across the country. In one national sales organization, for example, regional differences made for some interesting variations in attitudes about gender roles. Sales managers and directors from the south were more than surprised that there was many serving in those roles in the western region. In their area, women had not been considered for such positions.

Work Experience: Staff members bring a wide range of levels and types of work experience. Employees with disparate work histories-old hands and neophytes, those who are computer literate s well as those who are technophobic, engineers and accountants, technicians and typist-will undoubtedly come together in your organization, and all can make their unique contributions.

In some organizations, experience within the company is highly valued; while in other being homegrown is less important. Work groups often prefer some kinds of work background to others. In one public unity, restructuring meant the redeployment of staff to different divisions in order to retain employees. However, former office workers were not warmly welcomed in the field, and construction workers were disdainful of their "soft" colleagues, who had a lot of computer know-how but not hard-hat experience.

2.4.2.4 - Organizational Dimensions: Job-Related Factors Making an Impact Work

Beyond the personal and social influences on employees' filters are the organizational categories, which also make a difference in assumptions, expectations, and opportunities.

Functional Level or Classification within the Organization: No matter how level-free organizations aim to be, not how many attempts are made to flatten the hierarchy; there is always some structure that delineates functional levels or classifications. They may be signified by numbers, with every one knowing that level 13 is executive management and level 7 is clerical support staff. They may be indicated by titles such as team leader, administrative assistant, customer service representative, or sale manager. Whatever the system, differences in level may serve as coveted signs of status, indications of pay differentials, or informal sources of power. The important thing to recognize is that these levels may impact employees' self-esteem, level of participation, and work-group interactions. One organization that regularly referred to its staff as professional and nonprofessional to signify the difference between those with college degrees and those without got an instructive piece of feedback. Clerical workers let management be known that they resented being called nonprofessional because they considered themselves very professional in their commitment and behavior.

Management Status : Closely related to functional level is the dimension of management status. From supervisor to CEO, every one who reviews another's performance and has accountability for other employees had some level of management status. There may be perceptions of inequality or fears of retribution. Newly promoted supervisors often complain of feeling alienated from former peers who treat them as though they've joined the enemy camp. There may also be different attitudes toward bosses of cultural variations. For those from hierarchical backgrounds, respect for authority figures might inhibit them from sharing feedback with managers. However, having management included with staff groups in training sessions can also help dissolve the "us versus them" rift that often exists between management and non-management personal.

Division, Development, Unit, and Work Group: What do the sales and marking departments say about each other? How about customer service and manufacturing? It is not uncommon for there to be images, assumptions, and stereotypes about specific departments or units. Reputations precede departments. Some are well respected as high performers, whereas others are known as troublemakers. Some as seen as steppingstones to advancement, while others are seen as career deadens.

Union Affiliation: Whether employees are union members or not can add another wrinkle to the diversity fabric in your organization. If union and management are at odds, the distrust may spill over into work relations. However, common interest can also build significant bridges. We are noticing the bridge building in many companies as union and management work together to keep jobs. Their joint vested interests are creating new and important common ground as they create alternatives to outsourcing. And ever without the critical issue of job salvation, having individuals from both sides of the fence work together can lead to improved communication and commitment from both constituencies, as well as increased understanding of sometimes unsympathetic positions.

Work Location: "Headquarters get all the stuff". " They always about us out here in the regions." "We are treated as second-class citizens because we're not at corporate." These are the kinds of commonly heard gripes that indicate the impact of work location. Whether you are in the corner office, the executive suite, or the portable trailer in the parking lit can make a difference about you. Work location often influences communication and can be seen as a sign of importance or value.

Seniority: A bastion of the old older in businesses across the country is the value that has traditional been placed on seniority. Although this is slowly changing in some places, an employee's length of time at the company generally does make a difference. Promotions, schedules, overtime, and other perks are often expected to be doled out on the basis.

Generally, the hierarchy of seniority is adhered to more by mature workers reared in a system where longevity was a plus and by employees from hierarchical

cultures, union contracts and organizational policies have traditionally used seniority as a fair way to distribute advantages.

Work Content or Field: The kinds of workpeople do bring still another dimension. Plumbers and social workers probably see things differently. Lawyers and engineers probably bring divergent views, as might secretaries and computer programmers. Each type of work has a subculture of its own, which tends to give people a methodology for working with problems. The accountant most likely approaches a situation differently that the assembly-line supervisor, the engineer might draw a diagram, while the marketer might start with focus groups. In one biotechnology organization, a manager revealed that her most difficult diversity barrier was one of work content. As a non-technical human resource professional, she found communicating with engineers to her foremost challenge. Sometimes they just didn't speak the same language.

(Lee, Gardenswartz, 1998)

2.5 – Theories Related to Dependent Variables

Managing workforce diversity is a primary challenge in today's hospitality industry. As an increasing number of women, racial minorities, and individuals with disabilities seek employment, the opportunity to take advantage of an expanding talent pool presents itself. Few U.S. companies are managing multicultural workforce effectively. However, a 1992 survey conducted by the Hay Group showed that only 5 percent of the 1,405 participating companies thought they were doing a "very good job" of managing diversity. Hospitality-related organizations, it seems, understand the economic and moral imperative of diversity management and are taking steps to expand opportunities for women, minorities; and people with disabilities. Still, many agree that discrimination still exists.

Mismanaged diversity can have long-reaching effects on employee satisfaction and productivity. Employees who perceive themselves as valued members of their organization are more conscientious, involve, and innovative. Unfortunately, minority-group members often feel less valued than do majority-group members due to stereotyping, ethnocentrism, and prejudice. Mismanaged of diversity, for example, in the form of denied access or unfavorable treatment- can have negative workplace consequences, such as inhibiting workers' abilities and motivation, thereby leading to diminish job performance. Thus, when an organization ignores the existence and importance of workforce diversity, conflict can emerge and neither the hotel nor its employees will realize their potential. *(CORNELL Hotel & Restaurants Administration, April, 2000)*

2.5.1 - The Front Lines of Diversity

To identify those characteristics that distinguish companies that truly valued diversity from those that simply pay lip service to the idea, I chose to focus on minority employees' perceptions of firms' diversity-related practices. My goal was to learn how organizations can modify their practices, procedures, and behavior to create a climate where diversity is valued. I knew that it would be necessary to extent the research beyond individual demographic variable to the social context within which each person operates?

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He purposed of the current study, then, was to explore extensively the workplace experiences of managers and supervisors in 13 hotels, which rating between Baht 1200 to 2000, who themselves represent a diverse population by virtue of their gender, race, and ethnic background. The results of each interview were systematically coded and statistically analyzed to reveal those organizational practices that constitute a workplace climate where employee diversity is valued. Finally, based on the results of the study. I proposed a five-part model identifying the subsystems that are the component parts of a comprehensive effort to manage diversity. *(CORNELL Hotel & Restaurants Administration, April, 2000)*

2.5.2 - Diversity Climate

Each organization has a distinctive climate, atmosphere, or "feeling in the air" that characterizes what it is like to work there. That so-called climate is the result of employees' perceptions of the practices, procedures, and rewards demonstrated by management. An employee observes the organization's actions and behavior, and then draws conclusions about the company's values and priorities. Based on those perceptions employees decide where they should focus their energies and competencies-and determine whether their loyalty to their employer will be rewarded. *(CORNELL Hotel & Restaurants Administration, April, 2000)*

2.5.3 - Content Analysis

Data were generated by performing a content analysis of interviews that were conducted with a diverse group of hospitality-industry managers (as described below). The primary advantage of content analysis is its capacity to accurately and consistently interpret people's accounts of events without depriving those accounts of their power or eloquence. Content analysis is a multi-step process that begin with the development of categories, followed by the coding of material by trained researchers, and, in this study, ends with the statistical analysis of the resulting data. Exploratory methods such as this one are well suited to the current purpose of increasing knowledge of real-world phenomena that have received little previous documentation. *(CORNELL Hotel & Restaurants Administration, April, 2000)*

Exhibit 2.1

A Model for Diversity Management Strategy

Valuing Diversity in the Workplace

Cultural   Opportunity   Leadership

Organization-wide Image

- Organization fosters mutual respect
- Organization fosters sense of belonging
- Differences are accepted
- Corporate-wide diversity-training program

Concern for Equality

- Equal respect for minority and majority group
- Equal performance expectations for minority and majority group
- Equal rewards for minority and majority group
- Equal pay and income
- Valuing diversity

Career Development

- Promotion of multicultural employees
- Opportunity for development of new skills
- Preference to minorities in promotion
- Access to top-management positions

Hiring practices

- Active recruitment and hiring of multicultural employees
- Equal opportunities for minorities
- Affirmative action program

Management Practices

- Take all employees seriously
- Recognize the capabilities of all employees
- Support all employees
- Communicate effectively with all employees
- Value a diverse work group
- Respect the cultural beliefs and needs of employees
- Accept non-English-speaking employees

2.5.4 - Diversity-management Strategy

While analyzing the diversity strategy model (Exhibit 2.1), it is interesting to draw on specific concerns divulged by the manager who participated in the study. Exhibit 2.2 contains some of the more poignant accounts taken directly from the interviews, while the section below indicate the connection between the five categories in the diversity strategy model (Exhibit 2.1) and the interview participants' remarks.

Organization-wide Image: Organizations and their employees do not live in a vacuum, separated from their cultural surroundings. To start with, national cultural, as a set of values, attitudes, and behaviors, includes also those which are relevant to work and organization. These are carried into the workplace, as part of the employees' cultural baggage. Moreover, the society at large has certain expectations

from its organizations and exerts influences on them, through various formal and informal means. Nationally held values and attitudes obviously play a significant part in this process.

It is important to note cultures are normally different from one another in the degree to which they generally hole certain values and attitudes, and not in the kind of these values and attitudes. By implication, it is wise to attribute cultural characteristics to a people in relation to others and not in absolute terms. For instance, no nation is absolutely honest, or absolutely corrupt; some nations are more honest than others. The role of organization in a society is related to another cultural characteristic of a nation as well, i.e., individualism/collectivism. In individualistic societies, such as the US and the UK, the relationship between organizations and their employees is not of concern to their employers. Neither party expects or wishes otherwise. *(Monir H. Tayeb 1996)*

Concern for Equality or Bias Practice: Individual differences among rates in terms of characteristics like age, race, and sex can affect their ratings, often quite apart from each ratee's actual performance. In one study, for instance, researchers found a systematic tendency to evaluate older ratees (over 60 years of age) lower on "performance capacity" and "potential for development" than younger employees. The ratee's race and sex can also affect the person's rating. However, here the bias is not necessarily consistently against minorities or women, as it seems to be in the case of older workers. In one study, high-performing females were often rated significantly higher than were high performing males. Similarly, low-performing blacks were often rated significantly higher than were low performing whites. *(Gary Dessler, 2000)*

Career Development: The deliberate process through which a person becomes aware of personal career-related attributes and the lifelong series of stages that contribute to his or her career fulfillment. Personnel activities like screening, training, and appraising serve tow basic roles in organizations. First, their traditional role has been to staff the organization-to fill its positions with employees who have the requisite interests, abilities, and skills. Increasingly, however, these activities are taking on a second role or ensuring that the long-run interests of the employee are protected by the organization and that, in particular, the employee is encouraged to grow and grow and realize his or her full potential. Referring to staffing or personnel

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management as human resource management reflects this second role. A basic assumption underlying this role is that the employer has an obligation to utilize its employees' abilities to the fullest and to give all employees a chance to grow and to realize their full potential and to develop successful careers. One way this trend is manifesting itself is in the increased emphasis many firms are placing today on **career planning and development**.

HR planning traditionally focuses on job analysis and satisfying the organization's staffing needs; adding a career development focus means including information about individual career interests and preferences as will as career path options.

Before proceeding, it would be useful to define some of the terms we'll be using through out this chapter. A career is a series of work-related positions, paid or unpaid, that help a person grow in job skills, success, and fulfillment. Career development is the lifelong series of activities (such as workshops) that contributes to a person's career exploration, establishment, success, and fulfillment. Career planning is the deliberate process through which someone becomes aware of personal skills, interests, knowledge, motivations, and other characteristics, acquires information about opportunities and choices, identifies career-related goals; and establishes action plans to attain specific goals. *(Gary Dessler, 2000)*

Hiring Practices : Most people would agree that the best qualifies candidates should be hired and promoted. In the long run, hiring the best candidates makes a tremendous contribution to the firm's performance. The potential negative consequences of poor hiring decisions are equally graphic. Poor hiring decision decisions are likely to cause problems from day one. Unqualified or unmotivated workers will probably require closer supervision and decision and direction. They may require additional raining yet never reach the required level of performance. They may also give customers inaccurate information or give customers a reason to do business with competitors.

If a company makes the right hiring decision to begin with, it will be for better off for this reason, it is essential that line managers and possible other line workers be involved in the hiring process. Although the HR department has an active role to play in recruiting, selecting, and socializing new employees, line personnel also need to play a central role in this process. It is the line managers who will actively be supervising the new hires, and these managers often have job-related insights that

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members of the HR department may lack. Further, line workers will interact with and be the peers of the new hire, and these workers have intimate knowledge of what is required to do the job well. (Gomez-Mejia, 2001)

Management Practices: In what has become a classic study of managerial behavior, Henry Mintzberg moved beyond this functional description and identified three sets of roles that managers must be prepared to perform on a daily basis. These roles are shown in Figure 2.6. In the first category are interpersonal roles that involve working directly with other people. They include hosting and attending official ceremonies (figurehead), creating enthusiasm and serving people's needs (leader), and maintaining contacts with important people and group (liaison). The informational roles involve exchanging information with other people. They include seeking out relevant information (monitor), sharing relevant information with insiders (disseminator), and sharing relevant information with outsiders (spokesperson). The decisional roles involve making decisions that affect other people. They include seeking out problems to solve and opportunities to explore (entrepreneur), helping to resolve conflicts (disturbance handler), allocating resources to various uses (resource allocator), and negotiating with other parties (negotiator).

Essential to these roles and to all managial work are good interpersonal relationships with a wide variety of people, both inside and outside the organization. Managers and team leaders should be able to develop, maintain, and work will within task networks-of specific job-related contacts, career networks-of career guidance and opportunity resources and social networks-of trustworthy friends and peers. *(Schermerhom, 2000)*

Figure 2.6 The roles of effective managers.
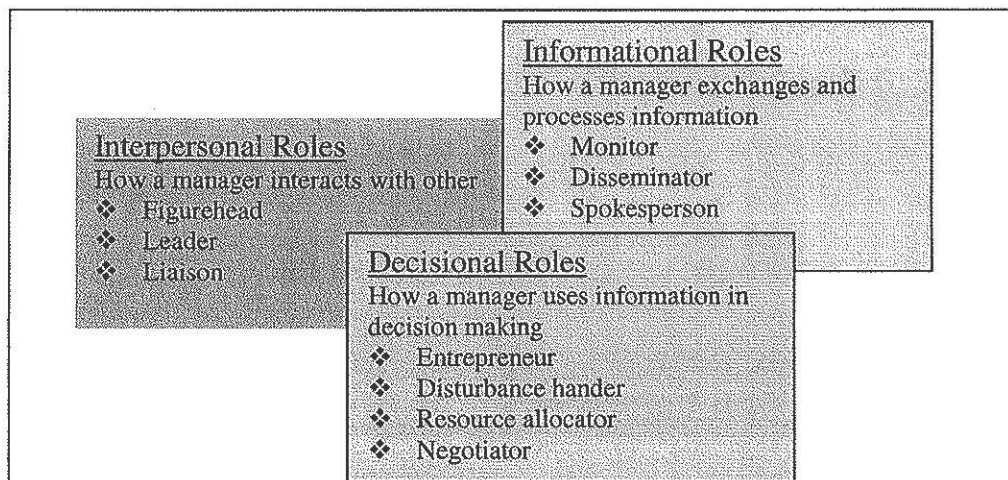
The researcher will conduct a similar survey on Minority-group managers in Bangkok, based on previous conducted results as a guideline.

Exhibit 2.2

Minority-group managers' personal comments

Negative views

(1) An African-American female manager states that organization practices to promote diversity are merely "superficial gestures"; that those empty efforts are merely to placate the "PC police" and are implemented "to exploit fads and distract observers from the facts. Management is not really committed to those practices, she observed, and added that white men are solely in charge of her organization.

(2) An African-American female supervisor states that all management position are filled by whites while minorities are assigned to do the "dirty work." Biases are related to the lack of option for minority –group employees to advance within the company. She note that "these biases affect my relationship with management," and adds: "I don't feel appreciated, I feel used because the job position I hold is a waste of my time. In five years, I will still be in the same position despite hard work and dedication."

(3) An African-American female supervisor states that race, gender, and education have had a negative effect on her career progression. For many years she trained people who managed her; all of those individuals were white, held bachelor's degree, and were "supposed to be better manager."

(4) A Caucasian female manager states that her company has fair hiring practices and diversity training, but male managers make more money than do female managers, and most upper-management positions are held by white males.

(5) A Caucasian male immigrant says that he must work three times harder than Americans to prove himself to his managers. As a non-European immigrant working in a European-owned hotel, he feels that his opportunity is limited because managers give preference to Europeans in hiring and promotion.

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(6) An Hispanic male managers feels strongly that it is easy for a white male to get hired simply on the basic of his race. He found that his interviews with managers were always more "interrogating" than those of his white male counterparts. He was often required to "prove" his experience, background, and knowledge to be hired, while white males' credentials were accepted at face value. Once hired, he would have to work twice as hard as his co-workers to prove his ability to his manager.

(7) An African male immigrant believes that he has experienced slow career progression due to his race and nationality. In addition, he believes that race and gender have affected his experiences with guests. He described the surprised look that guest exhibit when they realize that he is not a security guard, but rather the front-desk manager. He describes this treatment as "something to remind me that I do not belong here"

(8) A Caucasian female manager says that it is hard for women to work in the kitchen, particularly in fine-dining restaurants. She says, "It's really macho-probably the most macho environment in our industry. I worked for a chef came in and fired all the women in the kitchen. I think he got rid of a total of five women, and I was one of them".

(9) An Hispanic male says that, although all employees are treated with respect and valued as members of the team, the percentage of minorities and women in the highest levels of management in his company is low.

(10) An African-American female manager observes that other managers in her organization believe that she "lacks capability" because she is a member of a minority group. Also, those who have a language barrier are excluded from promotion because top managers do not think that such individuals can perform in certain positions.

(11) An African-American male manager believes that, although his organization has mandated diversity training, not all managers are really committed to equality. Those individuals behave fairly only because the company dictates that they must.

Positive views

(12) An Asian male believes that his organization is dedicated to supporting its diversity program and demonstrates this with diversity training, English-language courses, and equal opportunity.

(13) A white female states that top executives in her firm are from different ethnic background, so diversity is well-supported and promoted through the company.

(14) An Hispanic male manager describes his company as being "very fair". He states that, "If they see that you have potential, they're going to do what they can to help you get ahead. I have never felt like a minority. We have an excellent diversity-awareness program, and department forums where issues are discussed".

(15) A Caucasian female manager who was an immigrant states that her company takes a strong stand a against bias. Everyone who works for the company receives diversity training.

(16) An African-American female manager states that cultural diversity is "extremely important" in her company. A training program on diversity was given to managers and hourly employees alike, and was "a concrete step toward understanding differences." She believes that managers would benefit from more-intensive training.

(17) A gay male manager had not found his sexual orientation to be an obstacle at all in his career progression. In his organization, "diversity lends different views to the operation and employees learn to interact with those not exactly like them".

(18) A female manager who immigrated from the Middle East state that, "Overall, diversity issue are handled very effectively in my organization, with a company-financed English-language program, the recognition of culture through celebration of holidays important to minority-group members, and through ties with the minority community."

(19) An Hispanic male manager believes that his organization has built success through diversity. The company offers diversity-awareness training and hires individuals from diverse cultural backgrounds.

(20) An Hispanic female manager feels that her company treats all employees fairly and works hard to promote diversity awareness through training

programs and company policies. Those who treat others unfairly are disciplined for their behavior.

(21) An Asian-American male reports that his company supports diversity in hiring, promotion, and training. "This is demonstrated by the high percentage of top managers who are not white males". He feels that his Asian heritage provides him with an advantage, because of his culture's "reputation for hard work".

(22) A male African-American manager state that his company is dedicated to promoting diversity through both training and opportunity. Currently, top management consists of 25 percent women, 15 percent ethnic minorities, and 5 percent individuals who are gay or lesbian. *(CORNELL Hotel and Restaurant Administration, April 2000)*

CHAPTER – III

Research Frameworks

As champions of competitiveness in today's business, HR professionals must focus more on the diversity workforce and how to manage diversity better. They must articulate their role in terms of value created. They must create a good climate for diversity so that business results quickly follow. They must learn to measure results in terms of human effectiveness/ resources rather than materials resources and to lead cultural transformation rather than to consolidate, reengineer, or downsize when a company needs to turn around.

To achieve these goals, HR must recognize and correct its past. In order to accomplish the goals and strategies, no firm should neglect minority group even when they are of gender difference, or race and ethnicity difference or even they are disabilities. Every one has his or her own talent and HR managers should be able to put the right employees to the right places. It is time for managers to avoid discrimination and manage both minority and majority group members at the same favor.

As this result, if HR practices are to be leveraged by the HR function, HR professionals must begin to act professionally. So the minority issues will be useful for those who work in HR function and add their value to business. Therefore, it help HR people to articulate new agendas for their roles in the competitive organizations of the future.

The research is therefore aimed to study the perception of minority managers/ executive employees in terms of organizational practices, biased practices, management practices, career development, hiring practices and equality, fairness on minority, to redesign the evolution of HR practices of hotel industry in Bangkok.

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3.1- Theoretical Framework

Based on the different theoretical framework and studies depicted in the Literature Review, the researcher started to investigate from workforce diversity and scan down through the four layers of workforce diversity until reach diversity management strategy. When talking about Human resource management, the role of every human resource including minority group member. Even though this literature review is started form the role of HRM, the researcher will emphasizes on minority group who are under HR practices especially on Gender, Race/Ethnicity and Disability. As being mentioned on chapter II, the researcher will be interested in gender differences, race/ethnicity difference and disability employees. In here, as for disability, the researcher will consider the employee as a disability person according to the rules, which are mentioned in table 2.2. According to the figure 3.1, the researcher wrote down theoretical models, and the strength, value, dimension and the purpose of each model. The following models were general models, which appears in literature review.

Theoretical model	Strength	Value	Dimension	Purposes
Workforce diversity	Building an effective indifferent based on gender, race and ethnicity, age and able-bodiedness	HR experts	Future challenge and response -from personal to human resources management -social changes -changing in workforce	To suggest specific Changes that Research might Expect in the human resource system
Four layers of Diversity	Understanding the elements that exist in diversity	Able to know about each layer	-personality -internal Dimension -external dimension -organizational dimension	To investigate the research problem by using these layers' elements.
Managing workforce diversity	Helping HR professional to be more understanding on specific service requiring for diversity	Good managers	-the front lines of Diversity -diversity climate -content analysis -Diversity-management strategy	Be able to cope with Firm's diversity-Related practice, Good atmosphere & Good analysis

Diversity-management Strategy	Practicing the workforce diversity and determining what employees' need	Service quality	-organization-wide image -concern for Equality -career development -hiring practices -management practices	To know the necessities of employees in detail.

Figure 3.1:Theoretical Framework of HRM for diversity in employee and diversity themes

Among these models, the researcher is interested most in Diversity Management Strategy because it practices the workforce diversity and determining what employees need in any organization. In this strategy, there are 6 practice tools for HR managers to be able to know the employee deeply. In addition, according to Exhibit 2.1, in order to be valuing Diversity in the workplace, HR managers should emphasize on cultural background of each employee, Opportunities for each employee and the leadership upon each employee.

3.2 – Conceptual Framework

"Elaborating the Conceptual Model for Diversification in Hotel Industry"

Independent Variables   **Dependent Variables**

Diversity in Employee
▪ Gender
▪ Race or ethnicity
▪ Individual with Disabilities

Diversity Themes
▪ Organizational Practices
▪ Biased Practices
▪ Career Development
▪ Hiring Practice
▪ Management Practices
▪ Equality

3.3 – Hypothesis Testing

Since both dependent and independent variables were measured on ordinal scale, the researcher used measure of association. The researcher want to find whether there is a correlation coefficient between these two variables by using Pearson's coefficient correlation.

Statistical notation (one tail test)

H0: $\rho \geq 0$

H1: $\rho < 0$

Level of significant: Determine the confidence level desired by choosing the appropriate score from the normal distribution at 99% confidence interval or 0.01 significance level.

Rejection rule : If p value is greater than significant value, we accept null hypothesis and if p value is less than significant value, we accept alternate hypothesis in lieu.

Formula:
$$\text{Rho}\ (r_{xy}) = \frac{\sum X Y - (\sum X)(\sum Y)/n}{\sqrt{[\sum X^2 - (\sum X)^2/n][\sum Y^2 - (\sum Y)^2/n]}}$$

Where; $\sum$ = summation symbol

X = independent variables

Y = dependent variables

n = number of sample population

Hypothesis Statement

(1) - Ho_1:   There is no relationship between Gender and Organizational Practices.

Ha_1 :   There is a relationship between Gender and Organizational Practices.

(2) - Ho_2 :   There is no relationship between Gender and Biased Practices.

Ha_2 :   There is a relationship between Gender and Biased Practices.

(3) - Ho_3 : There is no relationship between Gender and Career development.

   Ha_3 : There is a relationship between Gender and Career Development.

(4) - Ho_4 : There is no relationship between Gender and Hiring Practices.

   Ha_4 : There is a relationship between Gender and Hiring Practices.

(5) - Ho_5 : There is no relationship between Gender and Management Practices.

   Ha_5 : There is a relationship between Gender and Management Practices.

(6) - Ho_6 : There is no relationship between Gender and Equality.

   Ha_6 : There is a relationship between Gender and Equality.

(7) - Ho_7 : There is no relationship between Race/Ethnic and Organizational Practices.

   Ha_7 : There is a relationship between Race/Ethnic and Organizational Practices.

(8) - Ho_8 : There is no relationship between Race/Ethnic and Basic Practices.

   Ha_8 : There is a relationship between Race/Ethnic and Basic Practices.

(9) - Ho_9 : There is no relationship between Race/Ethnic and Career development.

   Ha_9 : There is a relationship between Race/Ethnic and Career Development.

(10) -Ho_{10} : There is no relationship between Race/Ethnic and Hiring Practices.

   Ha_{10} : There is a relationship between Race/Ethnic and Hiring Practices.

(11) -Ho_{11} : There is no relationship between Race/Ethnic and Management Practices.

   Ha_{11} : There is a relationship between Race/Ethnic and Management Practices

(12) -Ho_{12} : There is no relationship between Race/Ethnic and Equality.

   Ha_{12} : There is a relationship between Race/Ethnic and Equality.

(13) -Ho_{13} : There is no relationship between Disabilities and Organization Practices.

   Ha_{13} : There is a relationship between Disabilities and Organization Practices

(14) -Ho_{14} : There is no relationship between Disabilities and Biased Practices.

   Ha_{14} : There is a relationship between Disabilities and Biased Practices.

(15) -Ho_{15} : There is no relationship between Disabilities and Career development.

   Ha_{15} : There is a relationship between Disabilities and Career development.

(16) -Ho_{16} : There is no relationship between Disabilities and Hiring Practices.

   Ha_{16} : There is a relationship between Disabilities and Hiring Practices.

(17) -Ho_{17} : There is no relationship between Disabilities and Management Practices.

   Ho_{17} : There is no relationship between Disabilities and Management Practices.

(18) -Ho_{18}: There is no relationship between Disabilities and Equality.

Ha_{18}: There is a relationship between Disabilities and Equality.

3.4 – Operationalization of the Independent and Dependent Variables

Concept by Labeling	Conceptual definition	Operational component	Level of measurement
Organizational practices	Organization must create a culture that values diversity	-organization fosters mutual respect	Ordinal level
		-organization fosters sense of belonging	Ordinal level
		-difference are accepted in organization	Ordinal level
		-Corporate-wide diversity-training program	Ordinal level
Biased practices	Demonstrate equal respect for minority and majority-group members	-Unfair treatment of minorities	Ordinal level
		- Stereotypes	Ordinal level
		- Gender Bias	Ordinal level
		- Racial Bias	Ordinal level
		- Sexual-orientation bias	Ordinal level
		- Cultural bias	Ordinal level
Career Development	To create the climate of minority-group members with the opportunity for development and promotion.	-promotion of multicultural employees	Ordinal level
		-Opportunities for development of new job skill	Ordinal level
		-Preference to minorities in hiring, promotion	Ordinal level
		-equal pay, income	Ordinal level
		-Access to top-management position	Ordinal level
		-Others training to develop language skill	Ordinal level
Hiring Practices	Be able to hire equally and provide the equal opportunities for both minority-group and majority-group to have balance in own organization.	-equal opportunities for minorities	Ordinal level
		- Affirmative-action program	Ordinal level
		- Active recruitment and hiring of multicultural employees	Ordinal level
Management Practice	Be able to know the capabilities and competencies of all employees and apply the right minority and majority group of employees to the right place.	-management takes all employees seriously	Ordinal level
		-management recognizes capabilities of all employees	Ordinal level
		-management supports all employees	Ordinal level
		-management communicates effectively with all employees	Ordinal level
		-management values a diverse work group	Ordinal level
		-management respects the cultural beliefs and needs of employees	Ordinal level
		-management accepts non-English-speaking employees	Ordinal level
		-management encourages bilingual skills in all employees	Ordinal level
Equality	Be able to demonstrate equal respect for minority and majority-group	-equal respect for minority and majority group	Ordinal level
		-equal performance expectations for	Ordinal level

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		minority and majority group -equal career progression of minority and majority group	Ordinal level
	member.	-equal rewards for minority and majority group	Ordinal level
Diversity in employee	To focus on the minority group of employees whom they are involving in variations in factors we can control as well as those ever which we have no choices	-Gender -Race or Ethnicity - Disabilities	Nominal

CHAPTER – IV

Research Methodology

The research methodology was aimed to explain the process of conducting this research into several areas namely; method of research to be used. Research technique, respondents and sampling procedure, research instrument/ questionnaire, collection of data/gathering procedures, and statistical treatment of data. This chapter describes the development and subsequent pilot testing of the measures of diversity values and Employees preferences of the Organization Practices on Diversity.

4.1 – Method of research Use

The researcher made use of the descriptive research method and correlation analysis in order to determine in the quantitative terms and the degree to which variables are related. The standard examination was taken account into the most appropriate method and the most simple for understanding and clarity on the statistical method.

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Data Collection Process

Figure 4.1

Data Collection Process

```
                    ┌─────────────┐
                    │  Research   │
                    │  Question   │
                    └─────────────┘
                           │
                           ▼
                    ┌─────────────┐
                    │  Research   │
                    │  Objective  │
                    └─────────────┘
                           │
                           ▼
              ┌──────────────────────────┐
              │ Selection of exploratory │
              │ Research Technique (T)   │
              └──────────────────────────┘
```

| Secondary (Historical data) | Experience Summary | Pilot Study | Case Study |

Selection of Basic Research Method (M)

| Quantitative | Qualitative |

| Experimentation | Survey | Fieldwork | Non-reactive Research |

| Interview | Questionnaire |

Selection of Sample Design (D)

| Probabilistic | Non-probabilistic |

Judgmental Sampling

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4.2 – Exploratory Research Technique

After careful review of the various research techniques, and exploratory research techniques available, a pilot study was selected for use within this research. The objective was to collect data to serve as a guide for the subsequent larger study. Consideration was given to the fact that there was no secondary data available.

Therefore, a pilot study was conducted involving several of the hotels that had agree to participate in this survey. The pilot sample is not representative and the ability to generalize results from it is limited. Pilot study results were used to improve the relevancy and accuracy of the survey instrument and to identify any conceptual gaps in the research process and design. The pilot was also used for purposed of estimating the population parameters, for the subsequent final survey samples. The researcher does not want to research any cause and effect, but researcher will try to find the diversity practices in hotels industry.

4.3- Respondents and Sampling Procedures

The population of the respondents was the minority manager and executives of hotels tariff rate between Baht 1600 to 2000, which consisted of 13 Hotels for sampling frame. The population of respondents was classified into four levels as follows:

(1) Top management

(2) Middle management

(3) First line management and

(4) Executive employees with fixed salary under all department function according to the targeted hotels.

Table 4.1- Sample Respondents of the Study

Employees' level	Size of population	Sample of Respondents
Top management	-	1
Middle management	-	21
First line management	-	12
Executive Employees with fixed salary	-	48

The questionnaire were distributed to all targeted position level and will be selected only minority who's concerned with Demographic Factors in Dependent variables such as Gender, Race and Ethnicity, and Disabilities. The sample executed to consider age, working experienced and educational background.

4.4- Research Instrument /Questionnaire

A set of questionnaire was developed to measure minority perception of human resource practices at the hotels in Bangkok, as compared to currently HR practices in Hotel tariff between Baht 1600 to 2000.

These survey items were selected based on systematic analysis and practical application for testing the hypothesis statements, which was attached in Appendix A. This survey comprised of two parts.

- Part I contained 32 questions of the perception towards human resource management practices on diversity workforce especially on minority groups, in terms of and measured by, organization practices, management practices, hiring practices, career development, biased practices and equality. This part has been designed to evaluate and measure minority group's perceptions on all specific topics covered in this survey.

- Part II contained 7 questions to counter check on minority group demographic profiles.

- Research question no. 1 and was answered by all questions in part I of the questionnaire after analyze al the mean values, which give the perceptions of minority groups on the issues relating to diversity in the hospitality industry.

- Research question no. 2 was answered by all questions in part I of the questionnaire, question after analyze all (r) value, which show whether hotel organizations doing right with regard to diversity and what are they doing wrong?
- Research question no 3 and 4 were answered after analyze all of the question and overview the relationship between themes and organizational practices that value diversity. The trend of HR and model for diversity management strategy is whether applicable.

The formation of questionnaire was constructed based on the basic framework. This questionnaire concise multiple item five-point rating scale and were categorized into 32 perception items. The perception measured through 5 points rating scale ranging from " strongly disagree" to " Strongly agree". The results were then analyzed to access the overall minority managers and executive perception based on 6 variables. It was also be used to identify the key roles and dimensions facets within those roles and dimensions to focus improvement efforts. Table 4.1- summarized the group of issue on questionnaire.

Table 4.2- Table of Specification

Part No.	Issues	Question No.	Descriptions
I	Perception of minority upon a firm treatment to diversity	1-3	Organization practices
I	Perception towards a firm empowerment to minority employees	4-5	Empowerment to diversity
I	Perception towards biased within a firm	6-11	Organization biased practices
I	Perception of minority regarding career assessment within the organization	12-17	Career Development
I	Perception towards fairly decision on employees recruitment	18-20	Hiring practices
I	Perception towards management encouragement to diversity	21-28	Management practices

	employees on all aspects		
I	Perception towards equal treatment between minority and majority	29-32	Organization's equality practices
II	Demographic Profiles	1	Gender
II	Demographic Profiles	2	Age
II	Demographic Profiles	3	Educational; Attainment
II	Demographic Profiles	4	Employee level
II	Demographic Profiles	5	Year of work with the company
II	Demographic Profiles	6	Ethnicity
II	Demographic Profiles	7	Physical ability

4.5 - Collection of Data/Gathering Procedure

As the sample population is primary Thai native speakers, the actual survey instrument was translated into Thai language in order to ensure minimal interpretation errors. MBA students who specialized in HRM and well versed in linguistic for the English/Thai translation of the questionnaires did the translation. Moreover, an expert rechecked it in order to retain the original meaning of the English version questionnaires. Therefore, the researcher would be dividing the collection of data process into three phases as in the following:

* Phase I- the research; make a pilot test in three hotels to ensure that there is diversity in hotel industry in Bangkok.

* Phase II- the researcher select 6 BBA students and give training for the survey. The required data was gathered to pre-test the questionnaire, which was the closed-end structured in order to ensure its validity and reliability. The appropriate amendment was than made after feedback from the pre-tested hotels. The objective of this managers and executives, regarding to the HRM practices towards diversity in hotel organization. Furthermore, the format and understandability of the vocabulary, statements and wordings were also tested for its simplicity in the mindset of customary respondent.

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- Phase III- the researcher requested the approval from the secretary and the questionnaires were distributed to all managers and executives in the hotels. After the survey, the researcher then selected only minority respondents as samples to analyze. In addition, the primary data was collected from the distribution of questionnaire, the secondary data would be coming form, " Thai Hotels Association" and some from TAT, the information from internet as well as textbooks and journals at libraries of Assumption University.

4.6- Statistical Treatment of Data

Several methods of statistical analysis applied in this study through encoding and processing by SPSS statistical software for data evaluation and analysis. The statistical tools used to answer the following research questions based upon the statement of the problems. All questions will be measured the perception of minority managers and executives in hotels towards organization practices on diversity. In part II, all questions are demographic profiles, which supporting independent variables.

The most common statistical technique for tabulating data was percent distribution, means, and standard deviation. Percent distribution indicated the percent of managers and executive employees who answer each of the available responded on each surveyed item. Mean scores measured the similarity in managers and executives responses. But they do not indicate how response varies. The standard deviation measured the variance in responses. The more largely the standard deviation, the more dispersed the response to the items. For this thesis study, the researcher will use mean, standard deviation and Pearson's correlation, r. the interpretation for the measuring techniques are as follows:

Mean

Rating Scales	Interpretation
1.00 – 1.79	Strongly disagree
1.80-2.59	Disagree
2.60-3.39	Neutral
3.40-4.19	Agree
4.20-5.00	Strongly agree

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Pearson's Correlation (r)

Correlation coefficient is generally ranging from -1.00 to +1.00 as follows:

Rating Scales	Interpretation
-1.00	Perfect negative correlation
-0.95	Strong negative correlation
-0.50	Moderate negative correlation
-0.10	Weak negative correlation
0.00	No correlation
+0.10	Weak positive correlation
+0.50	Moderate positive correlation
+0.95	Strong positive correlation
+1.00	Perfect positive correlation

CHAPTER - V

PRESENTATION TO DATA AND CRITICAL ANALYSIS OF RESULTS

This chapter presents the survey results of data analysis and interpretation of findings in various topic issues. The purpose of this exploratory study is to examine the minority employees' perception. Data sources were selected from responses to a survey questionnaire and selected items contained in each employee's recorded file. The summary of analysis for each of the survey items is displayed in the following presentation. The analysis begins with the demographic profile of survey respondents, followed by statistical findings for the specific research questions out line in chapter I.

5.1 - The Demographic Profile of Respondents

The number of employees attending this survey study was 130 respondents. But there are 48 questionnaires are majority. Therefore, the researcher has done the analysis based on 82 minority respondents' questionnaire. The minority group in this survey was defined as female, ethnicity and physical disables. So the demographic profiles is represented through the use of frequency distribution and percentage as follows:

5.1.1-Gender

The total number of minority employees in this survey is 82 employees of the Hotels in Bangkok. There are 32 respondents of male, which are 39% of the survey, and 50 female respondents, which are 61% of the total survey respondents, which are respectively as illustrated in table 5.1.

Table 5.1.1: Frequency Distribution of Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	32	39.0	39.0	39.0
	female	50	61.0	61.0	100.0
	Total	82	100.0	100.0	

5.1.2 Age level

Table 5.2 from below displays various age groups of respondents. 26 respondents out of 82 respondents are not more than 25 years old and which means that 31.7% of that age is included in this survey. At the age of this range is the second highest sample of respondent population. 27 respondents are within 26-30 years old and the percentage is 32.9% who are the highest sample respondent population. As for the range within 31-35 years, the frequency is 20 and the percentage is 24.4% which are the third highest in this sample respondents. The least highest sample respondents is at the range within 36-40 years old and the frequency is 9 respondents and the percentage is 11%. Such frequency distribution can be seen in table 5.2.

Table 5.1.2: Frequency Distribution of Age Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not more than 25 yrs	26	31.7	31.7	31.7
	26-30 yrs	27	32.9	32.9	64.6
	31-35 yrs	20	24.4	24.4	89.0
	36-40 yrs	9	11.0	11.0	100.0
	Total	82	100.0	100.0	

5.1.3 Educational level

Among 82 selected respondents, 51 respondents are bachelor degree levels of education and the percentage is 62.2%. The high school/vocational certificate levels of education are 18 respondents and the percentage is 22%. The diploma certificate levels if education is 12 respondents and the percentage is 14.6%. Among them, the

master/doctorate degree levels of education are only one and the percentage is 1.2% as shown in following table 5.3.

Table 5.1.3: Frequency distribution of Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	high school/vocational certificate	18	22.0	22.0	22.0
	diploma certificate	12	14.6	14.6	36.6
	bachelor degree	51	62.2	62.2	98.8
	Master/doctorate degree	1	1.2	1.2	100.0
	Total	82	100.0	100.0	

5.1.4 Employee Level

Based on the level of employee participating in this study, Top Management level represents only one out of 82 selected respondents or 1.2% that is the smallest sample of population while the executive employees with fixed salary is 48 respondents which is 58.5% of the participants and the largest population of this survey. The rest are middle management level and first line management and the frequency of these are 21 respondents and 12 respondents and the percentage are 25.6% and 14.6% respectively.

Table 5.1.4: Frequency Distribution of Employee level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top mgt.	1	1.2	1.2	1.2
	Middle mgt.	21	25.6	25.6	26.8
	First line mgt.	12	14.6	14.6	41.5
	Executives employees	48	58.5	58.5	100.0
	Total	82	100.0	100.0	

5.1.5 Length of Service

The majority of the staff of the respondents, who are working at the hotels less than 5 years is 56 respondents and the percentage is 68.3% which is the highest population including in this survey. The second largest population is the working period within 6-10 years the frequency is 17 and the percentage is 20.7%. The respondents who

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have long working experience like the range within 11-15 years is 8 respondents and 16-20 years is only one and the percentage are 9.8 and 1.2 respectively. The frequency distribution is shown in table 5.5 and figure5.5 in below.

Table 5.1.5: Frequency Distribution of Length of Service

	Frequency	Percent	Valid Percent	Cumulative Percent
5 yrs and below	56	68.3	68.3	68.3
6-10 yrs	17	20.7	20.7	89.0
11-15 yrs	8	9.8	9.8	98.8
16-20 yrs	1	1.2	1.2	100.0
Total	82	100.0	100.0	

5.1.6 Groups of Race/Ethnicity

The largest ethnicity group is Thai minority in this survey who are 41 respondents and the percentage is 50%. The second largest ethnicity group is Chinese and the frequency is 22 and the percentage is 26.8%. in this survey, Indian Malay, Laos and Khmar are included as ethnicity group and the frequencies are 4, 3, 6, and 6 and the percentage are 4.9%, 3.7%, 7.3% and 7.3% respectively. Such frequency and percentage are shown in table 5.6.

Table 5.1.6: Frequency Distribution of Race/Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	22	26.8	26.8	26.8
	Indian	4	4.9	4.9	31.7
	Malay	3	3.7	3.7	35.4
	Laos	6	7.3	7.3	42.7
	Khmar	6	7.3	7.3	50.0
	Thai	41	50.0	50.0	100.0
	Total	82	100.0	100.0	

5.1.7 Able/Disable group

According to the questionnaire the researcher accepted, there is no physical disability group in hotel business. So the physical ability group are 100% included. Most of the firm in hotel industry decline to employ disabled workers as shown in table 5.7.

Table: 5.1.7: Frequency Distribution of Physical Able/Disable Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Physically able group	82	100.0	100.0	100.0
	Physically disable group	0	0	0	

5.2 Testing workforce Diversity of Minority Employees by Each Practices

Perception of 82 respondents towards the workforce diversity of minority employees in human resources roles are categorized in terms of organizational practices, biased practices, career management, hiring practices, management practices and equality are as presented in below.

5.2.1. The Organizational Practices

The perception of minority employees in terms of organizational practices reflects a certain degree of neutral or uncertainty. Particular attention should be given to the perception of the minority employees through the effectiveness of HR ability to make themes happen. Generally, the lowest mean of score of output from SPSS expects that the organization should create a good climate for minority employees.

Thus, in order to know how the hotels do practice the organizational practices, the researcher set the questionnaire. To answer question 1 through 5, the researcher put such five themes in the reliability analysis in SPSS.

RELIABILITY ANALYSIS - SCALE (ALPHA)

```
1.    FMRESPEC    Do you think that your org. fosters mutu
2.    VALDIVER    Do you think that your org. value divers
3.    FSBELONG    Do you think that your org. practice fos
4.    CWDTRAIN    Do you think that your org. practice Cor
5.    DIFFEREN    Do you think that your org. practice any
```

Correlation Matrix

```
             FMRESPEC    VALDIVER    FSBELONG    CWDTRAIN    DIFFEREN

FMRESPEC      1.0000
VALDIVER       .3653      1.0000
FSBELONG       .4300       .2817      1.0000
CWDTRAIN       .5085       .3355       .4363      1.0000
DIFFEREN       .5808       .3035       .2880       .4097      1.0000


       N of Cases =        82.0

Item Means      Mean     Minimum     Maximum     Range     Max/Min    Variance
              3.0341      2.9390      3.1829     .2439      1.0830      .0144

Item Variances Mean     Minimum     Maximum     Range     Max/Min    Variance
               .9106       .7493      1.0894     .3401      1.4539      .0153

Inter-item
Correlation     Mean     Minimum     Maximum     Range     Max/Min    Variance
               .3939       .2817       .5808     .2991      2.0615      .0092

Reliability Coefficients       5 items

Alpha =    .7676            Standardized item alpha =    .7647
```

According to this scale reliability test for the first five questions, alpha value is 0.7676, which means the scale what the researcher set is relatively reliable. All five variables in this construct which is newly labeled as "orgprac@" are combined and tested it with gender, race/ethnicity and physical able/disable groups. So "orgprac@" is reliable to test and the results are as shown in below.

Testing the Relationship between Organization Practices and Gender

Table 5.2.1.a Correlation

		ORGPRAC@	gender
ORGPRAC@	Pearson Correlation	1.000	.022
	Sig. (1-tailed)	.	.421
	N	82	82
gender	Pearson Correlation	.022	1.000
	Sig. (1-tailed)	.421	.
	N	82	82

According to the results from table 5.2.1.a, which is the correlation test, the value of Pearson correlation is positive and equal to 0.022, which is large, and it is statistically significant at 99% confidence level (alpha value is 0.01) where p value is o.42.

Testing the relationship between Organization Practices and Race/Ethnicity

Table 5.2.1.b Correlation

		ORGPRAC@	Which ethnicity groups you are belonging to?
ORGPRAC@	Pearson Correlation	1.000	.166
	Sig. (1-tailed)		.068
	N	82	82
Which ethnicity groups you are belonging to?	Pearson Correlation	.166	1.000
	Sig. (1-tailed)	.068	
	N	82	82

As for testing orgprac@ and Race/Ethnicity, in order to know the relationship between the orgprac@ and Race/Ethnicity, table 5.1.2.a shows the results that the value of Pearson Correlation is positive and equal to 0.166 and a little bit large at the level of significant at 99% at alpha value is 0.01 while p value is 0.068.

Testing the relationship between Organization Practices and Able/Disable group

Table 5.2.1.c Correlation

		ORGPRAC@	do you belong to?
ORGPRAC@	Pearson Correlation	1.000	.
	Sig. (1-tailed)	.	.
	N	82	82
do you belong to?	Pearson Correlation	.	.
	Sig. (1-tailed)	.	.
	N	82	82

a Cannot be computed because at least one of the variables is constant.

As for ability/disability testing, the variable is constant that can not compute for correlation value. It means that there is no disability group in hotel industry.

5.2.2. **Biased Practices**

Question 6 through 11 of questionnaire is about biased practices which included unfair treatment, stereotype, gender bias, racial bias, sexual-orientation, and cultural bias. These are tested by reliability analysis first.

R E L I A B I L I T Y   A N A L Y S I S BIASED PRACTICES - S C A L E (A L P H A)

```
1.      UNFAIRTR      Do you agree your org. has unfair treatm
2.      STEREOTY      Do you agree your org. has stereotype of
3.      GENBIAS       Do you agree your org. has gender bias?
4.      RACEBIAS      Do you agree your org. has racial bias?
5.      SEXBIAS       Do you agree your org. has sexual-orient
6.      CULTBIAS      Do you agree your org. has cultural bias
```

Correlation Matrix

```
              UNFAIRTR      STEREOTY      GENBIAS      RACEBIAS      SEXBIAS

UNFAIRTR       1.0000
STEREOTY        .4651       1.0000
GENBIAS         .2713        .5164       1.0000
RACEBIAS        .3137        .5314        .6263       1.0000
SEXBIAS         .1523        .3158        .5578        .5089       1.0000
CULTBIAS        .1793        .4135        .5953        .7531        .5742


                CULTBIAS

CULTBIAS        1.0000
```

N of Cases =   82.0

```
Item Means      Mean      Minimum    Maximum    Range     Max/Min    Variance
                2.4085    2.1951     2.7683     .5732     1.2611     .0547

Item Variances Mean      Minimum    Maximum    Range     Max/Min    Variance
                1.1944    .8595      1.7605     .9009     2.0482     .1114

Inter-item
Correlations   Mean      Minimum    Maximum    Range     Max/Min    Variance
                .4516     .1523      .7531      .6008     4.9438     .0288
```

Reliability Coefficients   6 items

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```
Alpha =    .8186         Standardized item alpha =    .8317
```

According to this scale reliability test for the question No. 6 to 11, alpha value is 0.8186, which means the scale which the researcher set is perfectly reliable. All six variables in this construct which is newly labeled as "BAISED@" are combined and tested it with gender, race/ethnicity and physical able/disable groups again. So "BIASED@" is reliable to test and the results are as shown in below.

Testing the relationship between Biased and Gender

Table 5.2.2.a Correlation

		BIASED@	gender
BIASED@	Pearson Correlation	1.000	.051
	Sig. (1-tailed)	.	.324
	N	82	82
gender	Pearson Correlation	.051	1.000
	Sig. (1-tailed)	.324	.
	N	82	82

According to the results of the correlation test from table 5.2.2.a, the value of Pearson correlation is positive and equal to 0.051, which is large, and it is statistically significant at 99% confidence level (alpha value is 0.01) while the value of p is 0.324.

Testing the relationship between Biased and Race/Ethnicity

5.2.2.b Correlation

		BIASED@	which ethnicity groups you are belonging to?
BIASED@	Pearson Correlation	1.000	-.122
	Sig. (1-tailed)	.	.138
	N	82	82
which ethnicity groups you are belonging to?	Pearson Correlation	-.122	1.000
	Sig. (1-tailed)	.138	.
	N	82	82

According to the results of the correlation test from table 5.2.2.b, the value of Pearson correlation is negative and equal to 0.122, which is large, and it is statistically significant at 99% confidence level (alpha value is 0.01). where the value of p is 0.138.

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Testing the relationship between Biased and Able/Disable group

Table 5.2.2.c Correlation

		BIASED@	Do you belong to?
BIASED@	Pearson Correlation	1.000	.
	Sig. (1-tailed)	.	.
	N	82	82
do you belong to?	Pearson Correlation	.	.
	Sig. (1-tailed)	.	.
	N	82	82

a Cannot be computed because at least one of the variables is constant.

As for Able/Disable group, the SPSS can not compute it because there is no disability group in hotel industry. Thus, it is also can not be shown in correlation test.

5.2.3. Career Development

In order to find out if the firms are practicing career development, the researcher set the questionnaire from question 12 to 17, which included the promotion of multicultural employee for career development, the opportunities for development of new job skill, the preference of minority in hiring promotion, a commitment to give equal pay or income, to give away to minority for access to top management positions, and provide other training to develop language skill.

```
R E L I A B I L I T Y    A N A L Y S I S    -    S C A L E    (A L P H A)


1.    PROMOTIO    Do you think your org. practice the prom
2.    OPPJOBSK    Do you think your org. practice the oppo
3.    PREFEREN    Do you think your org. practice the pref
4.    COMMITME    Do you think your org. practice a mommit
5.    POSITION    Do you think your org. practice to give
6.    LANGSKIL    Do you think your org. practice to provi


                    Correlation Matrix

            PROMOTIO    OPPJOBSK    PREFEREN    COMMITME    POSITION

PROMOTIO    1.0000
OPPJOBSK     .5812      1.0000
PREFEREN     .3326       .3068      1.0000
COMMITME     .1199       .2233       .3794      1.0000
POSITION     .1432       .4256       .4091       .2185      1.0000
LANGSKIL     .1639       .4230       .2915       .4547       .2861
```

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```
                 LANGSKIL

LANGSKIL          1.0000


      N of Cases =        82.0

Item Means      Mean     Minimum   Maximum    Range     Max/Min    Variance
                2.8923   2.6098    3.1463     .5366     1.2056     .0413

Item Variances  Mean     Minimum   Maximum    Range     Max/Min    Variance
                .9514    .7102     1.2285     .5184     1.7299     .0475

Inter-item
Correlations    Mean     Minimum   Maximum    Range     Max/Min    Variance
                .3173    .1199     .5812      .4613     4.8489     .0164


Reliability Coefficients       6 items

Alpha =    .7332              Standardized item alpha =    .7360
```

According to the scale reliability test for the question no 12 to 17, alpha value is 0.7332, which means the scale what the researcher set is relatively reliable. All eight variables in this construct which is newly labeled as "Career@" are combined and tested it with gender, race/ethnicity and physical able/disable groups again. So "Career@" is reliable to test and the results are as shown in below.

Testing the relationship between Career development and Gender

Table 5.2.3.a Correlation

		CAREER@	Gender
CAREER@	Pearson Correlation	1.000	.168
	Sig. (1-tailed)	.	.066
	N	82	82
gender	Pearson Correlation	.168	1.000
	Sig. (1-tailed)	.066	.
	N	82	82

From the correlation test, the value of Pearson correlation is positive and equal to 0.168, which is large, and it is statistically significant at 99% confidence level (alpha value is 0.01) while the p value is 0.066 as shows in table 5.2.3.a

Testing the relationship between the Career development and Race/Ethnicity

Table 5.2.3.b Correlation

		CAREER@	Which ethnicity groups you are belonging to?
CAREER@	Pearson Correlation	1.000	.178
	Sig. (1-tailed)	.	.055
	N	82	82
Which ethnicity groups you are belonging to?	Pearson Correlation	.178	1.000
	Sig. (1-tailed)	.055	.
	N	82	82

According from the correlation result which is in table 5.2.3.b, the value of Pearson correlation is positive and equal to 0.178, which is large, and it is statistically significant at 99% confidence level (alpha value is 0.01) and the significant level for one tailed test p is 0.055.

Testing the relationship between Career development and Able/Disable group

Table 5.2.3.c Correlation

		CAREER@	do you belong to?
CAREER@	Pearson Correlation	1.000	.
	Sig. (1-tailed)		.
	N	82	82
do you belong to?	Pearson Correlation	.	.
	Sig. (1-tailed)	.	
	N	82	82

a. Cannot be computed because at least one of the variables is constant.

As for Able/Disable group, the SPSS can not compute it because there in no disability group in hotel industry. Thus, it is also can not be drawn draw a graph.

5.2.4 Hiring practices

In order to know the perception of minority employees in terms of hiring practices reflects a certain degree of neutral or uncertainty, particular attention should be given to the perception of the minority employees through the effectiveness of HR ability to make themes happen as the researcher set above. Thus, in order to know how the hotels do practice the hiring practices, the researcher set the questionnaire. To answer question 18

through 20, the researcher put such three themes in the reliability analysis in SPSS which included equal opportunities, adopt affirmative action, and active recruitment and hiring of multicultural employees.

```
R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

1.    EQUOPPO      Do you think your org. practice equal op
2.    AFFIRMAT     Do you think your org. practice to adopt
3.    ACTRECRU     Do you think your org. practice to do Ac


                       Correlation Matrix

                EQUOPPO      AFFIRMAT      ACTRECRU

EQUOPPO         1.0000
AFFIRMAT         .2276       1.0000
ACTRECRU         .3664        .2775        1.0000



        N of Cases =        82.0

Item Means      Mean     Minimum    Maximum     Range    Max/Min    Variance
                2.9959    2.8902     3.2073     .3171     1.1097      .0335

Item Variances  Mean     Minimum    Maximum     Range    Max/Min    Variance
                 .8128     .7162      .8824     .1662     1.2321      .0074

Inter-item
Correlations    Mean     Minimum    Maximum     Range    Max/Min    Variance
                 .2905     .2276      .3664     .1388     1.6100      .0040


Reliability Coefficients        3 items

Alpha =    .5474            Standardized item alpha =    .5512
```

According to this scale reliability test, alpha value is 0.5474, which means the scale what the researcher set is partially reliable. All three variables in this construct which is newly labeled as "Hiring@" are combined and tested it with gender, race/ethnicity and physical able/disable groups. So "Hiring@" is just reliable to test and the results are as shown in below.

Testing the relationship between hiring practices and Gender

Table 5.2.4.a Correlation

		HIRING@	Gender
HIRING@	Pearson Correlation	1.000	.138
	Sig. (1-tailed)	.	.108
	N	82	82
Gender	Pearson Correlation	.138	1.000
	Sig. (1-tailed)	.108	.
	N	82	82

From the correlation test which is shown in table 5.2.4.a, the value of Pearson correlation is positive and equal to 0.138, which is large, and it is statistically significant at 99% confidence level (alpha value is 0.01) while the p value is 0.108.

Testing the relationship between Hiring practices and Race/Ethnicity

Table 5.2.4.b Correlation

		HIRING@	Which ethnicity groups you are belonging to?
HIRING@	Pearson Correlation	1.000	.116
	Sig. (1-tailed)	.	.149
	N	82	82
which ethnicity groups you are belonging to?	Pearson Correlation	.116	1.000
	Sig. (1-tailed)	.149	.
	N	82	82

In order to know the relationship between the Hiring@ and Race/Ethnicity, table 5.2.4.b shows the results that the value of Pearson Correlation is positive and equal to 0.116 and a little bit large at the level of significant at 99% is 0.01 while the p value is 0.149.

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Testing the relationship between Hiring practices and Able/Disable group

Table 5.2.4.c Correlation

		HIRING@	Do you belong to?
HIRING@	Pearson Correlation	1.000	.
	Sig. (1-tailed)		.
	N	82	82
do you belong to?	Pearson Correlation	.	.
	Sig. (1-tailed)	.	.
	N	82	82

a Cannot be computed because at least one of the variables is constant.

As for ability/disability testing, the variable is constant that can not compute for correlation value. It means that there is no disability group in hotel industry.

5.2.5 management practices

It is also about the perception of minority employees in terms of management practices reflects a certain degree of neutral or uncertainty. Particular attention should be given to the perception of the minority employees through the effectiveness of HR ability to make themes happen. Generally, the lowest mean of score of output from SPSS expects that the organization should create a good climate for minority employees.

Thus, in order to know how the hotels do practice the management practices, the researcher set the questionnaire. To answer question 21 through 28, the researcher put such eight themes in the reliability analysis in SPSS which included take employees seriously, recognize capabilities, support, communicate effectively, value diverse, respect cultural, accept non-English-speaking, encourage bilingual skill.

```
R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

1.      MGTSERIO      Do you think that mgt in your org. take
2.      MGTCAPAB      Do you think that mgt in yr org. recogni
3.      MGTSUPPP      Do you think that mgt in yr org. support
4.      MGTCOMMU      Do you think that mgt in yr org. communi
5.      MGTWFDVA      Do you think that mgt in yr org. value a
6.      MGTRESPE      Do you think that mgt in yr org. respect
7.      MGTNENG       Do you think that mgt on yr org. accept
8.      MGTBILIN      Do you think that mgt in yr org. encoura


                   Correlation Matrix

        MGTSERIO      MGTCAPAB      MGTSUPPP      MGTCOMMU      MGTWFDVA
```

```
MGTSERIO      1.0000
MGTCAPAB       .5693    1.0000
MGTSUPPP       .2818     .5986    1.0000
MGTCOMMU       .3503     .5330     .7197    1.0000
MGTWFDVA       .3312     .4878     .3619     .3751    1.0000
MGTRESPE       .1829     .3312     .4195     .5145     .4817
MGTNENG        .1710     .1586     .2908     .3554     .1563
MGTBILIN       .4173     .5645     .4260     .5111     .3856


               MGTRESPE    MGTNENG    MGTBILIN

MGTRESPE       1.0000
MGTNENG         .3146    1.0000
MGTBILIN        .5197     .1911    1.0000
        N of Cases =     82.0

Item Means     Mean     Minimum    Maximum    Range    Max/Min    Variance
               3.1418    2.9024     3.2805     .3780    1.1303      .0186

Item Variances Mean     Minimum    Maximum    Range   Max/Min    Variance
                .8382    .6570      .9944      .3374   1.5135      .0180

Inter-item
Correlations   Mean     Minimum    Maximum    Range    Max/Min    Variance
                .3929    .1563      .7197      .5634    4.6032      .0211

Reliability Coefficients      8 items

Alpha =    .8373           Standardized item alpha =    .8381
```

According to this scale reliability test, alpha value is 0.8373, which means the scale which the researcher set is perfectly reliable. All eight variables in this construct which is newly labeled as "Mgtprac@" are combined and tested it with gender, race/ethnicity and physical able/disable groups. So "Mgtprac@" is reliable to test and the results are as shown in below.

Testing the relationship between management practices and gender

Table 5.2.5.a Correlation

		MGTPRAC@	gender
MGTPRAC@	Pearson Correlation	1.000	.098
	Sig. (1-tailed)	.	.190
	N	82	82
Gender	Pearson Correlation	.098	1.000
	Sig. (1-tailed)	.190	.
	N	82	82

From the correlation test in table 5.2.5.a, the value of Pearson correlation is positive and equal to 0.098, which is large, and it is statistically significant at 99% confidence level (alpha value is 0.01) while the p value is 0.19.

Testing the relationship between management practices and Race/Ethnicity

Table 5.2.5.b Correlation

		MGTPRAC@	Which ethnicity groups you are belonging to?
MGTPRAC@	Pearson Correlation	1.000	.162
	Sig. (1-tailed)	.	.073
	N	82	82
which ethnicity groups you are belonging to?	Pearson Correlation	.162	1.000
	Sig. (1-tailed)	.073	.
	N	82	82

. In order to know the relationship between the Mgtprac@ and Race/Ethnicity, table 5.2.5.b shows the results that the value of Pearson Correlation is positive and equal to 0.162 and a little bit large at the level of significant at 99% is 0.01 while the p value is 0.073.

Testing the relationship between management practices and Able/Disable groups

Table 5.2.5.c Correlation

		MGTPRAC@	Do you belong to?
MGTPRAC@	Pearson Correlation	1.000	.
	Sig. (1-tailed)	.	.
	N	82	82
do you belong to?	Pearson Correlation	.	.
	Sig. (1-tailed)	.	.
	N	82	82

a Cannot be computed because at least one of the variables is constant.

As for ability/disability testing, the variable is constant, that means it cannot compute for correlation value. It means that there is no disability group in hotel industry.

5.2.6 Equality

The perception of minority employees in terms of Equality reflects a certain degree of neutral or uncertainty. Particular attention should be given to the perception of

the minority employees through the effectiveness of HR ability to make themes happen. Generally, the lowest mean of score of output from SPSS expects that the organization should create a good climate for minority employees.

Thus, in order to know how the hotels do practice equality, the researcher set the questionnaire. To answer question 29 through 32, the researcher put such five themes in the reliability analysis in SPSS.

```
R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

  1.    EQURESPE     Do you think that yr org. has equal resp
  2.    EQUPERFO     Do you think that yr org. has equal perf
  3.    EQUCAREE     Do you think that yr org. has equal care
  4.    EQUREWAR     Do you think that yr org has equal rewar

                        Correlation Matrix

              EQURESPE      EQUPERFO      EQUCAREE      EQUREWAR

EQURESPE      1.0000
EQUPERFO       .6302        1.0000
EQUCAREE       .6416         .6976        1.0000
EQUREWAR       .6415         .6057         .6295        1.0000

      N of Cases =          82.0

Item Means       Mean    Minimum    Maximum    Range    Max/Min    Variance
               2.8415     2.7805     2.8780    .0976     1.0351       .0019

Item Variances   Mean    Minimum    Maximum    Range    Max/Min    Variance
                .8250      .7276      .9389    .2112     1.2903       .0082

Inter-item
Correlation      Mean    Minimum    Maximum    Range    Max/Min    Variance
                .6410      .6057      .6976    .0919     1.1517       .0009

Reliability Coefficients      4 items

Alpha =    .8759           Standardized item alpha =    .8772
```

According to this scale reliability test for the last questions, alpha value is 0.8759, which means the scale what the researcher set is relatively reliable. All five variables in this construct which is newly labeled as "equalit@" are combined and tested it with gender, race/ethnicity and physical able/disable groups. So "equalit@" is reliable to test and the results are as shown in below.

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Testing the relationship between Equality and Gender

Table 5.2.6.a Correlation

		EQUALI@	gender
EQUALI@	Pearson Correlation	1.000	-.224
	Sig. (1-tailed)	.	.194
	N	17	17
gender	Pearson Correlation	-.224	1.000
	Sig. (1-tailed)	.194	.
	N	17	82

From the correlation test, the value of Pearson correlation is negative and equal to –0.224, which is large, and it is statistically significant at 99% confidence level (alpha value is 0.01) while the p value is 0.194.

Testing the relationship between Equality and Race/Ethnicity s

Table 5.2.6.b Correlation

		EQUALIT@	which ethnicity groups you are belonging to?
EQUALIT@	Pearson Correlation	1.000	.060
	Sig. (1-tailed)	.	.297
	N	82	82
which ethnicity groups you are belonging to?	Pearson Correlation	.060	1.000
	Sig. (1-tailed)	.297	.
	N	82	82

As for testing equalit@ and Race/Ethnicity, the result of table 5.2.6.b, the results of the value of Pearson Correlation is positive and equal to 0.160 and a little bit large at the level of significant at 99% is 0.01 while the p value is 0.297.

Testing the relationship between the equality and Able/Disable Group

Table 5.2.6.c Correlation

		EQUALIT@	do you belong to?
EQUALIT@	Pearson Correlation	1.000	.
	Sig. (1-tailed)	.	.
	N	82	82
do you belong to?	Pearson Correlation	.	.
	Sig. (1-tailed)	.	.
	N	82	82

a Cannot be computed because at least one of the variables is constant.

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As for ability/disability testing, the variable is constant that can not compute for correlation value. It means that there is no disability group in hotel industry.

Exhibit 5.1: Summary of Mean, Standard Deviation and Correlation of each theme.

No	Organizational Practices	Mean	S. Deviation	N	R
1	Organization fosters mutual respect	3.15	1.04	82	0.365
2	Organization values diversity	2.94	0.87	82	1.00
3	Organization foster sense of belonging	3.18	0.96	82	0.282
4	Differences are accepted in org.	2.95	0.93	82	0.304
5	Corporate-wide diversity-training Pro.	2.95	0.97	82	0.335
Biased Practices					
6	Unfair treatment of minorities	2.77	1.33	82	0.138
7	Stereotypes	2.63	1.18	82	-0.046
8	Gender bias	2.29	1.05	82	0.06
9	Racial bias	2.2	1.06	82	-0.027
10	Sexual-orientation bias	2.3	0.96	82	-0.037
s	Cultural bias	2.26	0.93	82	-0.042
Career Development					
12	Promotion of multicultural employees	2.83	0.89	82	0.228
13	Opportunity for development of new job skill	3.15	1.03	82	0.245
14	Preference to minorities in hiring, promotion	2.87	0.84	82	0.209
15	Equal pay, income	2.61	1.11	82	0.309
16	Access to top-management position	2.79	0.89	82	-0.017
17	Offers training to develop language skills	3.11	1.07	82	0.155
Hiring Practices					
18	Equal opportunity for minorities	2.89	0.92	82	0.116

19	Affirmative-Action program	3.21	0.94	82	0.274
20	Active recruitment and hiring of multicultural employees	2.89	0.85	82	0.362

Management Practices

21	Management takes all employees seriously	3.23	0.82	82	0.072
22	Mgt. Recognizes capabilities of all employees	3.21	0.93	82	0.37
23	Mgt. Supports all employees	3.16	0.85	82	0.381
24	Mgt. Communicates effectively with all employees	3.12	0.97	82	0.434
25	Mgt. values a diverse work group	2.9	0.81	82	0.22
26	Mgt. Respects the cultural beliefs and needs of employees	2.98	0.94	82	0.376
27	Mgt. Accepts non-English-speaking employees	3.26	0.98	82	0.092
28	Mgt. Encourages bilingual skills in all employees	3.28	1	82	0.406

Equality

29	Equal respect for minority and majority group	2.87	0.89	82	0.231
30	Equal performance expectations for minority and majority group	2.88	0.92	82	0.408
31	Equal career progression of minority and majority group	2.84	0.85	82	0.271
32	Equal rewards for minority and majority group	2.78	0.97	82	0.205

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Exhibit 5.2: Summary of Mean, Standard Deviation and Correlation of each practice.

No	Description	Sig-Level	Mean	S. Dev.	N	r
1	Orgprac@ and gender	0.872	3.03	0.69	82	0.18
2	Biased@ and gender	0.589	2.41	0.79	82	0.61
3	Career@ and gender	0.136	2.89	0.64	82	0.166
4	Hiring@ and gender	0.27	3.00	0.65	82	0.123
5	Mgtprac@ and gender	0.412	3.14	0.63	82	0.092
6	Equalit@ and gender	0.680	2.84	0.78	82	0.046
7	Gender	-	1.61	0.49	82	1.00

8	Orgprac@ and Race/Ethnicity	0.138	3.03	0.69	82	0.165
9	Biased@ and Race/Ethnicity	0.293	2.41	0.79	82	-0.118
10	Career@ and race/Ethnicity	0.124	2.89	0.64	82	0.171
11	Hiring@ and Race/Ethnicity	0.394	3.00	0.65	82	0.095
12	Mgtprac@ and Race/Ethnicity	0.175	3.14	0.63	82	0.151
13	Equalit@ and Race/Ethnicity	0.609	2.84	0.78	82	0.057
14	Race/Ethnicity	-	4.8	2.63	82	1.00

15	Orgprac@ and Phy. able/Disable	-	-	-	82	-
16	Biased@ and Phy. able/Disable	-	-	-	82	-
17	Career@ and Phy. able/Disable	-	-	-	82	-
18	Hiring@ and Phy. able/Disable	-	-	-	82	-
19	Mgtprac@ Phy. able/Disable	-	-	-	82	-

| 20 | Equalit@ and Phy. able/Disable | - | - | - | 82 | - |
| 21 | Physical Able/Disable group | - | 1.00 | 0.00 | 82 | - |

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CHAPTER - VI

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This thesis study for perception of minority officially started in January 2001 and is applied for managers and executives at all levels. The data collected in this study is aimed to measure to what extent the level of managers and executives' perception toward the human resources provide climate for minority as a whole and to detect any potential problems that may happen in the future for hotel industry.

There are several reasons for managers and executive employees' perceptions to fall under "uncertain" category on certain items on the survey. Possible reasons could be that they may feel uncomfortable responding on items concerning human resource practices towards minority or that they may not have enough information to evaluate situations or issues outside their experience. At times managers and executive employees have mixed feelings, especially about items that are too complicate, for example, sexual-orientation bias. Taking all these into consideration, the interpretation of this survey result regards means scores over 3.

6.1. Summary of Findings

A wide range of organizational characteristics relating to workplace diversity was identified. Exhibit 5.1 and 5.2 identify the means and standard deviations for both the mean and correlation of the 32 themes that researcher defined during the analysis process. Means were calculated for research question 1 and correlation were tested for research question 2 by averaging coding results across questionnaires. Question 3 and 4 were analyzed based on overall judgement on all questionnaires. Next, the observed results are applied to the four research questions guiding this study.

Question 1: Which issues relating to diversity in the hospitality industry are of greatest concern to minority managers?

As shown in Exhibit 5.1, five themes were discussed more frequently than any others in questionnaires, with means ratings of 3.20 or higher. The most frequently discussed theme was "management encourages bilingual skills in all employees" with a mean score 3.28, "management accepts non-English-speaking employees", with the mean of 3.26, " management takes all employees seriously" with a mean value of 3.23". The other two high-scoring themes were "management recognizes capabilities of all employees", with the mean of 3.21. Last, "management with Affirmative-action program" with the mean of 3.21 is also included in the most frequently discussed.

The themes discussed least frequently, i.e. the mean was less than or equal to 3.00, were "organization fosters mutual respect", "organization foster sense of belonging", "opportunities for development of new job skills", " offers training to develop language skills", "management supports all employees", and " management communicates effectively with all employees" (see in Exhibit 5.1). Thus, these findings suggest that the managers and executive's employee expressed greater concern for a broad range of organizational issues pertaining to encouraging bilingual skills, accepting non-English speaking, taking all employees seriously, recognizing employees' capabilities and Affirmative-action program than they did for those of a more individual or personal nature.

Question 2 : What are hospitality organizations doing right with regards to diversity and what are they doing wrong?

As mentioned in Exhibit 5.2, gender and race/ethnicity has a highest mean score in organization practices (mean = 3.03) and management practices (mean = 3.14). While refer back to Exhibit 5.1, which is individual themes under organization practices, two themes received mean ratings of 3.15 or higher were "organization fosters sense of belonging", with a mean value of 3.18, and "organization fosters mutual respect", with a mean score 3.15. Next under management practices, five themes received mean ratings of 3.15 or higher were, "management encourages bilingual skills in all employees", mean value of 3.28, "management accept non-English speaking employees", with a mean value

of 3.26, "management takes all employees seriously", with a mean value of 3.23. The next two themes were "management recognizes capabilities of all employees" (mean = 3.21), and " management supports all employees" (mean = 3.16).

Those practices that were perceived as counterproductive, with mean ratings of 3.15 or lower, are concerned with the practices such as training and language, management communicating effectively with employees, cultural beliefs, differences accepted in organizations, corporate wide-diversity training program, organization values diversity and values a diverse work group. The theme "racial bias" received the lowest mean, 2.2 among all means. Participants also expressed unfavorable reactions when asked whether "management unfair treatment of minorities", (mean = 2.77), "access to top-management position" (mean = 2.79) and "equal pay income" (mean = 2.61) which indicating that those managers and executives employees believed that management was failing to create a good climate for diversity in the workplace.

Other themes that received lowest mean scores were "sexual-orientation bias" (mean = 2.3), "gender bias" (mean = 2.29) and "cultural bias" (mean = 2.26). Thus, it appears that organizations are doing a good job of promoting diversity, but bias and a lack of sensitivity to the actual needs of all employees remain obstacles to effectively managing a diverse workforce.

Additional finding : The negative relationship occurs, especially in "access to top-management position", (r = -0.017) indicating that the organization fails to provide minority to get a higher positions, but the low figure point out a week relationship which is most of higher position not only concern about minority but also personal ability and intuition.

Question 3: Which identified concerns or themes demonstrate the strongest relationship to organizational practices that value diversity?

One of the goals of this study is to establish the correlates of an organizational climate that values diversity. To accomplish this, the relationship between theme 2, "organization values diversity", and the remaining 31 themes was examined. Perhaps the most important finding is that a complex set of organization-wide practices, employee-

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career opportunities, and management behavior was shown to be related to whether an organization is perceived as encouraging a positive climate for diversity.

Under closer examination, the strongest correlates of a climate where diversity is valued concern the acceptance of differences, opportunity for development of new skills, and perhaps most important, three practices relating to the relationship between employees and their managers and executives employees ($r \geq 0.406$; see the last column in Exhibit 5.1). The strongest correlate for valuing diversity was "management communicates effectively with all employees", ($r = 0.434$), with the next-strongest correlate being "equal performance expectations for minority and majority group", ($r = 0.408$, and " management encourages bilingual skills in al employees", ($r = 0.406$).

Surprisingly, the themes relating to biased practices failed to demonstrate a significant negative correlation with valuing diversity. Thus, the results indicate that even though the participants did not feel that bias was strongly evident in their organizations, limiting this factor alone did not create a climate where diversity is valued. Instead, the inclusion of organizational practices that provide employees with ample opportunity to develop skills, and the presence of managers and executives employees who acknowledge workers' differences and equally respect and recognize all employees, were the factors that demonstrated the strongest relationship with a climate where diversity is valued (for example, Exhibit 5.1, in the last column, look again at those items that scored $r = 0.406$ and higher).

Question 4: What comprehensive, conceptual model will emerge from the data that identifies those organizational practices that create a climate that values diversity?

The study takes a systems approach to diversity, suggesting that it is a complex issue consisting of a number of important components that must be addressed if employees are to perceive their organization as one where diversity is valued. Exhibit 2.1 depicts a model containing those themes that correlate significantly with valuing diversity. The themes are classified under three major categories - culture, opportunity, and leadership- that are further subdivided into five categories to create a model for workforce diversity management. For those hospitality-industry leaders who want to create climates that nurture and value a diverse workforce, the research findings

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illustrated in Exhibit 2.1 provide a comprehensive view of the issues requiring active attention.

6.2. Hypothesis Interpretation

Based on 82 minority managers and executives respondents in five employee levels, the findings results reflects that there are significant difference between employee levels and within employee levels respondents in terms of perceptions of multiple human resource roles, concerns with diversity themes which derives from model from Diversity management Strategy.

♦ Ho1: There is no relationship between Gender and Organizational Practices
Ha1: There is a relationship between Gender and Organizational Practices.

According to Exhibit 5.2, p-value (significant value) is greater than 0.01, which shows that the findings accepts null hypothesis and rejects alternative hypothesis and the statement expressed as there is no relationship between gender and organization practices.

♦ Ho2: There is no relationship between Gender and Biased Practices
Ha2: There is a relationship between Gender and Biased Practices.

According to Exhibit 5.2, p-value (significant value) is greater than 0.01, which shows that the findings accepts null hypothesis and rejects alternative hypothesis and the statement shown as there is no relationship between gender and bias practices among the firm.

♦ Ho3: There is no relationship between Gender and Career Development.
Ha3: There is a relationship between Gender and Career Development.

According to Exhibit 5.2, p-value (significant value) is greater than 0.01 which shows that the findings accepts null hypothesis and rejects alternative hypothesis and the statement expressed as there is no relationship between gender and career development among the firm.

◆ Ho4: There is no relationship between Gender and Hiring Practices.

Ha4: There is a relationship between Gender and Hiring Practices.

According to Exhibit 5.2, p-value (significant value) is greater than 0.01, which shows that the findings accepts null hypothesis and rejects alternative hypothesis and the statement interpreted as there is no relationship between gender and hiring practices among the firm.

◆ Ho5: There is no relationship between Gender and Management Practices.

Ha5: There is a relationship between Gender and Management Practices.

According to Exhibit 5.2, p-value (significant value) is greater than 0.01, which shows that the findings accepts null hypothesis and rejects alternative hypothesis and the statement expressed as there is no relationship between gender and management practices among the firm.

◆ Ho6: There is no relationship between Gender and Equality.

Ha6: There is a relationship between Gender and Equality.

According to Exhibit 5.2, p-value (significant value) is greater than 0.01, which shows that the finding accepts null hypothesis and rejecta alternative hypothesis and the statement expressed as there is no relationship between gender and equality among the firm.

❖ Ho7: There is no relationship between Race/Ethnicity and Organization Practices.

Ha7: There is a relationship between Race/Ethnicity and Organization Practices.

According to Exhibit 5.2, p-value (significant value) is greater than 0.01, which shows that the findings accepts null hypothesis and rejects alternative hypothesis and the statement expressed as there is no relationship between race or ethnicity and organization practices.

❖ Ho8: There is no relationship between Race/Ethnicity and Biased Practices.

Ha8: There is a relationship between Race/Ethnicity and Biased Practices.

According to Exhibit 5.2, p-value (significant value) is greater than 0.01, which shows that the finding accepts null hypothesis and rejects alternative hypothesis and the statement expressed as there is no relationship between race or ethnicity and bias practices.

❖ Ho9: There is no relationship between Race/Ethnicity and Career Development.
   Ha9: There is a relationship between Race/Ethnicity and Career Development.
   According to Exhibit 5.2, p-value (significant value) is greater than 0.01, which shows that the finding accepts null hypothesis and rejects alternative hypothesis and the statement expressed as there is no relationship between race or ethnicity and career development.

❖ Ho10: There is no relationship between Race/Ethnicity and Hiring Practices.
   Ha10: There is a relationship between Race/Ethnicity and Hiring Practices.
   According to Exhibit 5.2, p-value (significant value) is greater than 0.01, which shows that the findings accept null hypothesis and rejects alternative hypothesis and the statement expressed as there is no relationship between race or ethnicity and hiring practices.

❖ Ho11: There is no relationship between Race/Ethnicity and Management Practices.
   Ha11: There is a relationship between Race/Ethnicity and Management Practices.
   According to Exhibit 5.2, p-value (significant value) is greater than 0.01, which shows that the finding accepts null hypothesis and rejects alternative hypothesis and the statement expressed as there is no relationship between race or ethnicity and management practices.

❖ Ho12: There is no relationship between Race/Ethnicity and Equality.
   Ha12: There is a relationship between Race/Ethnicity and Equality.
   According to Exhibit 5.2, p-value (significant value) is greater than 0.01, which shows that the findingd accepts null hypothesis and rejects alternative hypothesis and

the statement expressed as there is no relationship between race or ethnicity and equality.

- Ho13: There is no relationship between Disabilities and Organization Practices.
  Ha13: There is a relationship between Disabilities and Organization Practices.

  According to Exhibit 5.2, p-value (significant value) was not shown in SPSS output data since all of the respondent hotels did not employ disabled employees. This interpretation shall prevail for the rest of hypothesis, H14, H15, H16, H17 and H18 as well.

6.3. Conclusions and Recommendations

In the light of both the increasing importance of a firm's human resources in today's competitive environment and recent calls for "blowing up" the human resources services function, the researcher seeks to examine how employees view the importance and high quality performance of human resources services function. This study reveals some interesting insights regarding the perceived high quality or neutral/uncertain on minority perception within hotels tariff rate between Baht 1,600 to 2,000 in Bangkok. While the result may, at first glance, seem disheartening for HR Management, the researcher believes that they are quite promising. The implications off this result are discussed below.

Diversity-management strategy: While analyzing the diversity-strategy model (Exhibit 2.1), it is interesting to draw on specific concerns divulged by the managers and executives employees who participated in the study.

Organization-wide image: The research findings suggest that organizations must (1) create a culture that values diversity; (2) nurture practices and policies that foster mutual respect, a sense of belonging for all, and the acceptance of differences promote a cultural where diversity is valued; and (3) strive for corporate-wide diversity training to

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promote this image, all of which is substantiated by several of the managers and executive employees in this study.

Concern for equality or Biased practices: In their practices, organizations must demonstrate equal respect for minority and majority-group members. To achieve this, companies must develop performance expectations and reward systems that are unbiased. Often, minority-group members feel that they must work harder than majority-group members, but still are not compensated equally.

Career development: Companies that want to create a climate where diversity is valued must provide minority-group members with the opportunity for professional development and promotion. Most important, they must provide minorities with access to well-paid top-level management positions. Minorities who hold high-level positions can send a message to those in the lower ranks that this is a company that values diversity.

Hiring practices: Organizations must work hard to recruit and hire multicultural employees. At the same time companies must provide those prospective workers with an opportunity to be hired into well-paid positions, equal to the opportunities extended to majority-groups. Companies can benefit from setting goals and guidelines for minority hiring to facilitate the achievement of equality. Unfortunately, some organizations seek to build a diverse work group by hiring many minority-group workers into low-paid, unskilled positions. Rather than creating an image of a positive multicultural environment, however, this crowding of minorities into low-paid, low-status positions fosters negative feelings. Minority members sense that they must do the "dirty work" and feel they are being "used" by the organization.

Management practices: Efforts to build a diverse climate and create multicultural opportunities will not by themselves create an organization that values diversity unless management practices reflect this commitment. If diversity is to be optimized, top managers must recognize the capabilities of all employees, take their ideas seriously, and support both minority and majority-group employees. Managers must communicate

effectively and accept and welcome employees whose first language is not English. Finally, managers must respect the cultural beliefs and needs of employees and truly value the diversity of the workforce. Strategies that can lead to a diversity-literate management staff include diversity-awareness training and the hiring of managers and top executives who reflect variety in gender, race/ethnicity and disabilities.

Equality and Fairness: the research study collected and coded hundreds of isolated accounts of the organizational experiences of 82 diverse managers and executives in the hospitality industry. These experiences were clustered according to the inherent meaning the participant respondents gave them. The emerging clusters, or themes, form a comprehensive model that managers can use to create a diversity climate and to optimize multiculturalism in the workplace. Industry leaders must address al components of the model, not just one or two, to foster the type of positive regard in their employees that makes them willing to expand extra effort on behalf of their organization. This can only be achieved when all employees are treated in a manner that makes them feel valued.

The most important factors relating to a climate where diversity is valued concerned management practices as they are related to minority-group employees. The role management plays in supporting diversity highlights the need to hire and develop top-level staff members who are sensitive to the concerns of multicultural employees. The hospitality industry can achieve this important goal by, first, carefully selecting managers from the ranks of minority and majority-group members who can relate to a multicultural workforce and, second, providing those managers with diversity-management training above and beyond that delivered to all employees. Educators can support this effort by revising their curriculum to include courses and seminars in multiculturalism.

The primary strength of this study lies in the systematic organization and analysis of the quantitative data supplied by a culturally diverse sample of hospitality managers and executives. The themes identified and tested in this study provide an important first step toward a more comprehensive understanding of how minority-group employees experience the industry and what actions may contribute to a climate diversity.

APPENDIX - A

Questionnaire

It would be much appreciated if you could kindly provide the information related to the questionnaire, focusing on organizational practices in the hospitality industry that constitute a climate where diversity is valued. Thank you.

(ขอขอบพระคุณในการให้ข้อมูลอันเป็นประโยชน์กับแบบสอบถามนี้ซึ่งเน้นในเรื่องการปฏิบัติการภายในอุตสาหกรรมทางด้านการพยาบาล
อันประกอบด้วยค่านิยมที่มีความแตกต่างกันภายในองค์กร)

Part I

Organizational practice (การปฏิบัติทางด้านองค์กร)

1. Strongly disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly agree.
(1. ไม่เห็นด้วยอย่างมาก, 2. ไม่เห็นด้วย, 3. เฉย ๆ, 4. เห็นด้วย, 5. เห็นด้วยอย่างมาก)

No	Description (รายละเอียด)	1	2	3	4	5
1	Do you think that your organization fosters mutual respect? (คุณคิดว่าองค์กรของคุณเน้นในเรื่องความเอาใจใส่กันและกันระหว่างองค์กรกับพนักงานหรือไม่)					
2	Do you think that your organization value diversity? (คุณคิดว่าองค์กรของคุณให้ความสำคัญในเรื่องความแตกต่างหรือไม่)					
3	Do you think that your organization practice fosters sense of belonging? (คุณคิดว่าองค์กรของคุณดำเนินการสนับสนุนในเรื่องของความรู้สึกเป็นส่วนหนึ่งขององค์กรหรือไม่)					
4	Do you think that your organization practice Corporate-wide diversity-training program? (คุณคิดว่าองค์กรของคุณมีการดำเนินการในเรื่องแผนการฝึกอบรมความแตกต่างอย่างกว้างขวางเป็นหมู่คณะหรือไม่)					
5	Do you think that your organization practices any differences of employees or accepted any differences in your organization? (คุณคิดว่าองค์กรของคุณมีการดำเนินการในเรื่องความแตกต่างของพนักงานหรือยอมรับความแตกต่างที่เกิดขึ้นในองค์กรหรือไม่)					

Biased practice (การปฏิบัติการขั้นพื้นฐาน)

1. Strongly disagree, 2. Disagree, 3. Neutral, 4. Agree 5. Strongly agree.
(1. ไม่เห็นด้วยอย่างมาก, 2. ไม่เห็นด้วย, 3. เฉย ๆ, 4. เห็นด้วย, 5. เห็นด้วยอย่างมาก)

No	Description (รายละเอียด)	1	2	3	4	5
6	Do you agree your organization has unfair treatment on minority? (คุณเห็นด้วยกับการปฏิบัติที่ไม่เป็นธรรมกับคนกลุ่มน้อยขององค์กรหรือไม่)					

7	Do you agree your organization has stereotype of employee? (คุณเห็นด้วยกับการที่องค์กรของท่านมีกฎข้อบังคับตายตัวกับพนักงานหรือไม่)					
8	Do you agree your organization has gender bias? (คุณเห็นด้วยกับการที่องค์กรของท่านมีความลำเอียงในเรื่องเพศหรือไม่)					
9	Do you agree your organization has racial bias? (คุณเห็นด้วยกับการที่องค์กรของท่านมีความลำเอียงเกี่ยวกับเรื่องเชื้อชาติหรือไม่)					
10	Do you agree your organization has sexual-orientation bias? (คุณเห็นด้วยกับการที่องค์กรของท่านมีความลำเอียงเกี่ยวกับเรื่องความสัมพันธ์ทางเพศหรือไม่)					
11	Do you agree your organization has cultural bias? (คุณเห็นด้วยกับการที่องค์กรของท่านมีความลำเอียงเกี่ยวกับเรื่องวัฒนะธรรมหรือไม่)					

Career development (การพัฒนาทางด้านอาชีพ)

1. Strongly disagree, 2.Disagree, 3. Neutral, 4. Agree 5. Strongly agree.
(1. ไม่เห็นด้วยอย่างมาก, 2. ไม่เห็นด้วย, 3. เฉย ๆ, 4. เห็นด้วย, 5. เห็นด้วยอย่างมาก)

No	Description (รายละเอียด)	1	2	3	4	5
12	Do you think your organization practice the promotion of multicultural employee for career development? (คุณคิดว่าองค์กรของคุณมีการเลื่อนตำแหน่งของพนักงานที่มีความหลากหลายทางด้านวัฒนะธรรมอัน เป็นการพัฒนาทางด้านอาชีพหรือไม่)					
13	Do you think your organization practice the opportunities for development of new job skill? (คุณคิดว่าองค์กรของคุณให้โอกาสสำหรับการพัฒนาการทางด้านทักษะการทำงานใหม่ ๆ หรือไม่)					
14	Do you think your organization practice the preferences to minorities in hiring, promotion? (คุณคิดว่าองค์กรของคุณมีความต้องการในการจ้างงาน, การเลื่อนตำแหน่งงานแก่คนกลุ่มน้อยหรือไม่)					
15	Do you think your organization practice a commitment to give equal pay or income? (คุณคิดว่าองค์กรของคุณมีการพิจารณาในการจ่ายต่างหรือรายได้แก่พนักงานอย่างเท่า ๆ กันหรือไม่)					
16	Do you think your organization practice to give way to minority for access to top management positions? (คุณคิดว่าองค์กรของคุณให้โอกาสในการก้าวไปสู่ตำแหน่งทางการจัดการระดับสูงแก่คนกลุ่มน้อยหรือไม่)					
17	Do you think your organization practice to provide other training to develop language skill? (คุณคิดว่าองค์กรของคุณมีการจัดเตรียมการฝึกฝนทางด้านการพัฒนาทักษะทางภาษาอื่น ๆ หรือไม่)					

2

Hiring practice (การดำเนินการการจ้างงาน)

1. Strongly disagree, 2.Disagree, 3. Neutral, 4. Agree 5. Strongly agree.

(1. ไม่เห็นด้วยอย่างมาก, 2. ไม่เห็นด้วย, 3. เฉย ๆ, 4. เห็นด้วย, 5. เห็นด้วยอย่างมาก)

No	Description (รายละเอียด)	1	2	3	4	5
18	Do you think your organization practices equal opportunity for minority? (คุณคิดว่าองค์กรของคุณให้โอกาสที่เท่า ๆ กันแก่คนกลุ่มน้อยหรือไม่)					
19	Do you think your organization practices to adopt Affirmative-action program? (คุณคิดว่าองค์กรของคุณได้มีการนำแผนการดำเนินการที่มีอยู่มาปรับใช้หรือไม่)					
20	Do you think your organization practices to do Active recruitment and hiring of multicultural employees? (คุณคิดว่าองค์กรของคุณมีการรับสมัครงานและการจ้างงานพนักงานที่มีหลายๆวัฒนะธรรมอย่างกระตือรือร้นหรือไม่)					

Management practice (การดำเนินการด้านการจัดการ)

1. Strongly disagree, 2.Disagree, 3. Neutral, 4. Agree 5. Strongly agree.

(1. ไม่เห็นด้วยอย่างมาก, 2. ไม่เห็นด้วย, 3. เฉย ๆ, 4. เห็นด้วย, 5. เห็นด้วยอย่างมาก)

No	Description (รายละเอียด)	1	2	3	4	5
21	Do you think that management in your organization take all employees seriously in your organization? (คุณคิดว่าองค์กรของคุณมีการควบคุมพนักงานในองค์กรอย่างเข้มงวดหรือไม่)					
22	Do you think that management in your organization recognize capabilities of all employees in your organization? (คุณคิดว่าในส่วนการบริหารของงองค์กรของคุณมีการเน้นเรื่องความสามารถของพนักงานในองค์กรหรือไม่)					
23	Do you think that management in your organization support all employee in your organization? (คุณคิดว่าในส่วนการบริหารของงองค์กรของคุณมีการสนับสนุนหรือช่วยเหลือพนักงานในองค์กรหรือไม่)					
24	Do you think that management in your organization communicate effectively with all employees in your organization? (คุณคิดว่าในส่วนการบริหารของงองค์กรของคุณมีการติดต่อสื่อสารกับพนักงานในองค์กรอย่างมีประสิทธิภาพหรือไม่)					

3

No	Description (รายละเอียด)					
25	Do you think that management in your organization value a diverse workforce group in your organization? (คุณคิดว่าในส่วนการบริหารขององค์กรของคุณให้ความสำคัญกับกลุ่มพนักงานที่แตกต่างไปจากกลุ่มอื่นหรือไม่)					
26	Do you think that management in your organization respect the cultural beliefs and needs of employees in your organization? (คุณคิดว่าในส่วนการบริหารขององค์กรของคุณคำนึงถึงความเชื่อและความต้องการทางด้านวัฒนธรรมของพนักงานในองค์กรหรือไม่)					
27	Do you think that management in your organization accept non-English-speaking employees in your organization? (คุณคิดว่าในส่วนการบริหารขององค์กรของคุณยอมรับพนักงานที่พูดภาษาอังกฤษไม่ได้หรือไม่)					
28	Do you think that management in your organization encourage bilingual skills in all employees in your organization? (คุณคิดว่าในส่วนการบริหารขององค์กรของคุณมีการสนับสนุนทักษะในการพูดได้ภาษาแก่พนักงานทุกคนในองค์กรหรือไม่)					

Equality (ความเท่าเทียมกัน)

1. Strongly disagree, 2.Disagree, 3. Neutral, 4. Agree 5. Strongly agree.
(1. ไม่เห็นด้วยอย่างมาก, 2. ไม่เห็นด้วย, 3. เฉย ๆ, 4. เห็นด้วย, 5. เห็นด้วยอย่างมาก)

No	Description (รายละเอียด)	1	2	3	4	5
29	Do you think that your organization has equal respect for minority and majority group? (คุณคิดว่าองค์กรของคุณมีความเอาใจใส่ที่เท่าเทียมกันต่อคนกลุ่มน้อยและคนกลุ่มมากหรือไม่)					
30	Do you think that your organization has equal performance expectation for minority and majority group? (คุณคิดว่าองค์กรของคุณมีการคาดหวังในเรื่องการทำงานที่เท่าเทียมกันต่อคนกลุ่มน้อยและคนกลุ่มมากหรือไม่)					
31	Do you think that your organization has equal career progression of minority and majority group? (คุณคิดว่าองค์กรของคุณมีการให้ความก้าวหน้าทางด้านการทำงานที่เท่าเทียมกันต่อคนกลุ่มน้อยและคนกลุ่มมากหรือไม่)					
32	Do you think that your organization has equal rewards for minority and majority group? (คุณคิดว่าองค์กรของคุณมีการให้รางวัลที่เท่าเทียมกันต่อคนกลุ่มน้อยและคนกลุ่มมากหรือไม่)					

4

Part – II (Personal data) (ข้อมูลส่วนตัว)

Directions : This part seeks information regarding personal background. For each question, please tick (√) response that applies to you.

(คำชี้แจง: แบบสอบถามส่วนนี้จัดทำขึ้นเพื่อเก็บข้อมูลส่วนตัวของผู้ให้สัมภาษณ์ กรุณาขีดเครื่องหมาย (√) ในข้อที่ต้องการตอบ)

(1) Please specify your sex. (กรุณาระบุเพศ)

1).male (เพศชาย)   2).female (เพศหญิง)

(2) In what age level are you in ? (อายุ)

1) Not more than 25 years (ไม่เกิน 25 ปี)   2) 26 – 30 years (26-30 ปี)

3) 31 – 35 years (31-35 ปี)   4) 36 – 40 years (36-40 ปี)

5) Over 41 years (มากกว่า 41 ปี)

(3) What was your highest level of education? (ระดับการศึกษาสูงสุด)

1) Secondary Certificate and below   2) High School/Vocational Certificate

(ระดับมัธยมศึกษาตอนต้นหรือต่ำกว่า)   (ระดับมัธยมศึกษาตอนปลาย/อาชีวะศึกษา)

3) Diploma Certificate   4) Bachelor Degree

(ระดับอนุปริญญา)   (ระดับปริญญาตรี)

5) Master/Doctorate Degree (ระดับปริญญาโท/ปริญญาเอก)

(4) What employee level you are in the company? (ระดับตำแหน่งในองค์กรที่ท่านทำอยู่)

1) Top Management (ผู้บริหารระดับสูง)   2) Middle Management (ผู้บริหารระดับกลาง)

3) First Line Management (ผู้บริหารระดับปฏิบัติการ)   4) Executive with fixed salary (พนักงานประจำ)

(5) How long have you been working for the company? (ระยะเวลาการทำงาน)

1) 5 years and below (5 ปี หรือน้อยกว่า)   2) 6 – 10 years (6-10 ปี)

3) 11 – 15 years (11-15 ปี)   4) 16 – 20 years (16-20 ปี)

5) 21 years and above (21 ปีหรือมากกว่า)

(6) Which ethnicity groups are you belong to? (เชื้อชาติ)

1) Chinese (จีน)   2) Indian (อินเดีย)

3) Malay (มาเลย์)   4) Burmese (พม่า)

5) Lao (ลาว)   6) Khmar (เขมร)

7)Thai

(7) Do you belong to (ความสามารถทางด้านร่างกาย)

1). Physically able group (กลุ่มผู้มีร่างกายปกติ)

2). Physical disable group (กลุ่มผู้พิการ)

Thailand land of smile.

Geography: The Kingdom of Thailand, covering an area of 514,000 square kilometers, lies in the heart of Southeast Asia, roughly equidistant between India and China. We share borders with Burma to the west and north, Laos to the northeast, Cambodia to the east and Malaysia to the south.

Topography: Thailand is divided into four distinct areas: the mountainous North, the fertile Central Plains, the semi-arid plateau of the Northeast, and the peninsula South, distinguished by its many beautiful tropical beaches and offshore islands.

Population: Our country has a population of about 60 million. Ethnic Thais form the majority, though the area has historically been a migratory crossroads, and thus strains of Mon, Khmer, Burmese, Lao, Malay, Indian and, most strongly, Chinese stock produce a degree of ethnic diversity. Integration is such, however, that culturally and socially there is enormous unity.

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Lampang
Mae Hong Son
Phitsanulok
Phrae
Sukhothai
Tak

Southern

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Phuket
Ranong
Songkhla
Hat Yai
Suratthani
Koh Samui
Trang

Western

Kanchanaburi
River Kwai
Nakorn Pathom
Petchburi
Cha-Am
Prachuabkhirikhan
Hua Hin

- GRAND HYATT ERAWAN
HOTEL
- GRAND PACIFIC HOTEL
- HILTON INTERNATIONAL BANGKOK
HOTEL
- HOLIDAY INN CROWNE PLAZA
- IMPERIAL QUEEN'S PARK HOTEL
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Third World Network Briefing Paper for CSD7, No.2, 1999

FOREIGN TAKEOVER OF THAILAND'S TOURISM INDUSTRY - The other face of liberalization

By Anita Pleumarom

In February 1999, the Thailand Tourism Society (TTS), which represents tourism and related businesses, threatened to launch a campaign to seek support from its members to delay a progressive liberalization programme for the hotel, restaurant and travel agency sectors. Under the foreign business amendment bill, which is presently discussed in parliament, the tourism industry is to be opened up to foreign operators on a wide scale.

TTS president Wichit Na Ranong suggested that the liberalization plan be delayed to avoid negative impact on Thai ownership and business competitiveness. According to the foreign business bill, foreign investors will be allowed to acquire a 100-per-cent stake in hotel, restaurant and tour businesses instead of a maximum 49 per cent. Wichit said small and medium-sized operators would suffer if they were not prepared to compete.

Chanin Donavanik, president of the Thai Hotel Association (THA), said there had been a mixed response from THA members on full liberalization. Some hotels, which shoulder a huge debt burden, are keen to seek foreign capital while hotels with no financial problems disagree to the opening up to foreign transnational corporations (TNCs). But Chanin admitted that the adverse effect of the planned liberalization was that local hotel-property owners risked losing their businesses to foreign investors. According to the THA vice-president, Charnchai Satyaprasert, only about two per cent of hotels in the country would benefit from liberalization as they could repay debts by selling out their assets to foreigners. And the foreigners, who buy into Thai hotels cheaply, would have an advantage over Thai operators.

The Tourism Authority of Thailand (TAT), which has very much favoured tourism liberalization, privatization and globalization, acknowledged in a recently published report that the outcome of hotel liberalization will be "mergers and acquisitions".

"Since the oversupply is the major problem of the Thai hotel industry at present, liberalization will not bring in investment in new hotel construction but in the form of takeovers and acquisitions. The number of property exchanges is expected to be high during the first three to five years of the liberalization," stated the TAT report. It further said that Thai hoteliers, who have no financial problems are expected to "adjust" their business strategies, for example by entering a larger hotel chain network.

Sensing the strong drive against liberalization in the local tourism industry, Piraphan Saliratapak, vice-chairman of the parliamentary commission appointed to consider the foreign investment law, indicated the government might consider not fully liberalizing the tourism sector if Thai hoteliers come up with substantial documents to support their opposition to the reforms. As a first step, the concerned commission added a paragraph in the draft law that categorizes tourism as one of the industries, which "are not well-prepared for outside competition".

Takeover battles for control of Thailand's tourism assets are already looming. American Goldman Sachs, for example, an influential Wall Street financial institution, already bought a 30 per cent share in the Dusit Thani Hotel Group and has in recent weeks made an aggressive move to takeover the five-star Regent Hotel in Bangkok, which belongs to the Rajdamri Hotel Group. It also controls Starwood Hotels and Resorts, and is the owner and operator of the Westin and Sheraton Group of

hotels, Westmont Hospitality, a leading owner and operator of hotels in Canada and Europe, and Strategic Hotel Capital, a major investor in the US hotel industry.

While Goldman Sachs is primarily interested in Thailand's five-star hotels, Merrill Lynch, another Wall Street giant, appears set to takeover the country's aviation industry. According to recent press reports, the company has been selected as the financial adviser for the privatization of Thailand's airports. Although insider sources said its experience was questioned to properly perform the task in the airports privatization process, the concerned committee set up by the Transport and Communications Ministry insisted that Merryll Lynch had obtained the highest score in the ranking. One official said the bid-winner would reap tremendous benefit from selling the stakes of the two airport agencies, the Airport Authority of Thailand (AAT) and the New Bangkok International Airport (NBIA). Earlier Merryll Lynch had already signed a memorandum of understanding with Thai Airways International to be the financial adviser for the privatization of the national carrier.

Notably, both Goldman Sachs and Merryl Lynch are major hedge fund managers that have caused the financial collapse in several countries with their capital speculations. Ironically, they are also prominent players in assisting the International Monetary Fund (IMF) to push through structural adjustment programmes (SAPs), which involve forcing developing economies to liberalize and to make the tourism industry a top priority. In Thailand, Goldman Sachs has also been actively participating in the auction of the assets of the 56 finance companies, which were closed down in the context of IMF's bail-out package for the country.

Financial sources have indicated that hedge funds, apart from remaining active in the capital market, are now expanding their speculative investment wings into Thai enterprises, which are currently undergoing debt restructuring and internal engineering, in the prospect of good returns in the next few years. In view of the proclaimed successes of the 'Amazing Thailand' campaign, hotel, tourism and travel businesses are particularly attractive to them, they say. With respect to Goldman Sachs' attempted takeover of the Bangkok Regent hotel, one of the sources said: "I think they have a good game plan for the hotel, which will be shaken up and get a new dress before being sold out five years from now."

However, there is not only increasing nervousness within Thai tourism industry circles regarding the government's liberalization programme. Resistance against globalization and the related national sell-off is on the rise in general. Under the headline "Anti-colonization mood can't be ignored", Imtiaz Muqbil wrote in his Bangkok Post 'Travel Monitor' column:

"With the fire-sale of regional hotels, airlines and tour operators about to start under the onslaught of globalization, a warning light has been sounded on the long-term implications of such move." Referring to a recent international conference on globalization in Bangkok organized by the NGO Focus on the Global South, he said the "message was that every hotel or other such asset that is sold, especially when non-Thais take a controlling interest, will contribute bit by bit to the death of economic and political sovereignty in Asia." He further stated: "As the side-effects of IMF chemotherapy become more acute, there is a greater realization that globalization is not a panacea."

Muqbil warned the tourism industry to beware for many reasons:

·   "At the grassroots level, the feeling that Thailand is selling out to foreigners is gaining ground. Tourism is perhaps the most visible industry in terms of ownership by foreigners. Expatriates manage nearly all the major hotels, many of the tour operators and most international airline offices.

·   Tourism has a high and as yet unmeasured leakage factor. Money leaves the country in the form of management fees, marketing, distribution systems, advertising, copyright and intellectual property fees, imports of expensive wines and meats, and via a host of other means.

·   It is dominated by American icons, a situation that is likely to gain more steam as powerful, cash-rich US groups both advance globalization and take advantage of it to go 'bottom-fishing'."

Muqbil suggested that in view of this "process of colonization", the tourism industry should play a

major role in "trying to maintain the independence of Thailand and balancing the interests of global and local players".

TWN

new business climate:

Expansion and Alliances

As the economic recession forces cutbacks in business trips and overseas travel, the Thai hotel industry, like the tourism industry, is adjusting to the new business environment.

In mid-June, the Accor Group's Hotel Sofitel Raja Orchid Khon Kaen announced an alliance with Siam Land Flying, a charter flight service, in an effort to attract top business executives to Khon Kaen.

The alliance, which the hotel claims to be the country's first cooperation between a hotel and a charter flight operator, is part of the hotel's strategy adjustment aimed at top business executives to the biggest city in Thailand's northeastern region. The alliance will be expanded to other hotels, in Thailand and neighbouring countries, managed by the Accor Group.

Investors in Siam Land Flying Co Ltd (SLF) include the Charoen Pokphand Group, Land & House, Siam Commercial bank, and Thanachart Finance and Securities. Sirah Jotisankasa, director of flight operations at SLF, said the company is looking to increase charter services provided to the general public.

The services could be introduced to 15 other properties of the Accor Group in Thailand, as well as hotels in Cambodia, Laos, Vietnam and Burma.

Judith Bommer, public relations manager of Novotel Vientiane Hotel, said only 30 percent of visitors to the 220-room Novotel Vientiane are tourists, while 50 percent are long-term guests who are business consultants to international institutions such as the World Bank and Asian Development Bank. The hotel has an occupancy rate of between 30 to 40 percent at the moment.

Hotel Sofitel Raja Orchid Khon Kaen, owned by local property developer Raja Group and managed by the Accor Group, is now more stable than it was last year as domestic business and tourists from the region and Europe have since increased. The hotel, with 297 rooms, now has an occupancy rate of 47 percent.

From total room service revenues, the ratio of domestic clients grew from only 14 percent last year to more than 40 percent in 1998 with 12 to 15 percent being local business people. Room service accounted for 30 percent of total revenue, while major revenue came from the food and beverage business.

Meanwhile, the Fortune Hotel, owned by the Charoen Pokphand Group, has joined the network of Golden Tulip Worldwide for overseas marketing and reservation services.

The 406-room hotel, located at Rama IX and Rachadapisek roads, is part of the Fortune Town Complex. Formerly known as Fortune Blue Wave Hotel, it is now owned by CP Land Co Lts, and is planning to expand local and overseas marketing following a 100-million-baht refurbishment.

Golden Tulip Worldwide is the 12th largest international hotel organisation with more than 350 Golden Tulip Inns in 200 cities and 50 countries.

Chairman and chief executive officer of the Fortune Hotel Sun-thorn Aruna-nochai said, " Thailand's hotel industry is a highly competitive mar-ket. It requires a great deal of confidence to establish and operate a hotel in Bangkok. "

He added that this year the hotel is ready to launch, new management executives being appointed with strong emphasis on marketing and service. Between April to October, the management decided to invest in renovations in order to upgrade the property to world-class standards.

In a related development, Hilton International Co, a subsidiary of British gaming group Ladbroke Group Plc, and Hilton Hotel Corporation, a New York Stock Exchange listed company, consolidated their sales and marketing functions in mid-July after entering into a strategic marketing alliance agreement in January 1997.

Despite the fact that most people associate the Hilton brand with top quality hotels and resorts throughout the world, in reality the two companies have operated on their own, with separate management and marketing operations since 1965, according to David Scowsill, senior vice-president for sales, marketing and information technology for Hilton International Co.

Hilton now has more than 115,000 people working in over 400 hotels and resorts including Hilton International Bangkok at Nai Lert Park.

Although the their operations are separate, surveys show that the average consumer is not aware of the corporate machinations which have led to the development of two huge and separate diversified hotel and gaming operations.

" Most people at the consumer level know little about the separation, " said Scowsill. However, with globalisation and wide spread use of information technology, company officials began to realise that beneath the consumer level, the two separate operations

produced unnecessary bottlenecks which stifled business development.
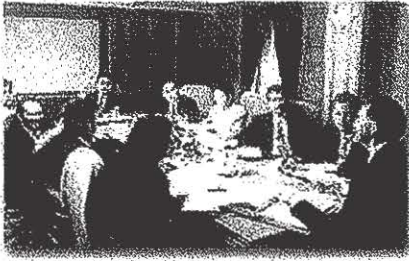
Now the alliance eliminates the confusion by creating a single worldwide sales and marketing function with one clear focus — to deliver the quality and service standards the Hilton name represents.

To ensure that the alliance reaches its full potential, HHC and HI will be spending a massive US$100 million (Bt4 billion) on information technology in the next couple of years. " On line around the world, we will know what each guest prefers, " said Scowsill.

He does not rule out a full-blown merger of the two groups in the future although the alliance's primary raison d'etre is to bring the brand back together after more than 30 years of separation.

Environmental Management in Thai Hotel Industry

Canadian University Consortium
Asian Institute of Technology
Urabn Environmental Management
Private Sector Initiative
http://www.cuc.ait.ac.th
November 1998

Contents

Background

Tourism Industry in Thailand

The tourism industry in Thailand has played an important role in the economic and social development of the country for around four decades. Since 1959, when the Thai Government established the Tourist Promotion Organization to handle the Government's public relations' work, providing information about Thailand and its tourist destinations overseas, the number of tourist arrivals has risen from 81,340 in 1960 to as many as 5,760,533 in 1993 and 7,192,145 in 1996.

The increasing number of tourists resulting in substantial inflows of foreign currency, together with a significant expansion of the tourism industry led the Thai Government to legislate the 'Tourism Act' in 1979, in order to provide guidance for tourism promotion and related developments. This also led to the formation of the Tourism Authority of Thailand and the Board of Tourism.

After the establishment of the Tourism Authority of Thailand (TAT), tourism promotion activities have grown considerably. Importantly, infrastructure development to support the tourism industry, regional and provincial tourism development plans, together with the encouragement of private businesses to invest in a variety of tourist facilities has further helped to attract foreign tourists to Thailand. The revenue generated by foreign tourists in 1983 was approximately 25,000 million Baht. In 1993, this figure increased to approximately 150,000 million Baht, making it the country's top revenue earner, over and above other exporting industries.

Tourist Accommodation Services

To cope with the growing number of inbound foreign tourists as well as local Thai tourists travelling within Thailand, several types of lodging and accommodation service have emerged, some of which are registered and some unregistered. Some lodgings are located in remote areas and some in less remote areas. Lodging types comprise:

1. *Hotels and Bungalows:* In 1994, there were a total of 4,850 tourist accommodation establishments in Thailand offering 246,113 tourist rooms. Almost all of these are unsuitable to serve as eco-lodges. Only some resort lodgings have appropriate features, which can be developed into eco-lodges.
2. *Golf Resorts:* This type of resorts has become very popular in recent years and constitutes the high-end luxury class accommodations.
3. *Guesthouses in National Park Areas:* These lodgings are under administration of the Royal Forestry Department and are located in every national park. Staff houses are also used as guest houses, and there are tents and camping facilities, as well.

The number of tourist accommodation establishments has steadily increased since 1994 till date and presently there is a significant problem of oversupply of hotel rooms, especially in Bangkok. Moreover, most of the lodging facilities have been built in the modern urban style and lack environmental consciousness in their design and operation.

Environmental Impact of Tourism in Thailand

The tourism industry has adversely affected the environmental quality of the tourist destinations' neighboring communities both physically and socially, with major contribution from the tourist accommodation services. In many areas where mass tourism prevails, tourist facilities, such as hotels, restaurants, entertainment structures, etc., are over-developed and cluttered, to such an extent that the natural scenery and local culture has been overwhelmed. Consequently, garbage and other wastes have caused air, water and 'visual' pollution. In many extreme cases, the tourism industry has also led to illegal encroachments on public lands and forest resources, causing the deterioration of natural forests and disturbances to both flora and fauna. As a result, famous tourist destinations, such as Pattaya Beach, the Patong Beach in Phuket, the Phi-Phi Islands in Krabi and the Ao Phang-Nga National Park, have deteriorated to such as extent that restoring them to their original state, is very difficult, if not impossible.

Throughout the ongoing period of tourism activities from the inception to the full-blown hospitality industry, following issues have been of major concern:

Deterioration of Tourist Destinations and Pollution

Tourist destinations became deteriorated and dirty with garbage and waste matter strewn around the tourist sites. The components of the destinations lost their natural balance, resulting in a disturbed ecosystem such as polluted waterways, discolored beaches, stench from garbage dump, and rapid destruction of flora and fauna whose numbers were vastly reduced or threatened with extinction.

Sewage and garbage formed the major problems that were caused by tourists and tourist business operators such as hotels, bungalows, restaurants, shops as well as adjoining communities. Other problems related to polluted air with dust/ fumes and traffic noise. These problems not only degraded the quality and beauty of the destinations but also were injurious to the visitors' health and induced psychological distress and displeasure to them. They left with a negative impression and had no wish to make a repeat visit.

Encroachment on Public Land

The encroachment on public land includes occupation and utilization, which came in many forms such as occupation and holding without ownership papers or with illegal ownership

papers. The usual gambits used were the trespassing or occupation of mountains or forest reserves to pave the way for the construction of resorts, occupation of islands, beaches and mangrove forests for commercial tourism purposes, and encroaching on waterways to build houses or restaurant rafts.

Another type of violation involved encroachment on the public land that adjoins one's own land. This includes, for instance, building into rivers and canals or public beaches, and erecting shacks and stalls on public lands such as shacks selling food and drinks, or souvenir stalls found in most tourist destinations around beaches, waterfalls, temples, and archaeological sites. The serious incidents of encroachment on public land were found in mangrove forests, forest reserves and national parks. Appropriate and effective measures therefore must be devised to forestall the problems and stop illegal encroachment.

Buildings and Structures

Buildings and structures sprang up everywhere and all the time, particularly at major or popular tourist destinations such as Phuket, Pattaya and Chiang Mai. These buildings often were erected without compliance with the building control law regarding height, structure and open space, causing the picturesque scenery to be impaired.

Another type of violation involved putting up buildings and structures that disfigured the original natural contour of the land. The arrangement of various components at the destinations ran counter to natural conditions and the environment, which resulted in the gross distortion of the delicate and attractive landscape out of its original state.

The congestion of buildings was another problem often encountered in popular tourist destinations. The congestion appeared as food and drink shacks, street peddlers, souvenir stalls, and rows of shophouses which mushroomed in complete chaos, resulting in a jumbled sea of eyesores. More important, the destination became deteriorated rapidly. Examples of the problem were the sprouting of beer bars in Phuket and Koh Samui, and the shophouses or shopping arcades standing next to temples or archaeological sites in Chiang Mai.

Development of Infrastructure and Facilities without regard to the Environment

The problems classified under this heading included the dumping of soil masses to fill up or obstruct natural waterways or coastal waters, roads built too close to the seashore, roads cut through mangrove forests, commercial digging of surface soil, rock explosion, dam building that causes soil avalanches, and accumulation of riverbed or sea sediment basins, all of which lead to destruction of the natural geography and ecosystem.

From the environmental point of view, these problems represented serious forms of damage or undue interference with the natural order, which included decay or deterioration of traditional tourism resources and their subsequent lowered quality, water and air pollution, loss of indigenous flora and fauna, destruction of natural geography, destruction of historical and archaeological evidence.

Environmental Impact of Hotel industry

Hotel development is a major trading component within the context of the tourism industry. However, unplanned and uncontrolled rapid hotel development has resulted in serious environmental degradation. The impact of hotel development is, in general, similar to that of all other structural facilities associated with the tourism industry. The impact can, therefore, be classified as either short-term or long-term.

Construction / Short-term impact

Activities include overall construction and residuals, or waste disposal, from these activities (for example, bulldozer operations, cranes, supply trucks, which generate minor oil spills, dust, and, sludge, and workers sewage). Oil spills and other wastes may contaminate the soil and the

water supply when rains come. Run-off has the potential to contaminate ground, surface, and near shore marine waters. Contamination of water supply could lead to human health problems, especially bacterially related ones from sewage spills.

During construction, a large amount of labor may be necessary; if this resource is not available locally, then workers must be brought in and housed. However, an influx of immigrant labor has the potential to introduce new diseases; and different and conflicting morals, lifestyles and standards of sanitation frequently result in the creation of urban slums. The increase in population may also place an additional demand on infrastructure and services. Temporary housing structures and roads could lead to erosion problems. If supplied locally, labor resources would likely be drawn away from primary production activities of either economic or subsistence significance such as agriculture of fishing.

Operation and Long-term Impacts

The activities related to the day-to-day operations of hotel complex require a certain level of infrastructure and public services. Demand increases on existing sewer, water, waste disposal, and power facilities. Serious deterioration could occur in either the physical or social environment. Air emissions from boiler stacks could pose air pollution problem, while the food waste and other organic waste may result in odor problems.

Tourism Policies and Legislation: Changing Winds

It must be stressed that the current situation vis-à-vis tourism is a direct outcome of the past tourism policies and plans of the Government. In 1976, for the first time ever, a consulting company from Netherlands formulated a National Tourism Development Plan. The focus of this plan was primarily on marketing, so as to generate maximum inflows of foreign currency, and on physical development in order to facilitate increasing numbers of international tourists. Though the plan did acknowledge the presence of some environmental problems, which might jeopardize the industry; it did not put forth any concrete suggestions as to how to solve these problems. It only advised the Government to issue strict regulations as a tool towards environmental protection. However, this National Tourism Development Plan was regarded as having a significant influence on the formulation of later tourist development plans within the National Economic and Social Development Plans.

The Fourth National Economic and Social Development Plan (1977-1981), as a result highlighted three main plans for tourism development: a tourism promotion plan; a tourism destination development and maintenance plan; and, a tourism services plan. However, an analysis of this plan showed that it, indirectly, caused many problems associated with rapidly increasing tourist destinations. The Government was unable to control inappropriate land use activities and construction in these sites. Moreover, both private and public sectors still lacked the knowledge and understanding about the conservation of tourist destinations. Thus, the environment of many tourist locations inevitably deteriorated especially that of coastal destinations.

Despite these problems, the proceeding Fifth National Economic and Social Development Plan (1982-1986), set the objectives of the tourism plan as: the promotion and marketing of tourism so as to attract more foreign tourists; supporting public investments to develop tourist destinations; and private sector investments in the services business.

All of these Plans resulted in a sharp expansion in the tourism industry. The increase in the number of tourists, both domestic and international, seriously affected the natural and cultural environment of the tourist destinations, which had already started to deteriorate substantially by the middle of the Fourth Plan. Environmental problems became increasingly visible in many tourist destinations.

Even though by the time of the Sixth National Economic and Social Development plan (1987-1991), the negative impacts on the environment as a result of tourism became even more

APPENDIX - B

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R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)
```

1.	FMRESPEC	Do you think that your org. fosters mutu
2.	VALDIVER	Do you think that your org. value divers
3.	FSBELONG	Do you think that your org. practice fos
4.	CWDTRAIN	Do you think that your org. practice Cor
5.	DIFFEREN	Do you think that your org. practice any

Correlation Matrix

	FMRESPEC	VALDIVER	FSBELONG	CWDTRAIN	DIFFEREN
FMRESPEC	1.0000				
VALDIVER	.3653	1.0000			
FSBELONG	.4300	.2817	1.0000		
CWDTRAIN	.5085	.3355	.4363	1.0000	
DIFFEREN	.5808	.3035	.2880	.4097	1.0000

N of Cases =   82.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.0341	2.9390	3.1829	.2439	1.0830	.0144

Item Variances	Mean	Minimum	Maximum	Range	Max/Min	Variance
	.9106	.7493	1.0894	.3401	1.4539	.0153

Inter-item Correlations	Mean	Minimum	Maximum	Range	Max/Min	Variance
	.3939	.2817	.5808	.2991	2.0615	.0092

Reliability Coefficients   5 items

Alpha =   .7676   Standardized item alpha =   .7647

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

```
1.      UNFAIRTR      Do you agree your org. has unfair treatm
2.      STEREOTY      Do you agree your org. has stereotype of
3.      GENBIAS       Do you agree your org. has gender bias?
4.      RACEBIAS      Do you agree your org. has racial bias?
5.      SEXBIAS       Do you agree your org. has sexual-orient
6.      CULTBIAS      Do you agree your org. has cultural bias
```

Correlation Matrix

	UNFAIRTR	STEREOTY	GENBIAS	RACEBIAS	SEXBIAS
UNFAIRTR	1.0000				
STEREOTY	.4651	1.0000			
GENBIAS	.2713	.5164	1.0000		
RACEBIAS	.3137	.5314	.6263	1.0000	
SEXBIAS	.1523	.3158	.5578	.5089	1.0000
CULTBIAS	.1793	.4135	.5953	.7531	.5742

	CULTBIAS
CULTBIAS	1.0000

N of Cases =   82.0

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	2.4085	2.1951	2.7683	.5732	1.2611	.0547

Item Variances	Mean	Minimum	Maximum	Range	Max/Min	Variance
	1.1944	.8595	1.7605	.9009	2.0482	.1114

Inter-item Correlations	Mean	Minimum	Maximum	Range	Max/Min	Variance
	.4516	.1523	.7531	.6008	4.9438	.0288

Reliability Coefficients   6 items

Alpha =   .8186   Standardized item alpha =   .8317

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

1.	PROMOTIO	Do you think your org. practice the prom
2.	OPPJOBSK	Do you think your org. practice the oppo
3.	PREFEREN	Do you think your org. practice the pref
4.	COMMITME	Do you think your org. practice a mommit
5.	POSITION	Do you think your org. practice to give
6.	LANGSKIL	Do you think your org. practice to provi

Correlation Matrix

	PROMOTIO	OPPJOBSK	PREFEREN	COMMITME	POSITION
PROMOTIO	1.0000				
OPPJOBSK	.5812	1.0000			
PREFEREN	.3326	.3068	1.0000		
COMMITME	.1199	.2233	.3794	1.0000	
POSITION	.1432	.4256	.4091	.2185	1.0000
LANGSKIL	.1639	.4230	.2915	.4547	.2861

	LANGSKIL
LANGSKIL	1.0000

N of Cases =   82.0

	Mean	Minimum	Maximum	Range	Max/Min	Variance
Item Means	2.8923	2.6098	3.1463	.5366	1.2056	.0413
Item Variances	.9514	.7102	1.2285	.5184	1.7299	.0475
Inter-item Correlations	.3173	.1199	.5812	.4613	4.8489	.0164

Reliability Coefficients   6 items

Alpha =   .7332   Standardized item alpha =   .7360

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

1.   EQUOPPO   Do you think your org. practice equal op
2.   AFFIRMAT   Do you think your org. practice to adopt
3.   ACTRECRU   Do you think your org. practice to do Ac

                    Correlation Matrix

                  EQUOPPO   AFFIRMAT   ACTRECRU

EQUOPPO   1.0000
AFFIRMAT   .2276   1.0000
ACTRECRU   .3664   .2775   1.0000

          N of Cases =   82.0

Item Means   Mean   Minimum   Maximum   Range   Max/Min   Variance
                    2.9959   2.8902   3.2073   .3171   1.1097   .0335

Item Variances   Mean   Minimum   Maximum   Range   Max/Min   Variance
                     .8128   .7162   .8824   .1662   1.2321   .0074

Inter-item
Correlations   Mean   Minimum   Maximum   Range   Max/Min   Variance
                     .2905   .2276   .3664   .1388   1.6100   .0040

Reliability Coefficients   3 items

Alpha =   .5474   Standardized item alpha =   .5512

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

```
1.    MGTSERIO      Do you think that mgt in your org. take
2.    MGTCAPAB      Do you think that mgt in yr org. recogni
3.    MGTSUPPP      Do you think that mgt in yr org. support
4.    MGTCOMMU      Do you think that mgt in yr org. communi
5.    MGTWFDVA      Do you think that mgt in yr org. value a
6.    MGTRESPE      Do you think that mgt in yr org. respect
7.    MGTNENG       Do you think that mgt on yr org. accept
8.    MGTBILIN      Do you think that mgt in yr org. encoura
```

Correlation Matrix

	MGTSERIO	MGTCAPAB	MGTSUPPP	MGTCOMMU	MGTWFDVA
MGTSERIO	1.0000				
MGTCAPAB	.5693	1.0000			
MGTSUPPP	.2818	.5986	1.0000		
MGTCOMMU	.3503	.5330	.7197	1.0000	
MGTWFDVA	.3312	.4878	.3619	.3751	1.0000
MGTRESPE	.1829	.3312	.4195	.5145	.4817
MGTNENG	.1710	.1586	.2908	.3554	.1563
MGTBILIN	.4173	.5645	.4260	.5111	.3856

	MGTRESPE	MGTNENG	MGTBILIN
MGTRESPE	1.0000		
MGTNENG	.3146	1.0000	
MGTBILIN	.5197	.1911	1.0000

```
R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)
```

          N of Cases =   82.0

Item Means	Mean 3.1418	Minimum 2.9024	Maximum 3.2805	Range .3780	Max/Min 1.1303	Variance .0186
Item Variances	Mean .8382	Minimum .6570	Maximum .9944	Range .3374	Max/Min 1.5135	Variance .0180
Inter-item Correlations	Mean .3929	Minimum .1563	Maximum .7197	Range .5634	Max/Min 4.6032	Variance .0211

Reliability Coefficients   8 items

Alpha =   .8373   Standardized item alpha =   .8381

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

1.	EQURESPE	Do you think that yr org. has equal resp
2.	EQUPERFO	Do you think that yr org. has equal perf
3.	EQUCAREE	Do you think that yr org. has equal care
4.	EQUREWAR	Do you think that yr org has equal rewar

Correlation Matrix

	EQURESPE	EQUPERFO	EQUCAREE	EQUREWAR
QURESPE	1.0000			
QUPERFO	.6302	1.0000		
QUCAREE	.6416	.6976	1.0000	
QUREWAR	.6415	.6057	.6295	1.0000

N of Cases =   82.0

	Mean	Minimum	Maximum	Range	Max/Min	Variance
tem Means	2.8415	2.7805	2.8780	.0976	1.0351	.0019
tem Variances	.8250	.7276	.9389	.2112	1.2903	.0082
nter-item orrelations	.6410	.6057	.6976	.0919	1.1517	.0009

eliability Coefficients   4 items

lpha =   .8759   Standardized item alpha =   .8772

Frequencies

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	32	39.0	39.0	39.0
	female	50	61.0	61.0	100.0
	Total	82	100.0	100.0	

Frequencies

in what age level are you in?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not more than 25 yrs	26	31.7	31.7	31.7
	26-30 yrs	27	32.9	32.9	64.6
	31-35 yrs	20	24.4	24.4	89.0
	36-40 yrs	9	11.0	11.0	100.0
	Total	82	100.0	100.0	

Frequencies

what was yr highest level of education?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	high school/vocational certificate	18	22.0	22.0	22.0
	diploma ceritificate	12	14.6	14.6	36.6
	bachelor degree	51	62.2	62.2	98.8
	master/doctorate degree	1	1.2	1.2	100.0
	Total	82	100.0	100.0	

Frequencies

what employee level you are in the co.?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	top mgt	1	1.2	1.2	1.2
	middle mgt	21	25.6	25.6	26.8
	first line mgt	12	14.6	14.6	41.5
	salary non-exempt	48	58.5	58.5	100.0
	Total	82	100.0	100.0	

Frequencies

How long have you been working for the co?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 yrs and below	56	68.3	68.3	68.3
	6-10 yrs	17	20.7	20.7	89.0
	11-15 yrs	8	9.8	9.8	98.8
	16-20 yrs	1	1.2	1.2	100.0
	Total	82	100.0	100.0	

Frequencies

which ethnicity groups you are belonging to?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	22	26.8	26.8	26.8
	Indian	4	4.9	4.9	31.7
	Malay	3	3.7	3.7	35.4
	Laos	6	7.3	7.3	42.7
	Khmar	6	7.3	7.3	50.0
	Thai	41	50.0	50.0	100.0
	Total	82	100.0	100.0	

Frequencies

do you belong to?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	physically able group	82	100.0	100.0	100.0

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that your org. fosters mutual respect?	3.15	1.04	82

Correlations

		Do you think that your org. value diversity?	Do you think that your org. fosters mutual respect?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.365**
	Sig. (1-tailed)	.	.000
	N	82	82
Do you think that your org. fosters mutual respect?	Pearson Correlation	.365**	1.000
	Sig. (1-tailed)	.000	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that your org. practice fosters sense of belonging?	3.18	.96	82

Correlations

		Do you think that your org. value diversity?	Do you think that your org. practice fosters sense of belonging?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.282**
	Sig. (1-tailed)	.	.005
	N	82	82
Do you think that your org. practice fosters sense of belonging?	Pearson Correlation	.282**	1.000
	Sig. (1-tailed)	.005	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that your org. practice Corporate-wide diversity-training program?	2.95	.97	82

Correlations

		Do you think that your org. value diversity?	Do you think that your org. practice Corporate-wide diversity-training program?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.335**
	Sig. (1-tailed)	.	.001
	N	82	82
Do you think that your org. practice Corporate-wide diversity-training program?	Pearson Correlation	.335**	1.000
	Sig. (1-tailed)	.001	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that your org. practice any differences of employees or accepted any differences in your org?	2.95	.93	82

Correlations

		Do you think that your org. value diversity?	Do you think that your org. practice any differences of employees or accepted any differences in your org?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.304**
	Sig. (1-tailed)	.	.003
	N	82	82
Do you think that your org. practice any differences of employees or accepted any differences in your org?	Pearson Correlation	.304**	1.000
	Sig. (1-tailed)	.003	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you agree your org. has unfair treatment on minority?	2.77	1.33	82

Correlations

		Do you think that your org. value diversity?	Do you agree your org. has unfair treatment on minority?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.138
	Sig. (1-tailed)	.	.108
	N	82	82
Do you agree your org. has unfair treatment on minority?	Pearson Correlation	.138	1.000
	Sig. (1-tailed)	.108	.
	N	82	82

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you agree your org. has stereotype of employees?	2.63	1.18	82

Correlations

		Do you think that your org. value diversity?	Do you agree your org. has stereotype of employees?
Do you think that your org. value diversity?	Pearson Correlation	1.000	-.046
	Sig. (1-tailed)	.	.340
	N	82	82
Do you agree your org. has stereotype of employees?	Pearson Correlation	-.046	1.000
	Sig. (1-tailed)	.340	.
	N	82	82

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you agree your org. has gender bias?	2.29	1.05	82

Correlations

		Do you think that your org. value diversity?	Do you agree your org. has gender bias?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.006
	Sig. (1-tailed)	.	.478
	N	82	82
Do you agree your org. has gender bias?	Pearson Correlation	.006	1.000
	Sig. (1-tailed)	.478	.
	N	82	82

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you agree your org. has racial bias?	2.20	1.06	82

Correlations

		Do you think that your org. value diversity?	Do you agree your org. has racial bias?
Do you think that your org. value diversity?	Pearson Correlation	1.000	-.027
	Sig. (1-tailed)	.	.404
	N	82	82
Do you agree your org. has racial bias?	Pearson Correlation	-.027	1.000
	Sig. (1-tailed)	.404	.
	N	82	82

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you agree your org. has sexual-orientation bias?	2.30	.96	82

Correlations

		Do you think that your org. value diversity?	Do you agree your org. has sexual-orientation bias?
Do you think that your org. value diversity?	Pearson Correlation	1.000	-.037
	Sig. (1-tailed)	.	.372
	N	82	82
Do you agree your org. has sexual-orientation bias?	Pearson Correlation	-.037	1.000
	Sig. (1-tailed)	.372	.
	N	82	82

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you agree your org. has cultural bias?	2.26	.93	82

Correlations

		Do you think that your org. value diversity?	Do you agree your org. has cultural bias?
Do you think that your org. value diversity?	Pearson Correlation	1.000	-.042
	Sig. (1-tailed)	.	.355
	N	82	82
Do you agree your org. has cultural bias?	Pearson Correlation	-.042	1.000
	Sig. (1-tailed)	.355	.
	N	82	82

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think your org. practice the promotion of multicultural employee for career development?	2.83	.89	82

Correlations

		Do you think that your org. value diversity?	Do you think your org. practice the promotion of multicultural employee for career development?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.228*
	Sig. (1-tailed)	.	.020
	N	82	82
Do you think your org. practice the promotion of multicultural employee for career development?	Pearson Correlation	.228*	1.000
	Sig. (1-tailed)	.020	.
	N	82	82

*. Correlation is significant at the 0.05 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think your org. practice the opportunities for development of new job skill?	3.15	1.03	82

Correlations

		Do you think that your org. value diversity?	Do you think your org. practice the opportunities for development of new job skill?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.245*
	Sig. (1-tailed)	.	.013
	N	82	82
Do you think your org. practice the opportunities for development of new job skill?	Pearson Correlation	.245*	1.000
	Sig. (1-tailed)	.013	.
	N	82	82

*. Correlation is significant at the 0.05 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think your org. practice the preferences to minority in hiring promotion?	2.87	.84	82

Correlations

		Do you think that your org. value diversity?	Do you think your org. practice the preferences to minority in hiring promotion?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.209*
	Sig. (1-tailed)	.	.030
	N	82	82
Do you think your org. practice the preferences to minority in hiring promotion?	Pearson Correlation	.209*	1.000
	Sig. (1-tailed)	.030	.
	N	82	82

*. Correlation is significant at the 0.05 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think your org. practice a mommitment to give equal pay or income?	2.61	1.11	82

Correlations

		Do you think that your org. value diversity?	Do you think your org. practice a mommitment to give equal pay or income?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.309**
	Sig. (1-tailed)	.	.002
	N	82	82
Do you think your org. practice a mommitment to give equal pay or income?	Pearson Correlation	.309**	1.000
	Sig. (1-tailed)	.002	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think your org. practice to give way to minority for access to top management positions?	2.79	.89	82

Correlations

		Do you think that your org. value diversity?	Do you think your org. practice to give way to minority for access to top management positions?
Do you think that your org. value diversity?	Pearson Correlation	1.000	-.017
	Sig. (1-tailed)	.	.441
	N	82	82
Do you think your org. practice to give way to minority for access to top management positions?	Pearson Correlation	-.017	1.000
	Sig. (1-tailed)	.441	.
	N	82	82

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think your org. practice to provide other training to develop language skill?	3.11	1.07	82

Correlations

		Do you think that your org. value diversity?	Do you think your org. practice to provide other training to develop language skill?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.155
	Sig. (1-tailed)	.	.083
	N	82	82
Do you think your org. practice to provide other training to develop language skill?	Pearson Correlation	.155	1.000
	Sig. (1-tailed)	.083	.
	N	82	82

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think your org. practice equal opportunity for minority?	2.89	.92	82

Correlations

		Do you think that your org. value diversity?	Do you think your org. practice equal opportunity for minority?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.116
	Sig. (1-tailed)	.	.150
	N	82	82
Do you think your org. practice equal opportunity for minority?	Pearson Correlation	.116	1.000
	Sig. (1-tailed)	.150	.
	N	82	82

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think your org. practice to adopt Affirmative-action program?	3.21	.94	82

Correlations

		Do you think that your org. value diversity?	Do you think your org. practice to adopt Affirmative-acti on program?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.274**
	Sig. (1-tailed)	.	.006
	N	82	82
Do you think your org. practice to adopt Affirmative-action program?	Pearson Correlation	.274**	1.000
	Sig. (1-tailed)	.006	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think your org. practice to do Active recruitment and hiring of multicultural employees?	2.89	.85	82

Correlations

		Do you think that your org. value diversity?	Do you think your org. practice to do Active recruitment and hiring of multicultural employees?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.362**
	Sig. (1-tailed)	.	.000
	N	82	82
Do you think your org. practice to do Active recruitment and hiring of multicultural employees?	Pearson Correlation	.362**	1.000
	Sig. (1-tailed)	.000	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that mgt in your org. take all employees seriously in your org.?	3.23	.82	82

Correlations

		Do you think that your org. value diversity?	Do you think that mgt in your org. take all employees seriously in your org.?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.072
	Sig. (1-tailed)	.	.259
	N	82	82
Do you think that mgt in your org. take all employees seriously in your org.?	Pearson Correlation	.072	1.000
	Sig. (1-tailed)	.259	.
	N	82	82

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that mgt in yr org. recognize capabilities of all employees in yr org.?	3.21	.93	82

Correlations

		Do you think that your org. value diversity?	Do you think that mgt in yr org. recognize capabilities of all employees in yr org.?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.370**
	Sig. (1-tailed)	.	.000
	N	82	82
Do you think that mgt in yr org. recognize capabilities of all employees in yr org.?	Pearson Correlation	.370**	1.000
	Sig. (1-tailed)	.000	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that mgt in yr org. support all employee in yr org.?	3.16	.85	82

Correlations

		Do you think that your org. value diversity?	Do you think that mgt in yr org. support all employee in yr org.?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.381**
	Sig. (1-tailed)	.	.000
	N	82	82
Do you think that mgt in yr org. support all employee in yr org.?	Pearson Correlation	.381**	1.000
	Sig. (1-tailed)	.000	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that mgt in yr org. communicate effectively with all employees in yr org.?	3.12	.97	82

Correlations

		Do you think that your org. value diversity?	Do you think that mgt in yr org. communicate effectively with all employees in yr org.?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.434**
	Sig. (1-tailed)	.	.000
	N	82	82
Do you think that mgt in yr org. communicate effectively with all employees in yr org.?	Pearson Correlation	.434**	1.000
	Sig. (1-tailed)	.000	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that mgt in yr org. value a diverse workforce group in yr org.?	2.90	.81	82

Correlations

		Do you think that your org. value diversity?	Do you think that mgt in yr org. value a diverse workforce group in yr org.?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.220*
	Sig. (1-tailed)	.	.023
	N	82	82
Do you think that mgt in yr org. value a diverse workforce group in yr org.?	Pearson Correlation	.220*	1.000
	Sig. (1-tailed)	.023	.
	N	82	82

*. Correlation is significant at the 0.05 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that mgt in yr org. respect the cultural beliefs and needs of employees in yr org.?	2.98	.94	82

Correlations

		Do you think that your org. value diversity?	Do you think that mgt in yr org. respect the cultural beliefs and needs of employees in yr org.?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.376**
	Sig. (1-tailed)	.	.000
	N	82	82
Do you think that mgt in yr org. respect the cultural beliefs and needs of employees in yr org.?	Pearson Correlation	.376**	1.000
	Sig. (1-tailed)	.000	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that mgt on yr org. accept non-english-speaking employees in yr org?	3.26	.98	82

Correlations

		Do you think that your org. value diversity?	Do you think that mgt on yr org. accept non-english-speaking employees in yr org?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.092
	Sig. (1-tailed)	.	.207
	N	82	82
Do you think that mgt on yr org. accept non-english-speaking employees in yr org?	Pearson Correlation	.092	1.000
	Sig. (1-tailed)	.207	.
	N	82	82

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that mgt in yr org. encourage bilingual skills in all employees in yr org?	3.28	1.00	82

Correlations

		Do you think that your org. value diversity?	Do you think that mgt in yr org. encourage bilingual skills in all employees in yr org?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.406**
	Sig. (1-tailed)	.	.000
	N	82	82
Do you think that mgt in yr org. encourage bilingual skills in all employees in yr org?	Pearson Correlation	.406**	1.000
	Sig. (1-tailed)	.000	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that yr org. has equal respect for minority and majority group?	2.87	.89	82

Correlations

		Do you think that your org. value diversity?	Do you think that yr org. has equal respect for minority and majority group?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.231*
	Sig. (1-tailed)	.	.018
	N	82	82
Do you think that yr org. has equal respect for minority and majority group?	Pearson Correlation	.231*	1.000
	Sig. (1-tailed)	.018	.
	N	82	82

*. Correlation is significant at the 0.05 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that yr org. has equal performance expectation for minority and majority group?	2.88	.92	82

Correlations

		Do you think that your org. value diversity?	Do you think that yr org. has equal performance expectation for minority and majority group?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.408**
	Sig. (1-tailed)		.000
	N	82	82
Do you think that yr org. has equal performance expectation for minority and majority group?	Pearson Correlation	.408**	1.000
	Sig. (1-tailed)	.000	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that yr org. has equal career progression of minority and majority group?	2.84	.85	82

Correlations

		Do you think that your org. value diversity?	Do you think that yr org. has equal career progression of minority and majority group?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.271**
	Sig. (1-tailed)	.	.007
	N	82	82
Do you think that yr org. has equal career progression of minority and majority group?	Pearson Correlation	.271**	1.000
	Sig. (1-tailed)	.007	.
	N	82	82

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Do you think that your org. value diversity?	2.94	.87	82
Do you think that yr org has equal rewards for minority group?	2.78	.97	82

Correlations

		Do you think that your org. value diversity?	Do you think that yr org has equal rewards for minority group?
Do you think that your org. value diversity?	Pearson Correlation	1.000	.205*
	Sig. (1-tailed)	.	.033
	N	82	82
Do you think that yr org has equal rewards for minority group?	Pearson Correlation	.205*	1.000
	Sig. (1-tailed)	.033	.
	N	82	82

*. Correlation is significant at the 0.05 level (1-tailed).

Correlations

Correlations

Correlations

		gender	ORGPRAC@
gender	Pearson Correlation	1.000	.018
	Sig. (2-tailed)	.	.872
	N	82	82
ORGPRAC@	Pearson Correlation	.018	1.000
	Sig. (2-tailed)	.872	.
	N	82	82

Correlations

Correlations

		gender	BIASED@
gender	Pearson Correlation	1.000	.061
	Sig. (2-tailed)	.	.589
	N	82	82
BIASED@	Pearson Correlation	.061	1.000
	Sig. (2-tailed)	.589	.
	N	82	82

Correlations

Correlations

		gender	CAREER@
gender	Pearson Correlation	1.000	.166
	Sig. (2-tailed)	.	.136
	N	82	82
CAREER@	Pearson Correlation	.166	1.000
	Sig. (2-tailed)	.136	.
	N	82	82

Correlations

Correlations

		gender	HIRING@
gender	Pearson Correlation	1.000	.123
	Sig. (2-tailed)	.	.270
	N	82	82
HIRING@	Pearson Correlation	.123	1.000
	Sig. (2-tailed)	.270	.
	N	82	82

Correlations

Correlations

		gender	MGTPRAC@
gender	Pearson Correlation	1.000	.092
	Sig. (2-tailed)	.	.412
	N	82	82
MGTPRAC@	Pearson Correlation	.092	1.000
	Sig. (2-tailed)	.412	.
	N	82	82

Correlations

Correlations

		gender	EQUAL@
gender	Pearson Correlation	1.000	.046
	Sig. (2-tailed)	.	.680
	N	82	82
EQUAL@	Pearson Correlation	.046	1.000
	Sig. (2-tailed)	.680	.
	N	82	82

Correlations

Correlations

		which ethnicity groups you are belonging to?	ORGPRAC@
which ethnicity groups you are belonging to?	Pearson Correlation	1.000	.165
	Sig. (2-tailed)	.	.138
	N	82	82
ORGPRAC@	Pearson Correlation	.165	1.000
	Sig. (2-tailed)	.138	.
	N	82	82

Correlations

Correlations

		which ethnicity groups you are belonging to?	BIASED@
which ethnicity groups you are belonging to?	Pearson Correlation	1.000	-.118
	Sig. (2-tailed)	.	.293
	N	82	82
BIASED@	Pearson Correlation	-.118	1.000
	Sig. (2-tailed)	.293	.
	N	82	82

Correlations

Correlations

		which ethnicity groups you are belonging to?	CAREER@
which ethnicity groups you are belonging to?	Pearson Correlation	1.000	.171
	Sig. (2-tailed)	.	.124
	N	82	82
CAREER@	Pearson Correlation	.171	1.000
	Sig. (2-tailed)	.124	.
	N	82	82

Correlations

Correlations

		which ethnicity groups you are belonging to?	HIRING@
which ethnicity groups you are belonging to?	Pearson Correlation	1.000	.095
	Sig. (2-tailed)	.	.394
	N	82	82
HIRING@	Pearson Correlation	.095	1.000
	Sig. (2-tailed)	.394	.
	N	82	82

Correlations

Correlations

		which ethnicity groups you are belonging to?	MGTPRAC@
which ethnicity groups you are belonging to?	Pearson Correlation	1.000	.151
	Sig. (2-tailed)	.	.175
	N	82	82
MGTPRAC@	Pearson Correlation	.151	1.000
	Sig. (2-tailed)	.175	.
	N	82	82

Correlations

Correlations

		which ethnicity groups you are belonging to?	EQUAL@
which ethnicity groups you are belonging to?	Pearson Correlation	1.000	.057
	Sig. (2-tailed)	.	.609
	N	82	82
EQUAL@	Pearson Correlation	.057	1.000
	Sig. (2-tailed)	.609	.
	N	82	82

Correlations

Correlations

		do you belong to?	ORGPRAC@
do you belong to?	Pearson Correlation	.[a]	.[a]
	Sig. (2-tailed)	.	.
	N	82	82
ORGPRAC@	Pearson Correlation	.[a]	1.000
	Sig. (2-tailed)	.	.
	N	82	82

a. Cannot be computed because at least one of the variables is constant.

Correlations

Correlations

		do you belong to?	BIASED@
do you belong to?	Pearson Correlation	.[a]	.[a]
	Sig. (2-tailed)	.	.
	N	82	82
BIASED@	Pearson Correlation	.[a]	1.000
	Sig. (2-tailed)	.	.
	N	82	82

a. Cannot be computed because at least one of the variables is constant.

Correlations

Correlations

		do you belong to?	CAREER@
do you belong to?	Pearson Correlation	.[a]	.[a]
	Sig. (2-tailed)	.	.
	N	82	82
CAREER@	Pearson Correlation	.[a]	1.000
	Sig. (2-tailed)	.	.
	N	82	82

a. Cannot be computed because at least one of the variables is constant.

Correlations

Correlations

		do you belong to?	HIRING@
do you belong to?	Pearson Correlation	.[a]	.[a]
	Sig. (2-tailed)	.	.
	N	82	82
HIRING@	Pearson Correlation	.[a]	1.000
	Sig. (2-tailed)	.	.
	N	82	82

a. Cannot be computed because at least one of the variables is constant.

Correlations

Correlations

		do you belong to?	MGTPRAC@
do you belong to?	Pearson Correlation	.[a]	.[a]
	Sig. (2-tailed)	.	.
	N	82	82
MGTPRAC@	Pearson Correlation	.[a]	1.000
	Sig. (2-tailed)	.	.
	N	82	82

a. Cannot be computed because at least one of the variables is constant.

Correlations

Correlations

		do you belong to?	EQUAL@
do you belong to?	Pearson Correlation	.^a	.^a
	Sig. (2-tailed)	.	.
	N	82	82
EQUAL@	Pearson Correlation	.^a	1.000
	Sig. (2-tailed)	.	.
	N	82	82

a. Cannot be computed because at least one of the variables is constant.

PPlot

MODEL: MOD_1.

Expected Normal quantiles calculated using Blom's proportional estimation formula and assigning the mean to ties.
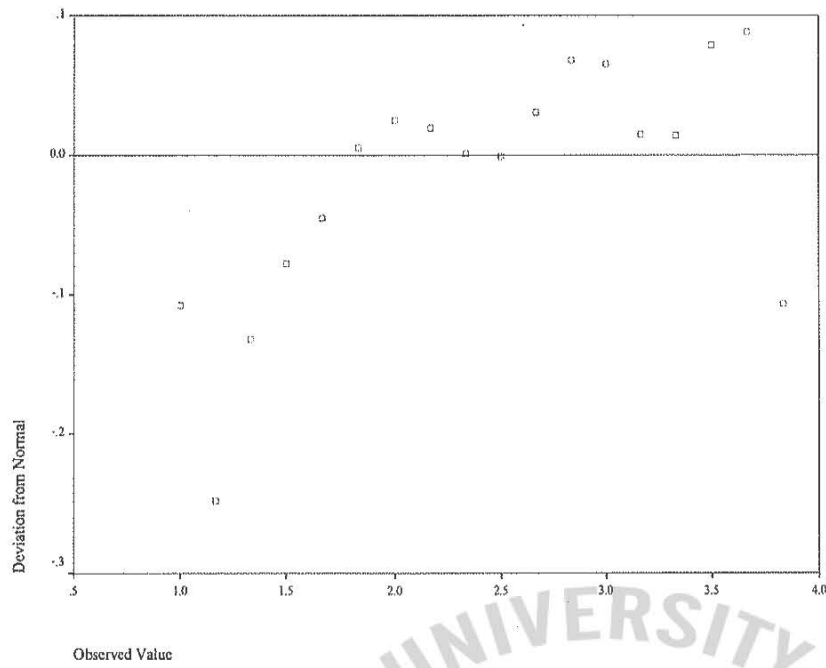
For variable ORGPRAC@...

Normal distribution parameters estimated: location=3.0439024 scale=.68206251

For variable GENDER...

Normal distribution parameters estimated: location=1.6097561 scale=.49080678

Normal Q-Q Plot of ORGPRAC@
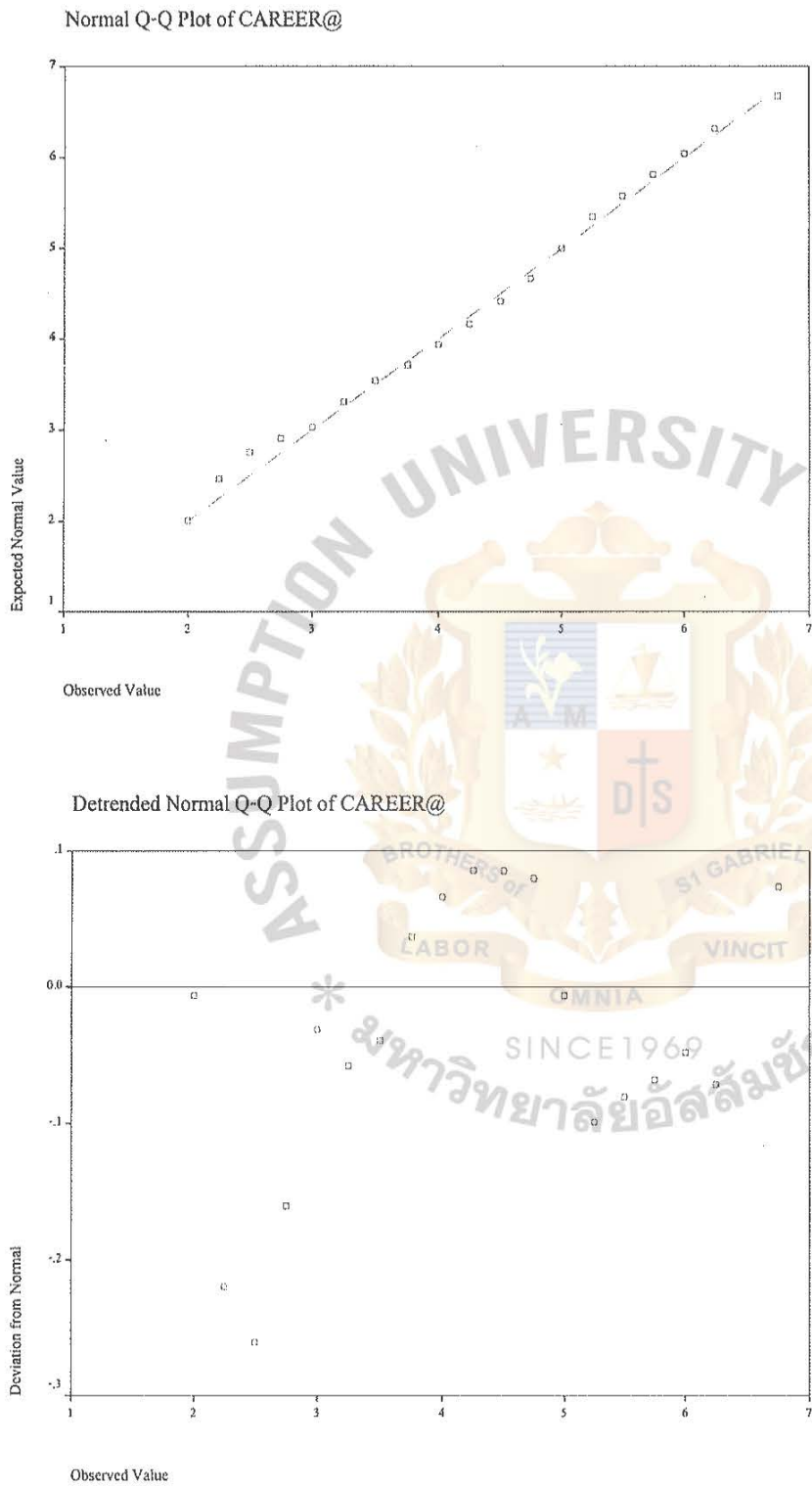

Detrended Normal Q-Q Plot of ORGPRAC@

PPlot
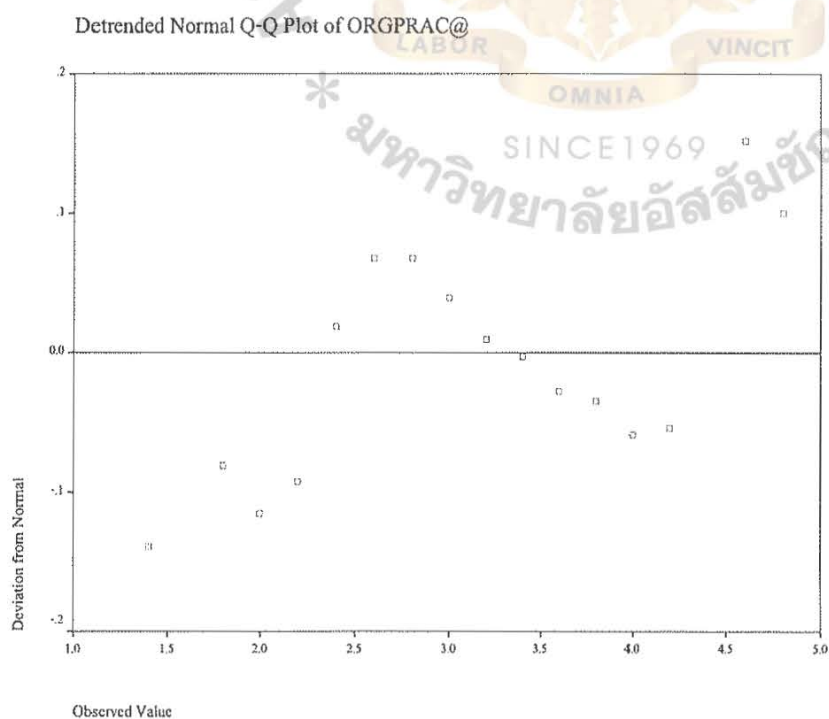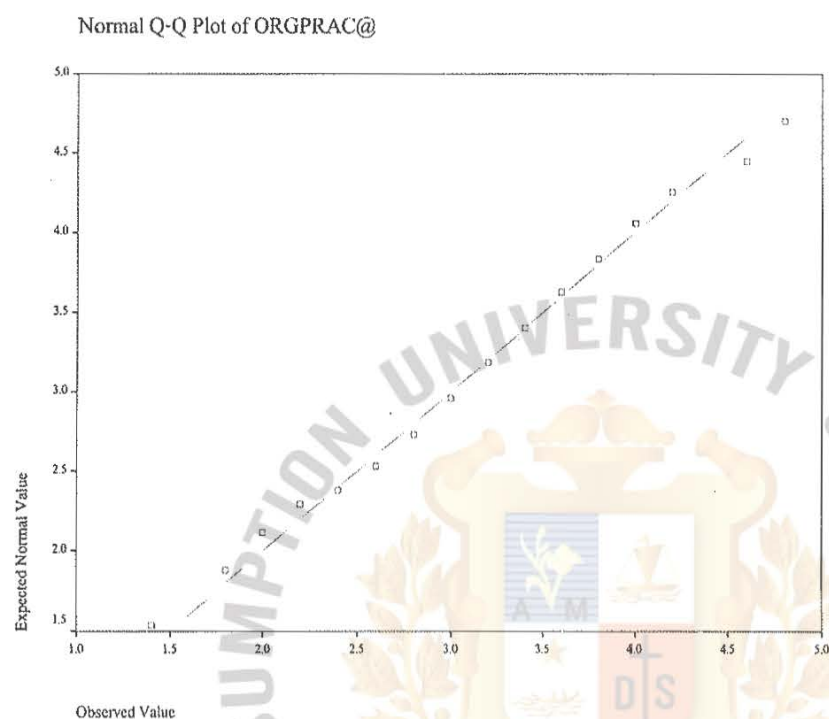
MODEL: MOD_2.

Expected Normal quantiles calculated using Blom's proportional
estimation formula and assigning the mean to ties.

For variable GENDER...

Normal distribution parameters estimated: location=1.6097561 scale=.49080678

For variable BIASED@...

Normal distribution parameters estimated: location=2.4044715 scale=.78917161

Normal Q-Q Plot of gender

Normal Q-Q Plot of BIASED@
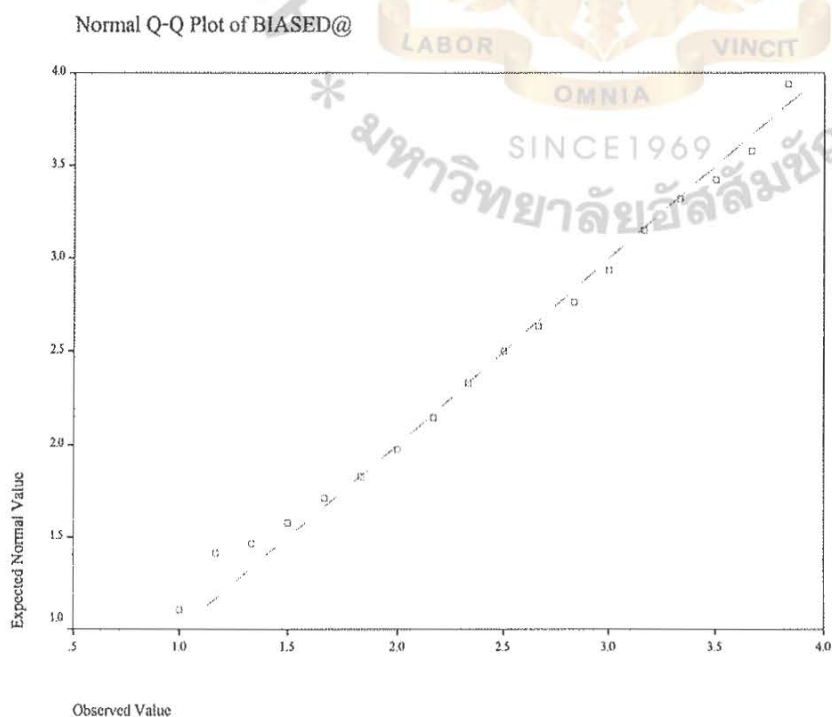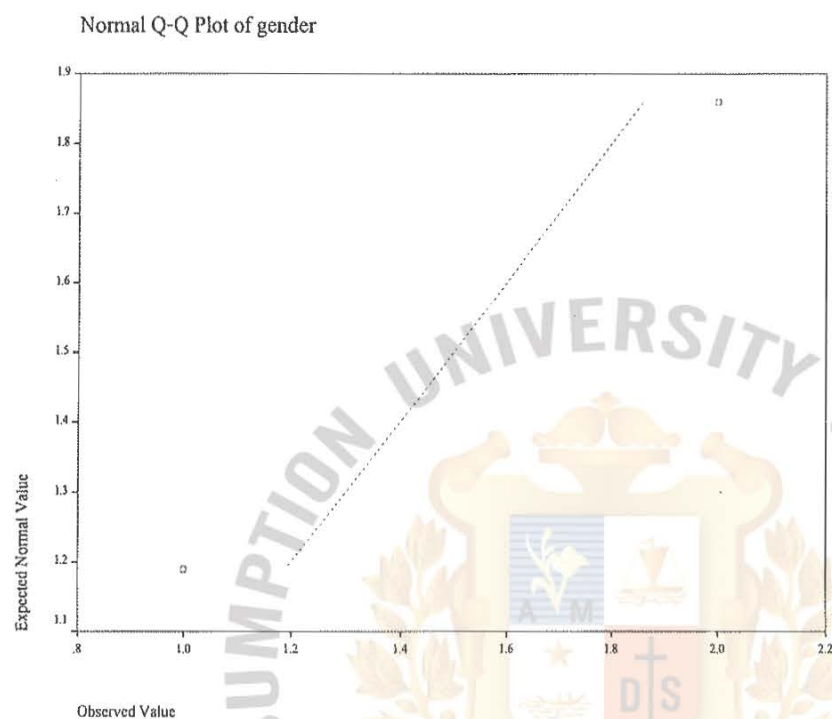
Detrended Normal Q-Q Plot of BIASED@

PPlot

MODEL: MOD_3.

Expected Normal quantiles calculated using Blom's proportional estimation formula and assigning the mean to ties.

For variable CAREER@...

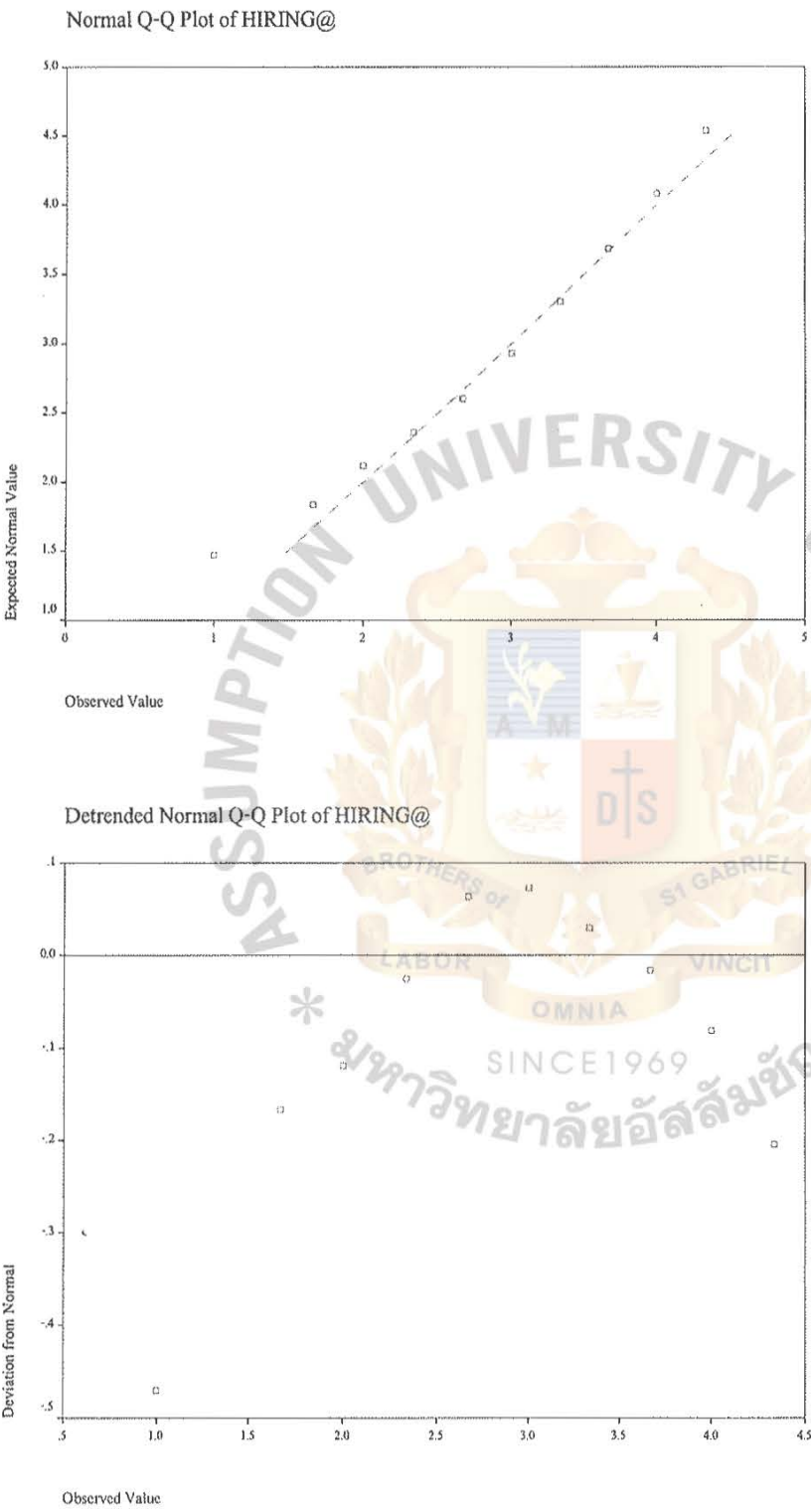Normal distribution parameters estimated: location=4.3414634 scale=.96185921

Normal Q-Q Plot of CAREER@

Expected Normal Value

Observed Value

Detrended Normal Q-Q Plot of CAREER@

Deviation from Normal

Observed Value

PPlot

MODEL: MOD_4.

Expected Normal quantiles calculated using Blom's proportional estimation formula and assigning the mean to ties.

For variable HIRING@...

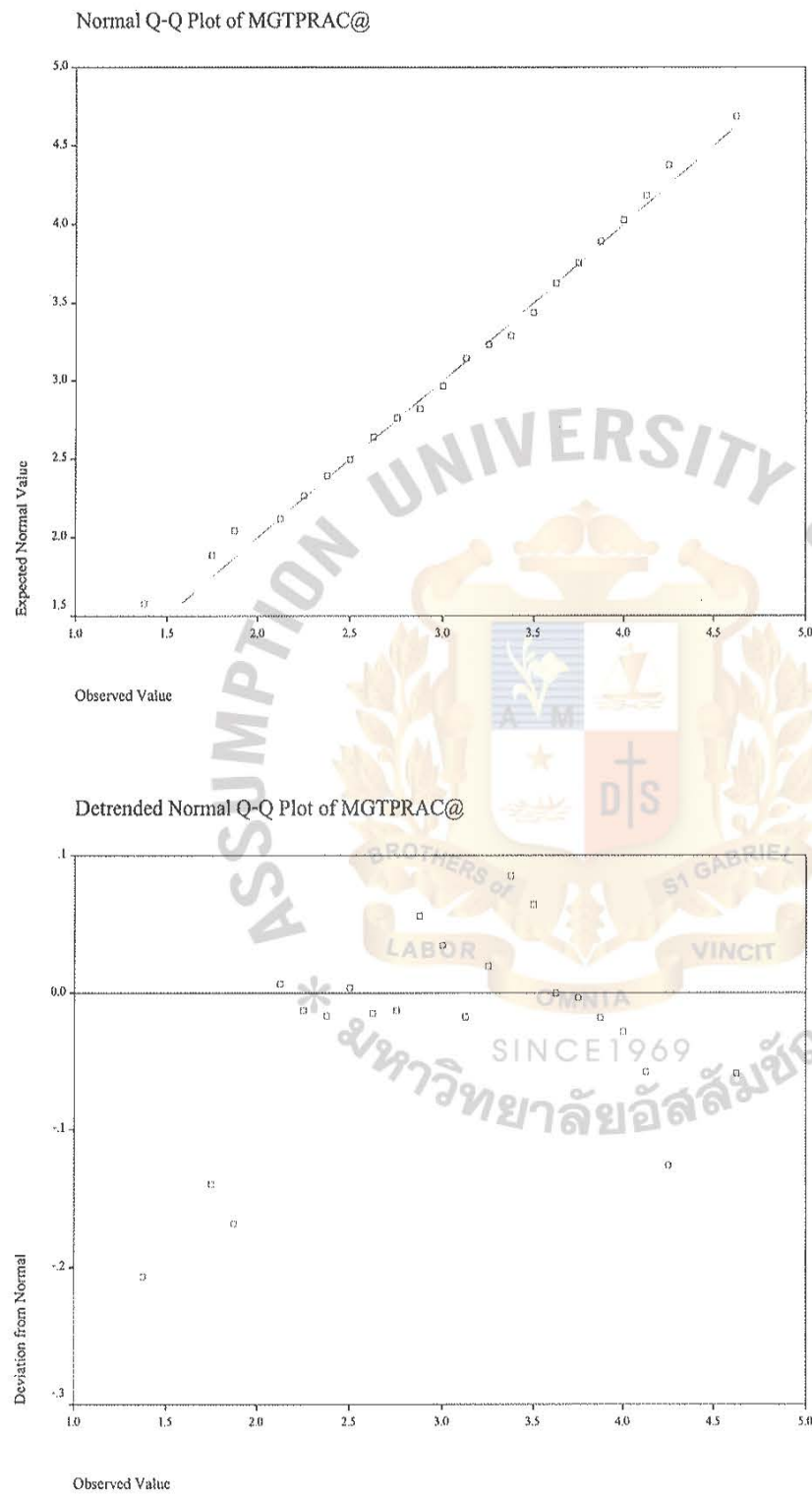Normal distribution parameters estimated: location=3.004065 scale=.63179128

Normal Q-Q Plot of HIRING@

Detrended Normal Q-Q Plot of HIRING@

PPlot

MODEL: MOD_5.

Expected Normal quantiles calculated using Blom's proportional estimation formula and assigning the mean to ties.

For variable MGTPRAC@...

Normal distribution parameters estimated: location=3.132622 scale=.63899382

Normal Q-Q Plot of MGTPRAC@

Detrended Normal Q-Q Plot of MGTPRAC@

PPlot

MODEL: MOD_6.

Expected Normal quantiles calculated using Blom's proportional estimation formula and assigning the mean to ties.

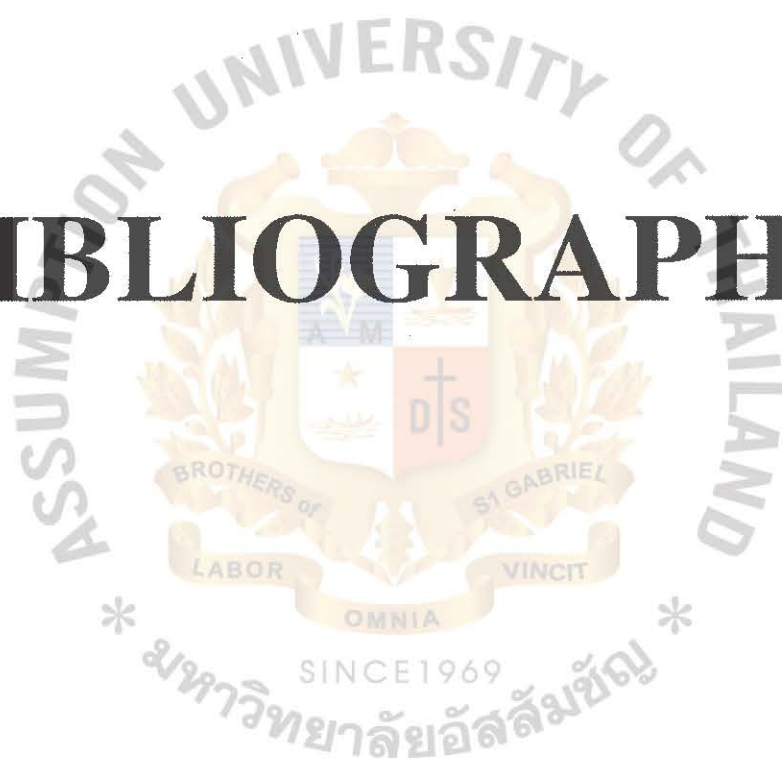For variable EQUALIT@...

Normal distribution parameters estimated: location=2.8414634 scale=.77530579

Normal Q-Q Plot of EQUALIT@

Observed Value

Detrended Normal Q-Q Plot of EQUALIT@

Observed Value
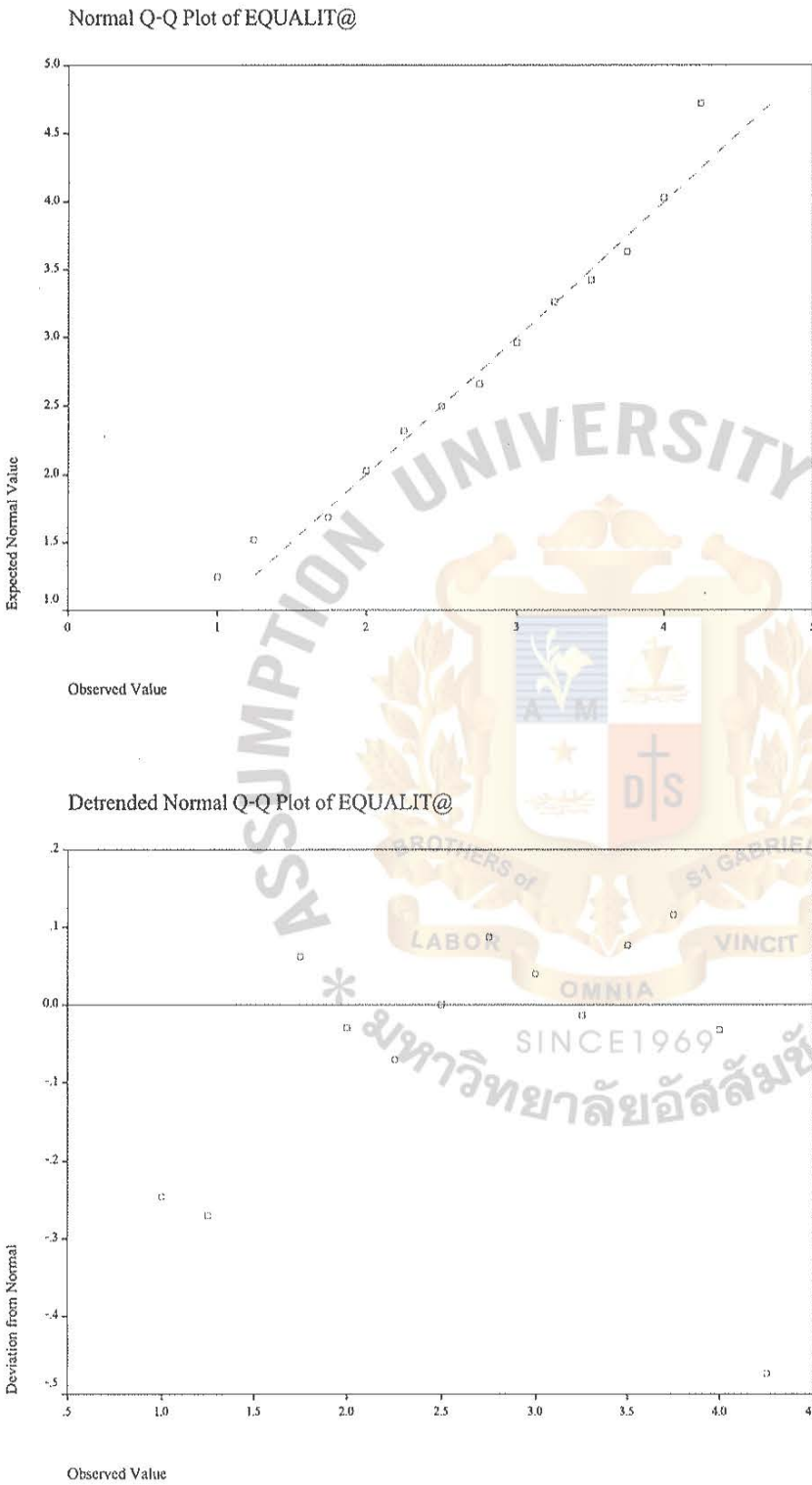
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