



LCMB7035-DISSERTATION

RESEARCH PROPOSAL

EXAMINING THE IMPACT OF CULTURAL DIVERSITY MANAGEMENT ON
EMPLOYEE PERFORMANCE AND SATISFACTION IN THE UK HOTEL SECTOR

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01. Research Background

The hotel industry in the UK is an important source of jobs and economic contribution, and it is dominated by overdependence on human capital to provide high-quality customer experience and service delivery (Nguyen et al., 2021). Since the hospitality organisations, unlike the manufacturing industries, rely on direct and continuous contact between employees and customers, employee performance and satisfaction are thus important in defining organisational success. The cultural diversity in the labour force of the UK hotels is unique, being influenced by the labour movement on the international level, mass migration flows, seasonal labour supply and permanent skills deficit in the domestic labour forces. Hotels will, therefore, hire people of various cultural, ethnic and national orientations in both operation and management positions.

The UK hotel industry is especially concerned with employee satisfaction because the turnover rates among the employees are historically quite high, the working conditions and the emotional labour demands are significant. Respected, supported and included employees are even more likely to exhibit good attitudes toward work, increase the engagement level, and show better performance. According to Greenfield and Greener (2016), perceptions of fairness and inclusion play an important role in determining experiences and behavioural outcomes of employees at their workplace. As a result, cultural diversity management practices can affect employee satisfaction as well as performance at the same time.

Even though greater organisational and academic attention is given to diversity management, available studies are out of synthesis and have not been sector-specific. According to Hart (2005), gaps in the current bodies of knowledge ought to be used to clarify the importance of the research. The current body of literature looks at diversity management in broad organisational situations or within multinational organisations, but negligible attention to the UK hotel industry. Also, numerous studies focus on the performance/satisfaction of employees, but never consider their interrelationship (Mistry, Okumus and Orłowski, 2021). This paper seeks to address these shortcomings through a systematic review of the literature in the last few years to come up with a coherent perception of how the practices of cultural diversity management affect employee performance and satisfaction in the UK hotel industry.

1.1 Research Problem

The UK hotel industry has a very culturally diverse workforce, though the evidence concerning the impact of cultural diversity management practices on the performance and satisfaction of the employees is poorly fragmented and inconclusive (Daskalaki, 2016). Although a lot of hotel organisations have embraced diversity and inclusion strategies, there are doubts that they have transformed the outcomes of employees in a meaningful way, or it is just symbolic or a move to comply. The existing literature tends to look at the cultural diversity on a sketchy organisational scale or in general service-based industries, but pays little attention to the UK hotel industry. Additionally, most of the studies tend to address employees' performance and satisfaction as independent variables, yet they are closely related. This absence of holistic and contextualised knowledge poses a major anomaly in research and consequently restricts the management of hotel managers from developing effective strategies of cultural diversity management.

1.2 Rationale for the Study

The need to carry out this study is informed by the increasing strategic relevance of quality management of cultural diversity in the hotel industry in the UK. Since a hotel is a labour-intensive industry, the performance and satisfaction of employees are key in determining the quality of service delivery and competitiveness. Critiques of research methodology highlight how the rationalisation of knowledge is important to guide managerial decision-making and theory building (Hart, 2005; Saunders, Lewis and Thornhill, 2019). This research will fulfil the existing gaps in the body of knowledge available by identifying existing gaps and filling the gaps through a systematic literature review of the current research on the topic of employee performance and employee satisfaction under one analysis. The results will also have practical implications for the hotel managers aiming at improving workforce performance via inclusive management methods, as well as contribute to the academic knowledge in terms of diversity management in the hospitality-specific settings.

02. Research aim, objectives, questions

2.1 Research Aim

This study aims to critically evaluate the impact of cultural diversity management practices on employee performance and satisfaction in the UK hotel sector.

2.2 Research Objectives

- To analyse the relationship between cultural diversity management practices and employee performance in the UK hotel sector.
- To assess how cultural diversity management influences employee satisfaction in the UK hotel sector.
- To identify key strategies and best practices for managing cultural diversity to enhance employee outcomes in the UK hotel sector.

2.3 Research Questions

- How cultural diversity management practices and employee performance are interrelated in the context of UK hotel sector?
- How do cultural diversity management practices influence employee satisfaction in the UK hotel sector?
- What cultural diversity management strategies and best practices are most effective in enhancing employee performance and satisfaction in the UK hotel sector?

03. Preliminary Literature Search

According to Nguyen et al., (2021) the cultural diversity in organisations is an issue which was greatly talked about in the business and management literature as a potential asset as well as a challenge to management. Diversity can result in increased creativity, innovation and problem-solving when handled well, as it unites diverse views and experiences (Nguyen et al., 2021). This diversity can enhance service delivery in the hotel industry because organisations would be able to comprehend and address the needs of an international consumer base better. Nevertheless, Yadav and Rajak, (2021) stated that diversity can also create obstacles if it is not justified by proper management practices. Cultural differences in terms of values, communication cultures and approaches towards authority and teamwork can be a source of misunderstandings, conflict and weak cohesiveness among employees. Such issues may have a direct impact on the service quality and level of employee morale in service-focused industries like hotels (Yadav and Rajak, 2021).

Daskalaki, (2020) cultural diversity management is described as organisational policies and practices that are meant to recognise, appreciate and integrate workforce diversity in a manner

that facilitates organisational goals. Such practices are usually inclusive leadership, diversity training, equitable human resources, and cross-cultural communication and mutual respect initiatives (Korjala, 2013). As explored in research methods literature, management practices should be congruent with the aspects of the workforce and organisational environment to achieve positive employee outcomes (Saunders, Lewis and Thornhill, 2019). The most recent trend of effective cultural diversity management in hospitality organisations is, thus, more a strategic than an ethical or legal issue.

The current literature on business and management research highlights the importance of employees in service-based industries, especially in the hotel industry, where service quality is a direct result of employee behaviour and performance. Ratasuk, (2022) the studies of cultural diversity management emphasise that an inclusive and well-organised management can help a diverse workforce to make a positive contribution to the outcomes of an organisation. Baum (2007) diversity management has also been linked to better communication, sharing of knowledge and collaboration, which can ultimately lead to better performance of employees and the general performance of a service. The other gap is associated with the absence of evidence synthesis in the recent past. Although there are some individual empirical studies, no systematic synthesis of the findings published in the past years, which can reflect current workforce dynamics and post-pandemic problems in the UK hospitality industry, is available. The present paper fills these gaps with the help of a recent scholarly and industrial literature review, providing a current and comprehensive perspective on the role of cultural diversity management in employee performance and satisfaction within the UK hotel industry.

04. Research Methodology (Including Ethics)

4.1 Philosophy and approach

In this research, interpretivism philosophy will be used with inductive research approach which will create a qualitative research framework. Interpretivism will be useful to interpret the outcomes from data collected from secondary sources.

4.2 Systematic literature review

This study will be based on a ***qualitative research design through a systematic literature review (SLR)*** that will critically interrogate how cultural diversity management affects employee

performance and satisfaction within the hotel industry in the UK. This research can be conducted using a systematic literature review because it will allow organising the idea of identification, evaluation and synthesizing existing knowledge, which will not only improve the methodological rigour and transparency (Ratasuk, 2022).

It is planned that about **50 high-quality sources will be reviewed**, which means that the analysis is going to be profound and expanded enough. **Peer-reviewed academic journal articles will be the key secondary source of information where from information will be collected in this research**. The sources that will be taken into consideration are those written in the **English language**. In order to retain the relevance and up-to-date nature of findings, only literature dating back **to 2015-2025** will be included in the review due to the recent developments in the field of diversity management and post-pandemic workforce outcomes in the hospitality industry.

Academic databases that will be used to carry out a systematic search strategy will include **Google Scholar, ProQuest, Scopus and Emerald Insight**. The refined search results will be built on the use of the Boolean operators in order to provide extensive coverage of the relevant literature. The main search terms will consist of the combination of cultural diversity, diversity management, employee performance, employee satisfaction, hospitality industry, and the UK hotel sector (Nazarian et al., 2021). Such a method will ease the process of locating relevant studies and reduce the number of irrelevant studies.

The screening and selection will be based on the **PRISMA (Preferred Reporting Items to Systematic Reviews and Meta-Analyses) framework**. It will be done in four phases, namely, identification, screening, eligibility and inclusion. PRISMA approach allows ensuring that only the high-quality, peer-reviewed, and relevant sources are considered, which will help to improve the reliability and validity of the review.

4.3 Data analysis

The **thematic analysis** will be used to do data analysis, and it is a qualitative tool that is appropriate to determine patterns, themes, and relationships among two or more studies. The relevant data will be coded and categorised to be able to identify the primary themes regarding cultural diversity management practice and its impact on employee performance and satisfaction

levels. These will then be synthesised to come up with an integrated vision of successful diversity management techniques within the UK hotel industry (Nazarian et al., 2021).

The ethical concerns in this research are on responsible use of secondary data. It will use only publicly available and reputable academic journals, industry reports and corporate publications. All data will be examined in their context, and all credited and recognised sources will be cited and all sources will be referenced so as not to misrepresent, plagiarise or infringe copyright laws, and maintain transparency, reliability and academic integrity during the research process (Jibri and Yesiltas, 2022)

05. Risks

There are several risks and constraints that can relate to the implementation and results of this study. One of the potential risks is associated with accessing literature on cultural diversity management in the hotel industry in the UK, which is relevant and of high quality. Diversity management is generally debated within the larger organisational view, and so may be deficient in sector-specific and UK-centric research. In an effort to offset this risk, the review shall include prominent reports in the industry as well as case studies and annual reports of large hotel organisations and peer-reviewed scholarly sources (Jibril and Yeşiltaş, 2022).

The other risk is publication bias because previous literature might reveal only positive effects of cultural diversity management practices and not present challenges or adverse effects. There may be a restriction on the objectivity of findings because of this. To solve this risk, all sources will be critically appraised and inconsiderate or inconclusive evidence will be discussed in detail (Papademetriou, Anastasiadou and Papalexandris, 2023).

The use of secondary information is another weakness, as it limits access to primary personal opinion and organisational peculiarities of employees. Nevertheless, the rigorous and open-ended procedure of the review that will be informed by PRISMA guidelines will help increase the validity and trustworthiness of results.

06. Timeline (Gantt chart)

Activities	From second week of feb 2026 to first week of June 2026															
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16
1. Finding out research topics																
2. Finding out relevant topics and shortlisting them																
3. Topic finalisation																
4. Time for any uncertainty																
5. Creating Aim and Objectives																
6. Research Background, Problem Statement, Aim and Objectives																
7. Creating Literature Review																
8. Creating Research Methodology																
9. Time for any uncertainty and Proposal Proofreading																
10. Proposal Submission																
11. Working on Chapter 1: Introduction																
12. Working on Chapter 2: Research Methodology																
13. Working on Chapter 3: Systematic Literature Review and Discussion																
14. Searching of databases																
15. Prisma Chart																
16. Inclusion and Exclusion Criteria																
17. Data Analysis																
18. Working on Chapter 4: Conclusion																
19. Working on Chapter 5: Reflection																
20. Dissertation Proofreading, finalisation, and formatting																
21. Dissertation Submission																

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