

**AN INVESTIGATION OF THE REALTIONSHPIS BETWEEN DIVERSITY
MANAGEMENT TRAINING INVOLVEMENT WITH PERSONAL INPUTS, AND
PERSONAL OUTPUTS OF MANAGERS IN THE LODGING INDUSTRY**

LaChelle Rachel Wilborn

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Pamela A. Weaver, Chairperson
Jim W. Garrison
Ken W. McCleary
Sue K. Murrmann
Joyce Williams-Green

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An Investigation of the Relationships between Diversity Management Training Involvement
with Personal Inputs and Outputs of Managers in the Lodging

LaChelle Rachel Wilborn
Committee Chair: Pamela A. Weaver
Department of Hospitality and Tourism Management

(ABSTRACT)

Increased numbers of women, people of color, and older workers will soon begin to fill positions once held and dominated by European-American men. To aid in such demographic expansions it is estimated that diversity management and/or sensitivity training programs of some sort take place in over half of the U.S. companies with over 100 employees at an approximate cost of 10 billion dollars per year (Lubove, 1997). Such programs are thought to alter attitudes and prepare firms for multicultural staffs and market places. Organizational benefits of such programs are well documented. However, the impact of these programs on employees remains unanswered. Discovering the effectiveness and impact of diversity management training programs on managers in the lodging industry was the challenge put forth in the present study.

The study sought to gain a better understanding of the usefulness of diversity management training programs in the hospitality industry. Specifically, the present study investigated the perceived benefits of diversity management training programs on the individual level by addressing two research questions. The first research question asked if there was a relationship between diversity management training involvement and the personal inputs of various lodging managers. The second question asked if there was a relationship between diversity management training involvement and the personal outputs of lodging managers.

The present study used a combination of Adams' Equity Theory Model, Cox's Interactional Model of Cultural Diversity, and Charles' Relationships of Factors Affecting the Recruitment, Retention & Promotion of Blacks Into Upper-Level Management Model. The proposed Diversity Management Training Effectiveness Model identified four major constructs to describe and communicate the potential impacts of diversity management training programs on individuals. Personal inputs, diversity climate (organizational), and