Journal of HUMAN RESOURCE MANAGEMENT

www.jhrm.eu • ISSN 2453-7683

The effects of the organizational culture on diversity management perceptions in hotel industry

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ABSTRACT

The success of diversity management practices relies on the combination of a series of variables properly. The relevant literature suggests that diversity management is highly depended on an adequate organizational culture. Thus, a research model that proposes that organizational culture has impact on diversity management perceptions of employees. There are two data sets in this research. The independent variable of the research is organizational culture and the dependent variable of the research is the level of diversity management perceptions. The research is adopted in quantitative method and the data collected via questionnaires. This research which is conducted in a hotel chain finds that the mission dimension of organizational culture impacts all three levels of diversity management.

KEY WORDS

organizational culture, diversity management, hotel industry, cross-cultural management

JEL Code: O15

1 INTRODUCTION

The perception of discrimination and lack of justice may lead to inefficiency, conflicts and unmanageable situations. Particularly in countries like Turkey that contain geographical, ethnic, religious and sectorial differences throughout its history, where the employment of women in business life is inadequate, and where the sensibilities concerning the employment and the work conditions of the disabled individuals is recently becoming widespread, the issue of how the differences in business life is treated, and at what stage these differences are in management, emerges as a subject matter of a substantial research. Moreover, demographic differences increasingly emerge in the labor market, particularly the services sector (Diriöz, 2013) and emphasize the performance of a study on the subject matter of demographical change that is noted in the work life. It is also noted that the limited number of empirical reviews that were performed, were rather in the nature of descriptive studies (Sürgevil, 2010). In the present age that increasingly underline the differences between the individuals and groups, based on reasons such as migrations, population increase, and the rise of the identity policies, the issues of differences in social life, and how such differences will be managed, are increasingly gaining significance. Parallel to these issues, the management of diversity that occur in business life, has emerged as a significant problem, particularly during the last twenty years. The increase in the attention on the management of differences is both public sector and private sector, highlights the management of the diversity on both ethical and commercial justifications. In the literature concerning management and organizational area, the major factors that affect the management of diversity, are currently investigated. In the present study, the issue of organizational culture has been investigated as a variable affecting the management of diversity, and based on an empirical research, the effects of the organizational culture on the management of diversity, has been examined.

In the literature concerning management and culture, responses to the question, is it possible to treat an idea or a research as a fully valid issue in a different context? Are being sought for a long time (Hofstede,1983; Trompenaars, 1996; Özbilgin, 2007; Sargut, 2010). According to Özbilgin (2007: 25), in most of the researches

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conducted on the researches applied in the USA and Western Europe, the claim of global applicability is presented without mentioning the originality of the national conditions, and the consideration of particularly the western applications as universal truth in every society, causes a cultural color blindness (Demir,2008). Similarly, while we are dealing with this problem, the use of exclusively certain assumptions and the disregard of others, result in the emergence of a narrow mindedness (Sargut, 2010).

To recapitulate, the issue as to on what grounds should cultural relativity be placed in the acquisition of theoretical knowledge, is a significant issue. Therefore, the effect of organizational issues such as culture, structure, leadership on the perceptions and applications of diversity management, is an issue worth investigating (Sürgevil, 2010). Therefore, having knowledge on the organizational culture that is needed, is rather important.

Although the organizations are a product of the cultural paradigm of the societies in which they exist, based on their environment, various input and processes, they produce a specific culture (Fey and Denison, 2003; Terzi, 2004). In this sense, as sub systems, the organizations own their specific cultural characteristics. Thomas (1991: 15), who has been one of the first researchers on the management of differences, has presented a theoretical suggestion regarding the effect of the organizational culture on the management of differences. Similarly, Allard (2002) emphasizes that since certain definitions and models regarding the management of differences have been fully settled in the full organization, a new understanding is needed regarding the cultural foundations of the organization, and within the same context, Thomas and Ely (1996), emphasizes the significance of the organization culture in the management of diversity. According to these authors, the organization culture should create performance expectations for each personnel, should encourage individual development, and should ensure the acceptance of the differences. In other words, the management of diversity, requires an organizational culture that avoids the obstruction of the reaching of career targets of the employees due to factors such as gender, race, citizenship, creed and other elements (Kundu, 2003). Additionally, it is emphasized that the organization culture demands homogeneity, that such homogeneity can be provided through the wide spreading of the values and the norms of the strong groups, and that the organization culture plays an active role in all human resources applications of the organization. Therefore, it is generally accepted that the organization culture plays a determinant role in the formation of the policies concerning the management of diversity (Kirton 2003; 7).

As could be noted, the organizational culture plays a central role in the management and application of cultural differences. Therefore, it is assumed that the initiatives concerning the management of diversity will prove unsuccessful if the employees or an enterprise do not aim to unify the different characteristics and values, or if the concerned enterprise do not own unified values (Bernardi and Toni, 2009). According to Spataro (2005), the organization culture is directly related to many organizational activities that will provide guidance to the definition of differences. Therefore, similar to nearly all managerial applications, it is assumed that culture has a determinant factor in the determination of the conformity of the "different" attitudes with the group norms, and what attitudes are different from the standpoint of the individuals. Acting on this assumption, it is possible to reach a conclusion on the general effects of the different organizational cultures on the applications concerning the diversity management.

For ensuring an active management of differences, we should know the perceptions of difference among the employees, and the situations that create such perceptions. The literature concerning this subject matter, emphasizes that for ensuring an effective management on differences, the perceptions of the employees on differences, and the situations that create such perceptions should be known. The literature concerning this subject matter, emphasis that in explaining the perception of the management of differences, the organizational culture should be taken into consideration as a variable (Hofstede, 1983; Cox ve Blake, 1991; Schein, 1992; Thomas and Ely, 1996; Trompenaars, 1996; Chatman et al ., 1998; Deal and Kennedy, 2000: 78, Bean, et al., 2001; Kundu, 2001; EIMD, 2001; Allard, 2002; Spataro, 2005; Guidroz et al ., 2009; Bernardi ve Toni, 2009; Australian Multicultural Foundation, 2010).

In the literature concerning this subject matter, it is noted the subject matter consists of limited number of researches performed in accommodation sector generally, and in particular, the hotel enterprises operating on global basis, and that most of these researches were focused on positive discrimination (Gröschl, 2011; Gröschl and Doherty, 1999). The researchers are focused on the management of diversity and organizational structure (Gröschl, 2004: 30), and the training programs concerning the management of the specific differences (Hearns et al., 2007) and particularly emphasize that in multi-cultural societies, the management of diversity is a basic management activity. Taking into consideration that hotel management is a sector that is characterized by personnel working on temporary contracts, with low education levels, subject to lower wages, that contains a high level of gender discrimination (Deery and Shaw, 1999), it is concluded that the issue of hotel management needs researches to be applied on a comprehensive basis.

The theoretical contribution of this review was specified in a covert manner; but it is assumed that it presents a model that has not become subject to a comprehensive empirical testing, and that it will test this model. In such reviews, the theoretical contribution is based on theoretical findings, presenting the research query mentioned below, and the basic purpose of the review was determined as "the presentation of the effects of the organizational

culture on the perceptions of the employees on the management of the diversity." The initial question of this study, could be expressed as follows:

- Do the differences of organizational culture have an effect on the diversity management?

2 THEORETICAL INSIGHTS AND HYPOTHESIS DEVELOPMENT

The workforce diversity generally refers to the demographical, psychological and organizational differences of all employees working in an organization, or in any section or unit of the organization. The concept of diversity is used in defining all the differences that the employees working in a place of business, including the roles, functions and personality (Hicks-Clarke ve Iles, 2000: 324). In organizational life, the dimensions relating to performance and strategy, are taken as the structural or functional differences based on organizational structure and operation, the market, commercial differences in products or services, and the labor difference of the employees working in different categories (Ospina, 2001). The management of diversity, states to the concept to increase the performance of the organization by raising the personal characteristics and talents of each employee to the top level. Therefore, it is assumed that the merging of the principles of management of diversity with the basic human resources functions will make it possible to ensure the management of the labor differences in an effective manner (D'Netto ve Sohal, 1999). Within this framework, the management of diversity is focused on what and how an organization performs, its functions, in particular the issues of employment, training and pricing in the relevant sector. (Hollowell, 2007).

The history of the researches on how the cultural and demographic differences should be taken up, has begun in 1960's. Since the 1960's, it is assumed that the most striking development in the reviews concerning the management of workforce diversity, was achieved in the researches performed in USA on the structure of workforce (Joshi ve Roh, 2009).

The fact that the workforce diversity was included within the legislation have appeared in the agenda on legal basis in 1960's. Accordingly, the employers were prohibited to apply discrimination among the employees based on their differences of ethnicity, race, creed, age, disability, etc. and in 1965, certain legal responsibilities were introduced on the enterprises regarding positive action (Jackson and Joshi, 2001: 242; Kochan et al., 2003: 4). With the effect of such legal regulations, the corporations have primarily fulfilled their quota obligations until the 1990's (Gilbert vd., 1999). During this period, it is noted that certain different groups (women, minorities, etc.) were protected in organizations from legal and ethical viewpoints and that the organization complied with the applications emerging from legal obligations.

The management of diversity is a management approach that was developed following the publication of the work titled Workforce 2000 which emphasized the demographical changes in the labor market in late 1980's. In the review report for Workforce 2000, it was envisaged that the world economy will accomplish a greater integrity, that production will move towards services from production, that the use of advanced technologies will increase, that innovations will increase in products and especially services, that the rate of inflation will be reduced, that competition will increase the sectors of production, services and labor, that the average age in the population will rise, and that the participation of the women, disabled citizens and migrants in workforce shall increase (Johnston ve Packer, 1987). In the estimations offered by the same institution for the year 2020, it is expected that the differences in labor power shall increase (Judy & D'Amico, 1997).

This concept was developed and gained popularity in UK in 1990's, and was accepted as a new management approach. Due to the changes in the expectations and demands of the society, for the continuity of the corporations, the concept has emerged as an obligation rather than an alternative. In this sense, the concerned competition pressure has laid emphasis on the facts that were initially forgotten or disregarded. Conclusively, the assumptions concerning the labor market that was imagined to consist of white, non-disabled heterosexual males, have begun to lose their validity (CIPT, 2006: 2). The international competition which has emerged is the result of the demographical change in the composition of workforce and clients, has recently carried the subject matter of the management of differences, into the agenda of management and organization discipline. The managerial approach takes the field human resources as an area that will possibly create competitive advantage, and focuses the differences on creating organizational profits by guiding these differences. Through this approach, in the pertinent literature, a transition has been created from the opportunity to create equal employment opportunity, towards the approach concerning management differences focused on business administration (Özbilgin, 2009: 5; Kochan vd., 2003: 4).

In light of these changes due to the changes that occur in the structure of the world's economic structure in both the structure and operation of the organizations, and the expectations for changes, the review and the management of the diversity have become a significant issue. In order to provide appropriate responses to the daily demands of the organizations and their employees, the issue of the management of differences is becoming the subject matter of an increasing interest. A Management philosophy which asserts that that the management of diversity, the acknowledgement and the valuation of heterogeneity, will contribute to both the performance of the

organization, and to that organization's financial profits (Özbilgin, 2007: 1) is a subject matter that has occurred in the USA, and that has become a subject matter of debate since the 1960's. In the 21st century that is focused on the attainment of competitive advantage, the management of differences has become a milestone from the standpoint of the human resources programs (Barak, 2000: 48). It is assumed that as of the early 1990's, the "melting pot" approach has ended, which was replaced by an understanding that accepts and that manages diversity. In this sense, diversity is a factor that affects thinking and actions of the individuals through social, cultural, physical, and environmental factors. In this sense, the studies performed in 1990's failed to introduce clarity on the relationship between commercial performance and the workforce differences or the cultural differences. For this reason, the interests of the researchers on the management of differences, were not adequately organized (Özbilgin, 2005).

In Turkey, the literature concerning management of diversity has appeared in parallel with the literature concerning the management of human resource. Therefore, the literature concerning the management of diversity in Turkey, has emerged in parallel with the literature concerning human resources management. Therefore, in the literature concerning the management of differences, an emphasis is laid on the probable contributions of the human factor, as a strategic resource. It is noted that most of the reviews could be assessed within a tradition that could be defined as traditionalist-functionalist, and are mostly designed for the functioning of the management of the differences between the managers of the enterprises/establishments. However, it is also noted that most of such reviews consist of descriptive studies that measure the perceptions of the organizations on the management of the diversity (Sezerel ve Tonus, 2014).

Although the management of diversity particularly appear in the agendas of intercultural management reviews, they are discussed within the framework of cultural differences. In the present review, the phenomenon of diversity, is focused on a wider perspective concerning labor power differences, and is taken up within the scope of the cultural characteristics of an organization. Within this scope, in order to determine the effects of the organization culture on the perceptions of the personnel recruited in an organization, we have taken as reference the literature of the organizational culture.

As different from the literature for inter-cultural management, the literature for organization culture examines the cultural values on the organizational level. Particularly, starting as of the 1990's, the issue of culture, that has begun to be defined frequently in the literature for management and organization, has gained significance in the research conducted by researchers on various levels (nation, organization, group and individual). It is generally accepted that all the organizations from multi-national enterprises to civil society organizations that operate in domestic level, are effected by the national culture in the main country, and create a certain cultural atmosphere. Therefore, in all reviews and in all management applications that are focused on organizational change, the organization culture is taken into attention as a significant variable. In organizations the employment of the different individuals and groups during the period between their recruitment until their retirement, the organization culture plays an important role in the continuation of the business life, without becoming subject to discrimination and psychological violence.

When we examine the literature on the management of diversity in Turkey, we note an incompleteness regarding the issue as to whether the organizational culture has an effect on the management of differences, and if any, what sort of relationship exists. Besides the problems relating to the measurement of the organization culture with a quantitative approach, the fact that the interest on the management of differences is not adequately organized, may be construed as a reason underlying the incompleteness in this area. In summary, when we examine the organization culture models developed by researchers, we note that the organization culture provides significant clues on the management of the differences in the organizational culture (Hofstede, 1983; Cox ve Blake, 1991; Schein, 1992; Thomas ve Ely, 1996; Trompenaars, 1996; Chatman vd., 1998; Deal ve Kennedy, 2000: 78, Bean, et al., 2001; Kundu, 2001; EIMD, 2001; Allard, 2002; Spataro, 2005; Guidroz vd., 2009; Bernardi ve Toni, 2009; Australian Multicultural Foundation, 2010). Therefore the determination of which dimensions of the organization culture are convenient for the management of differences, plays an important role for this issue.

In research process, the models explaining the relations and effects between the management of differences and organization culture have been reviewed. During our reviews on the literature of the subject matter, we have noted a few empirical researches that tests the effectual relationship between the organization culture and the management of diversity. In the research conducted by Guidroz and others (2008) the empirical review that is applied by taking the Denison organizational culture model as starting point, indicates a parallelism with the problem taken up in the present review. Therefore, in our review, we have preferred the organization culture model developed by Denison and Mishra (1995). Denison ve Mishra (1995) has performed two empirical researches in order to investigate on the relationship between the organization culture and the performance of the organization, and have concluded that the four dimensions of the organization culture is effective on the performance of the organization. The first review is the sample incident analysis that uses qualitative method. Here, at the first stage, the publicly accessible documents of the investigated enterprises, such as annual reports, operation dates were assessed, and at the second stage, meetings were arranged with the people who have conducted relations with the organization, primarily the

employees, retired employees, clients, journalists, these meetings became subject to contents analyses and through this way, the data were achieved. At the end of the review, 4 basic hypotheses were suggested.

- The dimension of involvement has a positive relation in organizational activities.
- Consistency has a positive relationship in organizational activities.
- As a response to adaptation or the external conditions, the capacity for internal change, has a positive relationship in organizational activities.
- Mission, or long term vision, has a positive relationship in organizational activities.

A second research was applied for the testing of the suggested hypothesis. In the research applied it was noted that the organization culture model, leads the way for organizational performance. The model developed by Dennison regarding the organization culture, as applied on 3000 organizations and on more than 100,000 individuals throughout a period of 15 years (Denison vd., 2004).

Table 1: Denison's organizational culture model

Axes	Change and Flexibility	Stability and Guidance
External Adaptation	Adaptation	Mission
İnternal integrity	Involvement	Consistency

Denison's organizational culture model is summarized in Table 1. In this model, we see four dimensions, and two axes that cut these dimensions vertically and horizontally. The horizontal dimension contains the element for harmonization for external conditions, which implies the degree of harmonization of the organization to the environmental (external) conditions that remain outside the direct control of the organization.

The vertical axis consists of the components of the change and flexibility, and guidance. The concerned two axes contains 4 basic conceptual dimensions regarding organizational culture (Denison ve Mishra,1995: 216; Yahyagil, 2004:10; Akdoğan ve Mirap, 2008:7). According to the model, an opposition exists between the harmonization with the external conditions and the internal integration axes. While the dimensions of involvement and consistency are included in internal integration, the dimensions of mission emerge as the dynamics of external harmony. Accordingly, while involvement and adaptation, emerge as the components of the capacity or change of the organization, consistency and mission emphasizes on the long term stagnation and the predictability of the organization.

Denison, lists the cultural dimensions as involvement, consistence, adaptation, and mission. It is assumed that participation in decisions increases organizational solidarity. The dimension of consistency, emphasizes whether or not the organization owns certain purposes and vision. The adaptation dimension assumes that the organization interprets the information derived from outside sources, and enables internal growth. Additionally, it is assumed that the shared purposes and strategies are effective in guiding the members of the organization towards aggregate purposes Denison, 1990: 6-14; Denison vd., 2004: 65; Baker, 2002; Schein, 1989: 558).

The involvement dimension asserts the requirement for a reinforcement and team work in order to provide responses to the needs of a competitive society. In organizations where the involvement dimension is high, the ownership solidarity is expected to increase, and consequently, the external control is expected to decrease, and the attitudes are expected to be managed in a more appropriate manner. It maybe anticipated that the differences of others will not be considered as the negative element by the others. Similarly, it is assumed that in the culture of participating organization, the personnel may better develop their own personnel talents and will provide more contribution to the organization with their personal differences (Smith, 2013). Similarly, the empirical researchers (Guidroz vd., 2009) indicate that the involvement dimension in an organization the differences in participation differences, effect the administration at an individual level. In this insight, the following hypotheses have been developed.

H1: The involvement dimension of an organization culture has a positive effect on the perceptions of diversity management.

The dimension of consistency is a holistic approach owned by the organization in the accomplishment of its purposes and in the solution of its problems. This dimension shows the partnership in the internal structure in the emergence of hard situation and unexpected conditions that occur in external environmental that concern the organization. In strong organizational cultures with high consistency, as the outcome of a better coordination and control, the activeness is expected to increase. Meanwhile, if the organizational environment is not treated in a realistic fashion, it is assumed that consistency will remain without function.

The dimension of consistency explains whether or not an organization owns specific purposes and a vision in the long run. The scope of this dimension includes the basic value structures determined by the founders, the fact that the employers have a unity in thought and action in orienting themselves towards organizational purposes, and the harmony that exists between him working principles and methods of all the departments of the organization. Thus, the perception that the research findings have been presented and that the differences of the individuals have been covered and accepted, is effected by the principles and applications adapted in the entire organization. In this sense, as in all other management applications, the perception of the management of diversity, appears to depend on the overt support of the upper management (Hofstede ve Hofstede, 2005). In summary, in the organizational level, a consistent and open approach regarding the issue of the management of differences by the upper management gains significance (Ollapally ve Bhatnagar, 2009). This situation is parallel to the reviews performed in the literature of the pertinent subject matter (Özkaya vd., 2008; Hicks-Clarke ve Iles, 2000). Based on this, the following hypotheses were developed.

H2: The consistency dimension of the organizational culture, has a positive effect on the perceptions of the diversity management.

The adaptation dimension corresponds to the opinion presented by Schein (1992), concerning "the role played by the "balance and openness in the change established by the organization regarding the protection and continuation of the inner integrity." In this sense, it focuses on the relations established by the organization, the clients and he rivals. During the management of diversity, it is noted that as much as the differences emerging from the workforce of the organization, significance should also be assigned to the differences created by the differences in clients. The second component of the organization culture model analyzed in the research, is the change category presented as the opposite assumption to the stability assumption. In the Denison model (Denison ve Mishra, 1995), this component is expressed as change and flexibility, and its scope contains the dimensions of involvement and adaptation. In the adaption dimension, it is assumed that the norms and beliefs will enable internet growth by interpreting the information obtained from the external atmosphere. This view corresponds to the approach of Schein (1992) concerning the openness to the balance and change established by the external environment through the protection and continuation of the internal integrity by the organization. In this sense, it focuses on the relations established by the organization with the external conditions, clients and rivals. This dimension explains the change capacity of the organization in harmonizing itself with the external environment, its capability to meet the needs and expectations of the existing and potential clients and the learning capacity that it has acquired through creating innovations (Deal and Kennedy, 2000: 177-182). The adaptation dimension in organizations, is characterized by factors such as resistance to change (Hofstede ve Hofstede, 2005), the value of being a community (Handy:1993). In organizations focused on external environment and in heterogeneous groups, focus on change demanded by workforce diversity (Boisnier ve Chatman, 2003; Johnston ve Packer, 1987) contains ideas, viewpoints and approaches that are different from the homogenous groups. Similar to the adaptation of organization culture, it shows that the openness to differences, has a positive relation with the learning and information diffusion of the group (Lauring ve Selmer, 2013). Based on this fact, the following hypotheses has been formulated.

H3: The adaptation dimension of the organization culture has an effect on the perception of diversity management.

The mission dimension serves the employers of an organization in providing a sense of purpose and meaning besides economic motives, in this sense, the mission dimension implies the proactive target and vision of the organization. If the organization culture does not have the aim of integrating the different characteristics and values that it owns, it is assumed that each attempt within the framework of the management of diversity will end in failure (Bernardi ve Toni, 2009). Therefore, it is asserted that the differences of the organization culture, plays a determinant role in the determination of the management policies (Kirton, 2003: 7). Parallel to this finding noted in the literature of the pertinent subject, it is also noted that the mission changes in an organization, is a determinant factor in the development of the management of the diversity of organization culture (Kirton, 2003: 7). Parallel to this finding derived in the literature of the pertinent area, it is also asserted that the changes in mission in an organization can change the strategies, culture and organizational behavior Denison, 1990: 6-14; Denison vd., 2004: 65; Yahyagil, 2004:11-12; Baker, 2002; Schein, 1989: 558). Besides the economic motives, the mission dimension also serves in providing a purpose and meaning, and providing an open road map for the organization and its employees (Denison ve Mishra 1995; Peters and Waterman, 2004: 314). In the literature of the field, it is also asserted that during the process of the management of differences, it is recommended that the upper level managers are included in the process, the creation of a belief that in organizations the management of changes is an ethical necessity, and that the management of differences should be included in the concept of mission and the strategic plan Gilbert et al., 1999; Ivancevich and Gilbert, 2000). The reviews applied, underlines the fact that a unity in purposes regarding differences

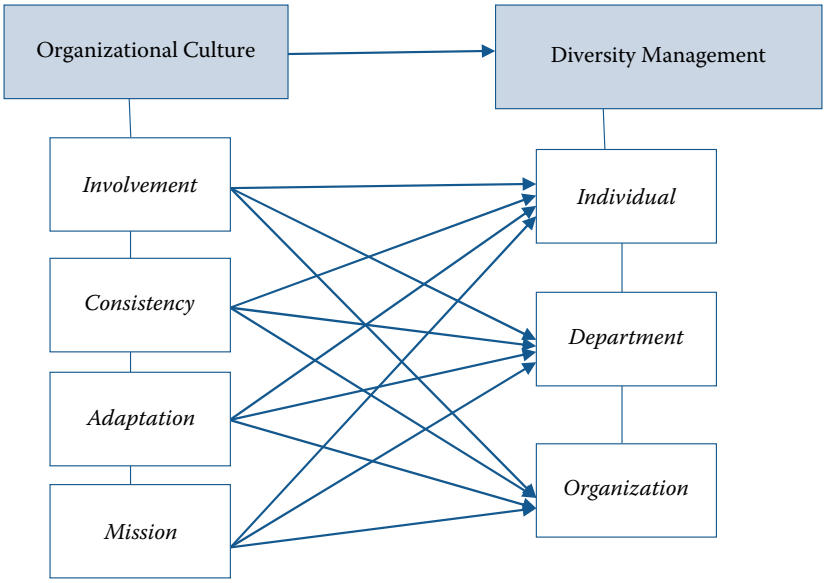
and the shared common values shall increase the effectiveness of the management, particularly in the dimension of sections (Knippenberg et al., 2013). It is stated that the organization culture demands homogeneity, and that homogeneity is ensured through the wide spreading of the values and norms of the strong organizations, and that the organization culture is especially effective in all the human resources applications of the organization. Based on this idea, the following hypothesis were developed.

H4: The mission dimension has an effect on the perceptions of the diversity management.

3 METHOD

In the research, a research model has been developed, which examines the effects of the management diversity of the independent variable (organization culture) on the dependent variable. Through the conceptual model of the research, a response is sought to the basic question of the report, formulized as "Does the organization culture effect the management of differences?" The theoretical model of the review is presented in Figure 1.

Figure 1: The theoretical model



As could be seen in Figure 1, in the research model, a conceptual model has been formed on the organization culture variable dimensions (involvement, consistency, adaptation, and mission) regarding the management levels, through this model, the effects of the organization culture on the management of the defenses in organization culture. Through this model, the effects of the organizational culture on the management of diversity have been reviewed.

The scope of the research consist of the chain hotels operating in Turkey. The primary reason for the selection of the chain hotels for the research, is the fact that the management of diversity plays an important role in the tourism-hospitality sector which is a labor intensive sector (Nicolaides, 2010). In the relevant literature, it is noted that a limited number of researches are noted in the hospitality sector in general, and in the global hotel establishments in particular, and that most of the researches applied are focused on positive discrimination (Gröschl, 2011; Gröschl ve Doherty, 1999). The researches that are applied, are focused on the management of differences, the organizational structure (Gröschl,2004: 30) and the training programs on the management of the specific differences (Hearns, Devine and Baum, 2007) and particularly assert that in multi-cultural societies, the management of differences is a basic management activity. Taking into consideration that the hotel business is a sector characterized by personnel hired through temporary contracts, which are paid low salaries, and subjected to high level sexual discrimination(Deery and Shaw, 1999),it is concluded that the hotel sector needs holistic reviews, and that the significance of the organization culture should be included in the hotel management literature (Mkono, 2010). In the literature, it is noted that the researches on the management of differences is growing in the area of hotel management, but the organizational factors play a minor role. The fact that the number of the researches in hotel management is limited, is another factor in the decision concerning the application of reviews in chain hotels. As of 2012, there are 165 hotel chains in Turkey. The chain hotels provide their services through 824 facilities and 400 thousand rooms.

According to the results of the Ekin Group (Resort Magazine, 2012:10), the chain and group hotels constitute 37% of the total hotels with operation certificate, the number of rooms available in such hotels constitute 58% of the total hotel rooms, and regarding bed capacity, they constitute 67% of the total bed capacity. Of the said hotels, 82% are owned by domestic partners, 15% are owned by foreign partners, and 3% are owned by cooperations consisting of Turkish and foreign partners. In the relevant literature, it is asserted that the magnitude of the hotels are measured by the number of rooms (Resort Magazine, 2012). During the stage of data collection, sampling method with purpose has been selected. The reason for this selection is related to the basic problem taken up in the review. In the studies concerning organization culture, one of the major problems marked is related to the level of analysis Hofstede, 1980; 1990). Accordingly, particularly in qualitative researches, one of the errors committed by researchers is to apply the scale of a specific organization culture on more than one organization in reaching conclusions. Therefore, in order to determine the effects of the organization culture on the management of differences, a decision was passed regarding the application of the review on a single organization. In a similar review applied by Guidroz and others (2009), the relationship between organization culture and the management of diversity was observed by taking as basis a production enterprise. In the reviews held on the issue of tourism, it is noted that a hotel chain was selected in order to control the ownership variable (Deery ve Shaw, 1999).The sample that is taken in the review from the standpoint of the facilities and the number of beds in Turkey, consists of the personnel employed in one of the biggest chain hotels in Turkey. The hotels belonging to hotel chains, are located in Antalya Town Center, Side and Kemer. Interviews were conducted on the facilities of the hotel chain located in Side, Kemer ve Antalya Town Center. For the reviews, the required permissions were obtained from the human resources director or the organization and the human resources director of the Side region, and the design of the research has been completed.

The data of the research were achieved between the dates May-October 2013. During this process, semi structured meetings were held with the group human resources of the enterprise and the human resources director of the Side region on the management of differences, and a visit to each of the 4 hotels included within the scope of the review in order to increase the rate of return to the interviews (22 November 2012 Antalya; 23-25 July 2013, Kemer; 28 June 2013; 27 July 2013, Side), the completed interviews were received on hand, while a part of the interviews were sent through mail. The opinions of the human resources director and the human resources department were obtained regarding the samples. And (considering the entries and exits during the season), the total number of personnel working in the enterprise approached 2500, and the number of personnel that has been working in the enterprise for at least 3 years reached 1200. The total number of employees participating in the review is 293. Since 8 interviews were not complete, they were excluded from the research, and the final number was determined as 285. The data collection stage of the review was designed in accordance with the type of analysis. Since the linear factor analysis is an analysis applied on major samples, it should fulfill certain criteria. When we survey the relevant literature, we note that in researches that use structural equality model, two basic criteria should be fulfilled, which are the size of the sample and the number of variables. The different resources regarding the number of samples, introduce two basic criteria stating that the number of questions should be at least 5 fold or 10 fold of the number of questions raised in the scales of at least 150-200 (Brown, 2006: 412-413; Chen vd.,2008; Dursun ve Kocagöz, 2010). It is noted that the samples presented in the review (n=285) meets both situations. Furthermore, the research data fulfills the condition stating that they possess the size of adequate samples to perform a regression analysis (Demir ve Okan, 2009).

In the research, data were collected through questionnaire technique. The surveys used in the research were "Organization Culture Scale and the "Management of Diversity" scale. The research consists of 12 questions that contain information regarding the participants, and 15 questions regarding the management of differences (total 63 questions).

The Scale of Organization Culture: The scale of organization culture developed by Denison and Mishra (1995) (Denison Organizational Culture Survey), was adapted on Turkey by Yahyagil (2004). (The sample question: There exists a full harmony among the employees regarding the purposes of operation of the enterprise. The survey measures four cultural dimensions defined by Dennison within the organization culture model. The survey contains 36 questions this scale was previously used in Turkey by Eren vd. (2003), Akdoğan ve Mirap (2008) and Şahin (2010).

The Scale of the Management of Diversity: The scale of the Management of Diversity developed by Robert Bean and others, defines the three dimensions of the management of differences (organization, division, individual). The scale consists of 15 questions. A pilot study has been performed regarding the scales of the management of differences. During the preparation of samples, the opinion of persons who are authorities in the areas of management, organization and tourism were obtained. The opinions of persons who were employed in one facility of the three chain hotels and who have provided positive responses during our preliminary meetings . Participation was assessed in accordance with voluntary participation, and valid interviews were provided from 91 participants. At the end of this application, it was noted that all the variables of the research were above the acceptable reliability level specified in the literature of the pertinent issue and that the level of reliability (85.4%) and above the limit of 70%, and was adequate for the performance of a field review.

In order to analyze the validity and reliability of the data achieved, and the relations of the variables with each other, Lısrel 8,7 and SPSS 15,0 statistical programs were used, and we have also applied confirmatory factor analysis,

reliability analysis, correlation analysis and multiple regression analysis. The analyses were performed in two stages. At the first stage, the data transferred to computers were examined from the standpoint of the determination of the fact as to they contained incomplete or false values, contrary values, from the standpoint of multiple changes: and in the second stage, the sub-problems of the research have been resolved.

Accordingly, 4 different factor models were tested and it was noted that the confirmatory factor analysis has confirmed the structure containing 7 factors. In other words, the index for best harmony index was provided in this model. During the confirmatory factor analysis, 7 questions have remained below the level of meaningfulness on the level with 7 questions have remained below the level of meaningfulness. In other words, the best harmonization index has been achieved in this model. Therefore, it has been excluded from the scope of the research. In order to ensure that the data present a reliable information, the multicollinearity variance inflation (VIF) and tolerance values have been examined. Accordingly, it was noted that the tolerance approaching zero was accompanied by two variances that are greater than VIF, and conditional index bigger than 30 was not noted. During the interpretation of regression analyses, standardized Beta coefficients (β) and the t-test results relating to the meaningfulness of these coefficients were taken into consideration. In the analyses of the data, the meaningfulness levels of 01 and 05 were taken as basis. The results achieved from the analysis, are presented under the section "Findings".

4 FINDINGS

This section contains the results of the analyses of the data achieved in the research and their evaluations. This section also contains information regarding the participants of the review, analyses concerning the reliability and validity of the methods used in researches, the correlation analyses of the relations between the variables, regression analyses that measure the effects of the independent variables on the dependent variables, and the comments relating to the findings achieved.

Access to 285 sample was achieved during the research. It is noted that the participants in the review consisted mostly of male personnel (72,6%) the level of education of the participants was high school and higher (76,7%), that most of the participants were higher than 30 years of age. Moreover, it is noted that most of the participants were married (62,5), and have arrived from other places besides Antalya for work (58,2%). It is also noted that the sector contains workers who have worked between 1 – 5 years (57,5%), permanent workers (64,6%), in sections that are not functional (60,4%) and in non-management positions (63,2%).

In order to ensure the reliability of the scales used in the research, internal consistency analysis was used. Internal consistency analysis explains whether or not the question articles existing, the scales, may be taken up under one dimension. For Likert type measures frequently used in empirical reviews in the area of social sciences, the alfa coefficient (a) developed by Cronbach is used. In cases when the Cronbach alfa coefficient is above 0.70, it is generally accepted that the review is reliable. Moreover, in sub dimensions that contain less than particularly 10 articles values between 0.20 and 0.40 are also acceptable Pallant, 2011: 97; Büyüköztürk, 2011:170-171). In the review, the coefficient 0.70 was determined for the main dimensions of the scale (organization culture, diversity management). A security analysis was applied for testing the reliability of the methods used in the research.

Table 2: The reliability of the scales

	Variable Name	Number of items	Stability and reliability
1	**Organizational Culture**	**32**	**0,89**
	Involvement	8	0,77
	Consistency	9	0,71
	Adaptation	8	0,67
	Mission	7	0,75
2	**Diversity Management**	**12**	**0,77**
	Individual	5	0,68
	Department	3	0,54
	Organization	4	0,78
	Total	**44**	**0,92**

Table 2 represents the reliability analyses of the measures used in the research. In table 2, it is noted that the dimensions of organization culture and the diversity management and the total values, are within acceptable dimensions from the standpoint of reliability values..

In the present study, the validity analysis that tests the consistency of the conceptual model taken up with the research data has been applied through the application of linear factor analysis. In our present study, structural validity approach has been adopted for validity analysis, and linear factor analysis has been used. The validity of the scales is a method that is applied to test whether the theoretical model has been measured by the scale (Pallant, 2011:7). In the confirming factor analysis, the principal purpose is to determine the confirmation of the theoretical model that were used in the previous studies by the measurement articles. In this analysis, the measurement articles are assessed by the researcher within the model that is developed, and the theoretical model and the factor structures, are assessed through the statistical harmony indexes. If these indexes are between specific values, it is concluded that the theoretical model and the scale used in the research are correct. From the standpoint of the value limits referred to in the review, it is recommended that X^2 / SD (X square/Freedom Degree) is between 5.1 and 2.1, RMSEA (the Average Square Roots of the Approximate Errors) value is0.08 or below, CFI (Comparative Harmony Index) and NFI (Normed Harmony Index) is 0.90 or above (Akyıldız, 2009: 26,30; Şimşek, 2007: 48-49).

Table 3: Confirmatory factor analysis

Model No – Adı		X^2	SD	RMSEA	CFI	NFI	X^2	DF
1	7 factors model	1858.25	881	0,062	0,94	0,88		
2	Null model	2910.95	902	0,089	0,88	0,82	1052,7	20
3	2 factors model	5236.91	1223	0, 108	0,82	0,75	3378, 66	342
4	Single factor model	5883.17	1224	0,116	0,80	0,74	4024,92	343

X^2: Chi-square SD: Degree of Freedom RMSEA: (Root mean Square Error of Approximation), CFI: Comparative Fit Index), NFI (Normed Fit Index).

The results of the Confirming factor analysis, are presented in Table 3. When we refer to the confirming factor analysis results of the research measures, it was noted that the 7 factor model, which confirmed with theoretical model of the research, was assessed from the standpoint of the harmonization indexes. The X square freedom degree (2,10), and the), RMSEA(0,062) and CFI (0,94) indexes are within the scope of acceptable degrees and NFI (0,88) is within the scope of acceptable limits.

This section contains correlation coefficients between arithmetic average and standard deviation regarding the dependent and independent variables of the research. The dimensions of the organization culture used in the research and the reliability and validity analyses regarding the levels of the management differences are provided above. Furthermore, in order to apply regression analyses, a reference should also be made to the concerned dimension and the correlation values between levels. It is suggested that in order to pass regression analysis, the relation between the variables should be meaningful and positive (Pallant, 2011: 100). The results of the correlation analysis derived from the research data showing the relations between the variables, are presented in Table 4.

Table 4: Correlation analysis

Variables		Ort.	SSP	1	2	3	4	5	6	7
1	Involvement	3,52	,71	1						
2	Consistency	3,51	,63	,694(**)	1					
3	Adaptation	3,54	,65	,659(**)	,682(**)	1				
4	Mission	3,47	,73	,410(**)	,584(**)	,560(**)	1			
5	Individual	3,53	,86	,357(**)	,507(**)	,439(**)	,707(**)	1		
6	Department	3,34	,65	,296(**)	,427(**)	,411(**)	,516(**)	,478(**)	1	
7	Organization	3,75	,89	,489(**)	,576(**)	,554(**)	,487(**)	,410(**)	.386**	1

** $p < 0.01$

The average standard deviation points (SSP) of the 7 different variables and the outcomes of their relations (**) are shown in Table 4. In the research, the averages of the organization culture, the dimension of participation of the employees was determined as (3,52) ; the consistent dimension was determined as (3,51) the adaptation dimension was determined as (3,54) and the mission dimension was determined as (3,47). The average levels of the management of differences, were determined as (3,53) for the individuals, as (3,34) for the division, and as (3,75) for the organization. Accordingly, while the organization culture dimensions were (3,54) at lowest, and (3,75) at the highest, level, in terms of difference, the highest average is (3,75) at the organizational level.

Correlation analyses are used in determining whether a relation exists among the variables, and if it does, at which direction and which level this relationship is. Accordingly, if the relationship between the variables is positive, it is concluded that a certain increase in the variables will also create an increase in the other variable (Büyüköztürk, 2011:31). It is noted that all variables that are shown in Table 22 are at the meaningfulness level of p <0.01 and that they have a positive meaningful relationship with one another.

- Accordingly, it is noted that the management of diversity in involvement dimension with individuals have a meaningful relation with individuals at the level of (r= 0,35), with the department at the level of (r= 0,29), and with the organization at the level of (r= 0,48),
- The consistency dimension has a relation of (r= 0,50) with the individual level, of (r= 0,42) with the department level, and (r= 0,57) with the organization level.
- The adaptation dimension has a relation of (r= 0,43) with the individual level, (r= 0,41) with the department level and (r= 0,55) with the organization level.
- The mission dimension has positive a relation of (r= 0,70),with the individual level, (r= 0,51 with the department level, and (r= 0,48) with the organization level.

Although correlation analysis gives us an idea on the relations between the variables, it does not specify which variables affect the others, and which way or level the said effect will take place. According to the correlation analysis results mentioned above, a regression analysis should be applied in order to determine the effects between the variables (Pallant, 2011: 100).

In order to determine the basic problem of this review, that is, to measure the effects of the organization culture on the management of differences, the organization culture dimensions (involvement, consistency, adaptation and mission) on the management of differences, a multiple regression analysis was applied. Basically, the multiple regression analyses, is a type of analysis that is based on correlation analyses. The purpose in using the multiple regression analysis, is to determine the effect of more than one independent variable on a dependent variable and to develop estimations on the direction of this effect. In other words, in research models that could be defined as strong theoretically, it is an analysis that shows the cause and effect relations and the power of the independent variable in guiding the dependent variable. The effects of the independent variables on the dependent variable is examined through the value of R2. This value yields the variance rate hat all the independent variables explain in a dependent variable. The Adj R2 value (regulated R2 value) is value that is suggested in the analyses worked through sampling for explanation purposes. In the analyses, in order to examine the effect of each variable one by one, the B (Beta) value which is the regression coefficient, is used (Pallant, 2011; Büyüköztürk, 2011). The findings relating to the analyses applied, are shown in Table 5.

Table 5: The regression analysis

Stability and Guidance	**Model 1**			**Model 2**			**Model 3**		
	Dependent Variables								
	Individual			Department			Organization		
	B	T	P	B	T	P	B	T	P
Constant	-	1,418	,157	-	6,441	,000	- ,944	,346	
Involvement	,010	,158	,874	-,050	-,670	,503	,094	1,360	,175
Consistency	,148	2,182	,030*	,156	1,917	,056	,261	3,483	,001**
Adaptation	-,020	-,318	,751	,128	1,670	,096	,216	3,060	,002**
Mission	,628	11,722	,000**	,374	5,804	,000**	,176	2,952	,003**
F	73,964		.000	29,589		.000	46.957		.000
R2	.514			.297			.401		
Adj. R2	.507			.287			.393		

** p <0.01; * p <0.05

From the review of Table 5, it is marked that the consistency (β = .14, p <0.05) and mission (β = .14, p <0.01 dimensions, have a significant and positive relationship with the individual level of the management of diversity. The increases in both independent variable, also creates increases on the individual level. These variables explain 50% of the total variance of the diversity management on the level of the individual. In spite of these findings, a significant relationship was not marked between the involvement and adaptation dimensions and the individual level. Meanwhile, in Model 2, the effect of the dimensions of organization culture on the department level are examined. In this analysis, it is marked that the mission dimension (β = .37, p <0.01) has a significant and positive effect on the department level. In other words, the increase in mission variable, also causes an increase in the department level and together with the other variables, it explains 50% of the total variance. Conversely, a significant relation was not marked in the other cultural dimensions. Meanwhile, Model 3 shows that of the dimensions of the organizational culture, the dimensions of consistency (β = .26, p <0.01), adaptation (β = .21, p <0.01) and mission (β = .17, p <0.01) have a significant and positive effect on the organization level. The increase in the concerned variables, as create an increase in the level of organization. These variables, explain 39% of the total variance of the management of diversity on the organizational level. *From these findings, it was concluded that H1 hypothesis was not supported, that H2 and H3 hypothesis were partially supported, and H4 hypothesis was supported.*

5 RESULTS AND DISCUSSION

The management of diversity explains that in order to achieve the highest contribution from each personnel, the different talents of these employees are developed, and that for this purpose, various policies and applications have been developed. Through this way, the increase of effectiveness, efficiency and as a conclusion, profitability is intended to be increased. Therefore, it is assumed that through this way, a harmonious organization is created, which will ensure effectiveness and efficiency, and consequently, a competitive advantage will be created. In short, in addition to the ethical and legal reasons, the management of diversity is also supported for economic reasons. It is noted that in order to achieve these objectives, the management of diversity has adopted two basic approaches. Various strategies are developed in order to fulfill the legal obligations and to excel these obligations, to achieve the highest effectiveness and productivity among the personnel. In this respect, in an organization, all human resources activities should be applied on the basis ıf the management of differences. It is possible to explain this situation on the basis of the management of differences.

The basic purpose of this study has been defined as showing the perceptions of the management of diversity of the organizational culture among the employees. In the present study, we have tried to show how and in what way, the perceptions of the diversity of the dimensions of organizational culture affect the individuals, department and the organization. The results that were achieved regarding the basic questions are summarized below:

In the review, it is noted that in the theoretic model designed (the dimensions of the organization culture define the concept of organization culture, and the levels of difference define the perception of the management of diversity. Based on this assumption, it was noted that the organizational culture has a positive and meaningful effect on the management of differences. This view has been emphasized on many occasions particularly in theoretical reviews. The theoretical models developed on the management of differences, emphasize that the organization culture should be properly applied on the differences, and that the success of the efforts concerning the management of differences depends on the culture in a given organization. Meanwhile, in the empirical reviews, it is not possible to assert that comprehensive reviews have been performed on the organization culture mentioned in theoretical models. The issue of the management of differences is mostly investigated in terms of performance. In the pertinent literature in Turkey, we have not marked a study regarding the effect of the organizational culture on the management of diversity. The pertinent literature, examines the cultural values at the organizational level. Particularly, starting from the 1980's, the issue of culture which became the subject matter of frequent discussions regarding the literature of management and organization, has gained significance in the reviews conducted by the researchers in various areas (nation, organization, group, individual). It is noted that from multi-national organizations operating on a global level, to the civil society organizations that operate on a global level, the organizations are effected by the national culture in the main country, and create a specific cultural atmosphere. Therefore, in all management applications that mention the researches applied and organizational change, the organization culture is taken into consideration as a significant variable. In the representation of different individuals and groups in organizations, the organization culture plays a vital role among the employees, during the period that lapses from their employment until their retirement, regarding their employment, without becoming subject to discrimination and psychological violence.

It is noted that in all levels of the perceptions of management of differences, the mission dimension of the organization culture has a positive and meaningful effect. From the viewpoint of the culture model used in the research, the dimension of mission remains at a stagnant level. In an organization, stagnation refers to the unity of values and purposes, the implementation of all the decisions passed, especially in the upper management, and the

presence of unity and harmony among all departments of the organization. The significance of this unity from the standpoint of the management of differences from the standpoint of the individual, is that it provides a guarantee regarding the individual differences of the employees, and that the said acceptance will continue in the long run. Additionally, the mission dimension is included in the axis of harmonization with the external conditions of the organization. In this sense, regarding the competition conditions, it is like a guide that shows the organization members, which principles shall be considered as indispensable, and which strategies should be adopted. Concurrent with the definition of the management of diversity as the strategic management of human resources, it has been concluded by the participants in the review that the applicability of the management of diversity in the long run, could be possible by ensuring that it is included in the mission of the organization. In summary, from the standpoint of the perceptions of the employees in the organization, the increase in the mission dimension also creates an increase in the management of diversity, from the standpoint of the individuals, department and organization. Based on this it is possible to reach a conclusion that the determination of the management of differences by the hotel enterprises as a mission and their inclusion of this issue in all the policies and applications of the organization and the notification of all the shareholders on this issue, will positively affect the perceptions of the employees. Through this way, access to the individuals that have different types of knowledge and talent will become easier, and a more suitable job atmosphere for the present employees may be created.

It is noted that the consistency dimension of the organization culture and the management of diversity, have a positive and meaningful effect on the individuals and organizations. In other words, from the standpoint of the perceptions of the organization personnel, an increase in the level of consistency of the organization, creates an increase in the perceptions concerning the management of differences at the level of individuals and organizations. From the standpoint of the Dennison organizational culture model, the dimension of consistency is at the point of intersection of the internal integration axis and the category of stability. The dimension of consistency, defines the holistic approach that an organization possesses in the accomplishment of organizational purposes and in the solution of problems. This dimension shows the partnership in internal structure in coping with difficult circumstances that appear in external dimensions that concern the organization. In strong organizations which have a high level of consistency, it is anticipated that effectiveness will increase as the result of a better coordination and inspection. Meanwhile, it is assumed that in cases when the organizational environment is not taken into consideration in a realistic manner, consistent will not be supported with a function. In the management of diversity, particularly starting from top management, a requirement occurs on the creation of a positive job environment in both discourse, and in application. It is therefore concluded that the hotel enterprises should develop a common understanding regarding this issue in all managerial levels.

It is noted that the management adaptation of the organization culture has a meaningful effect on the organization. The result achieved, shows that adaptation dimension is effective on the organization level. While it is not possible to reach a result asserting that the adaptation dimension is effective in the levels of individuals and the department, it has been marked that it has an effect on the organizational level. The organizational level, is a stage where the employees evaluate top management from the standpoint of the management of differences. In this sense, the approaches of the top management regarding the differences in the employees of an organization, are determined by their relations of the external environment of the organization. The adaptation dimension, focuses on the relations established by the organization with the external conditions, and on the clients and the rivals. It means that in order to formulate solutions that comply with the continuously changing and differentiating external conditions, it requires the creation of creative changes, the capability to meet the desires, needs and expectations of the existing and potential clients, and the creation of learning capacity that is achieved through introduction of innovations within the organization. In the business of hotel management, which has a multi-cultural and heterogeneous structure, as in the other areas of service industry, the external environment and the tendencies of the clients, are extremely important. From the standpoint of the organizations, as the market receiving the services become globalized, the need for standardization, organizational design, system and the procedures increase. Moreover, the managers become subject to pressures regarding the legalization of the organization at the local level, in other words, to be adapted to the financial system, socio-political system and the cultural system. In this sense, the balance between stability and adaptation plays a vital significance. This is the reason why the organizational dimension of the management differences has been affected by both adaptation and consistency dimensions.

Meanwhile we have not marked a significant effect of the participation dimension on the perceptions of the management of differences. Conversely, when we look at the correlation analyses mentioned in this study, we may asset that positive and meaningful differences exist between the participation dimension and the levels of diversity management. Such data presents clues regarding the fact that the perceptions of management of differences may affect the organization culture. In other words, the reason for the increase in the participation level might be the increase in the perception of the management of diversity. This situation presents a question to the future researches. The absence of a meaningful relation between the two variables, may be explained by the high strength distance of the national culture that was theoretically explained above. This situation reduces the effect of the dimension

of participation. Another explanation is that, the result depends on the type of analysis applied. Accordingly, while we mention an effect in simple regression, when an assessment is made together with other variables, we note that (in multiple regressions), the effects of the participation dimension are reduced.

6 CONCLUSION

When we examine the empirical findings of this research, it is assumed that a clarification may be introduced on certain issues regarding the hotel enterprises. Excluding the employees working in managerial positions the labor structure of the hotel enterprises. In hotel enterprises, it is noted that generally temporary and contractual employment is applied, and unqualified labor is used. The efforts exerted to ensure a continuity particularly noted in chain hotels, is not applied in the entire sector yet. Therefore, the works performed in the hotel enterprises, which basically not defined as a profession, are conducted by employees who lack the required professional knowledge, who are not supported by the trade unions, and who lack job assurance. Moreover, the hotel sector has a structure that densely contain differences in religion and creed. Therefore, the management of personnel who own both inborn talents and the acquired differences without becoming the subject matter of a conflict, is an ethical situation, and has a vital significance in the continuation of the existence of an organization. In short, in hotel business who presents a heterogeneous structure in all organizations from the standpoint of all shareholders, the management of differences depend on a series of factors. Factors such as the structure and strategies of the hotel and the location of the hotel, do not affect the management of differences. In the present study, the reasons for the perceptions of the management differences other employees were investigated in the hotel culture. Although a great number of researches were made in hotel enterprises regarding the organization culture, we have not marked any studies that assess the organization culture as an independent variable, and that measure its effect on the management of diversity. It is envisaged that the present report will eliminate a missing subject matter in the reviews to be made regarding the hotel enterprises.

By taking as starting point the results of this review, it is assumed that suggestions may be presented for the reviews to be made in the future, fewer than two headings. It is assumed that the issue of management could be edited and the designing of reviews in such subjects as the difference policies and training programs, will provide practical benefits in both public sector and private sector. Moreover, the research of the issue as to whether the models developed regarding the man agent of differences and which claim to have universal value, can work in Turkey, also seems important. This way, it will be possible to formulate models for the differences regarding Turkey. The management of diversity is a management approach that is especially significant in the services sector. For this reason, a need occurs for the performance of holistic reviews that will include the employees, clients and suppliers. Another contribution to the theoretical information, might be the assessment of the management of diversity from the standpoint of politics and economy. Regarding this issue, it is assumed that the discussion of the management of diversity from the standpoint of critical theory, and the review of the approach concerning the management of diversity within the development of historical capitalism, will contribute to the literature of the pertinent subject matter.

In the empirical studies applied in hotel enterprises, the process of data collection is especially hard. The reason for this difficulty is that the hotel industry densely includes seasonal work, that especially in hotels by the seashore the managers become subject to time pressure (in summer) and that due to the continuation of the business activities with incomplete personnel, the managers are unwilling to grant permission to the researchers. Therefore, in the reviews performed in hotel business, the designing of the research should be performed meticulously, and the process that has lapsed from the receipt of permissions until the performance of the meetings, should be designed very carefully. Otherwise, it is assumed that the receipt of comprehensive and consistent data will be difficult. It is also assumed that through the increase of the number of organizations, the testing of the organizations at such levels of national culture and professional culture through the application of the appropriate control variables, the acquisition of in-depth knowledge through qualitative and quantitative data in the designing of the research, and the inclusion of the management of diversity as regulatory and/or intermediary variables will enrich the literature involving management of diversity, both qualitatively, and quantitatively.

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