

Investigating Intercultural Workplace Relationships: Hotel Industry Employees' Perspective in Sri Lanka

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Hotel industry is an emerging industry in Sri Lankan service sector which consists of highly diversified workforce. Managing diversified workforce is a trend in today's human resource practices at the hotel industry. Workforce diversity is a vast concept and cultural diversity is one of the major aspects within that. Building strong relationships among culturally diverse people lead to generate number of positive outcomes for both the employees and the organization. This study focuses on intercultural workplace relationships in the perspective of Sri Lankan hotel industry employees. The main purpose of the study is to investigate the intercultural workplace relationships among local employees and foreign employees and impact of that relationship on employees' wider attitudes, affective commitment, and fair treatment at work. Researcher tested the applicability of Contact Hypothesis Theory in Sri Lankan context with respect to the hotel industry, to develop and manage intercultural workplace relationships. Employees in five star hotels in Southern Province are identified as the population of the study. By using convenient sampling technique, 161 employees are selected as the sample and a self-administered questionnaire was fielded to collect primary data. Structural Equation Modeling approach was used to test the proposed theoretical model with the help of SmartPLS3. The results of the study confirmed that prior attitudes has an impact on intercultural workplace relationships and intercultural workplace relationships influenced on employees' attitudes, affective commitment and fair treatment at workplace. Findings of the study support the human resource managers to establish proper relationships among culturally diverse workforce and manage them effectively. Further, this study guides the applicability of Contact Theory to manage intercultural workplace relationships within hotel industry employees.

Keywords: Intercultural workplace relationship, Contact hypothesis theory, Affective commitment, Fair treatment, Prior attitudes, Hotel employees