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Diversity in the Workplace: Its Effect on Job Satisfaction in the Hospitality and the Tourism Industry

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ABSTRACT

Workforce diversity is inevitable in an organization, and the hospitality and tourism industry is no exception. An organization is encouraged to implement diversity management in conjunction with job satisfaction to ensure its sustainability in today's highly competitive environment. Research reveals a gap in the literature on the relationship between workforce diversity and job satisfaction. In this perspective, the study was conducted to address the gap in the research literature. This study aims to explore the connection between the tourism industry. In a sample of 21 hotels and nine resorts, addressing existing research gaps, employees with one year or more of service assessed their perceptions of diversity and job satisfaction using the self-administered Workforce Diversity Questionnaire and a short form of the Minnesota Satisfaction Questionnaire. The employees reveal, on average, have a neutral perception of workplace diversity with a relatively good consensus and an overall high level of job satisfaction, which indicates a generally positive work environment. The employees of hotels and resorts, when covered in their workforce diversity and job satisfaction, both groups experienced broadly similar levels. In terms of cohesiveness, details, and values related to workforce diversity, a positive correlation was revealed with job satisfaction. In the hospitality and tourism sectors, an organizational climate that fosters inclusivity will enhance job satisfaction, which is crucial to organizational success. The study, which primarily relied on self-reports, would necessitate further research that employs mixed-methods techniques with a broader sample to support the generalizability of its findings.

INTRODUCTION

Corporate performance and sustainability are greatly affected by workplace diversity. By encouraging more innovation, original ideas, and collaboration inside businesses, it accomplishes this (Hettstedt, 2024; Shah & Dughar, 2024). It helps build a varied workforce, which boosts critical thinking and problem-solving skills. This, in turn, leads to better decision-making (Cletus *et al.*, 2018; Gharti & Modi, 2024). Diversity fosters innovation and problem-solving, requiring companies to create an inclusive working atmosphere through inclusive policies and diversity training programs (Cletus *et al.*, 2018; Patrick & Kumar, 2012). An inclusive workplace is crucial for maximizing the benefits of diversity, but it can also lead to bias, discrimination, and communication difficulties, which in turn affect teamwork, morale, and productivity (Cletus *et al.*, 2018; Hettstedt, 2024; Shah & Dughar, 2024). Organizations can foster a peaceful and effective workplace by proactively addressing diversity issues, cultivating an inclusive culture, and implementing good management practices to maximize their benefits and minimize drawbacks (Gharti & Modi, 2024; Gomathy, 2023; Guillaume *et al.*, 2015). In today's competitive environment, embracing diversity is not only morally required but also strategically advantageous. The demographic transitions in the hospitality and tourism sector, combined with global labor mobility, have led to a diverse workforce driven by the need to serve a

global clientele (Manoharan & Singal, 2017). The diverse workforce, including ethnic minorities and culturally diverse individuals, plays a crucial role in the global economy for effective cross-cultural communication and service delivery (Kalargyrou & Costen, 2017; Malik *et al.*, 2017; Alaa-Eldeen *et al.*, 2022). Gender diversity in the workforce, despite its underrepresentation in senior roles, is linked to improved financial performance and business success through the implementation of gender-inclusive policies (Gonzalo *et al.*, 2024; Russen *et al.*, 2021). Kalargyrou and Costen (2017) and Lockett *et al.* (2023) proposed that the LGBTQ+ community and other minority groups are crucial for enhancing individual and group performance, as well as organizational outcomes, in the hospitality and tourism industry. Effective diversity management techniques and cultural intelligence are crucial for managing a diverse workforce and maximizing performance and innovation through various approaches (Alaa-Eldeen *et al.*, 2022; Singal, 2014). Although diversity has advantages, it can also lead to bias, unequal treatment, and poor working conditions that must be addressed to achieve a sustainable and inclusive labor force (Aynalem *et al.*, 2016).

Managing workplace diversity fosters a positive environment, overcoming barriers such as organizational culture and enhancing employee commitment and financial performance (Patrick & Kumar, 2012). It boosts creativity, innovation, and competitive advantage in a

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globalized business but also presents challenges, such as conflicts and communication issues (ВОЛИНЕЦЬ & РОМАНЮК, 2024; Gomathy, 2023). Effective management frameworks are crucial for building engaged multicultural teams. To properly manage diversity and optimize its advantages, one must have a thorough understanding of how it is intertwined with other HR duties, including hiring, performance reviews, and employee welfare (Ellemers & Rink, 2016; Guillaume *et al.*, 2015; Nweiser & Dajnoki, 2022). Corporate dynamics, inventiveness, and performance are all significantly impacted by workforce diversity; therefore, inclusively oriented cultures that tackle issues such as multicultural communication and gender representation are crucial for companies to flourish. (Gharti & Modi, 2024).

Companies are coming to understand the significant role that workplace diversity plays in performance results; hence, they are emphasizing the necessity of strategic diversity management initiatives and training courses (Korovyakovskaya, 2024). Organizational culture has a significant influence on diversity perception and management, necessitating adaptation to changing workforce compositions and employee needs for effective diversity management. (Lakshminarayanan, 2021; Sabharwal, 2014). Therefore, motivating organizational inclusion and getting staff involved in decision-making while raising their self-esteem requires empowering them to contribute to decisions and advocating for supportive leadership, thereby creating more productive offices.

Studies have shown that providing diversity in the hospitality industry improves organizational commitment and employee job satisfaction. Research conducted in several locations, including Nepal and the Canary Islands, suggests that effective diversity management strategies lead to higher job satisfaction and increased employee commitment (Rijal, 2023; Garcia-Rodríguez *et al.*, 2020). However, the field remains underexplored, particularly in terms of inclusive practices for employees with disabilities, which highlights a critical gap in current research (Kalargyrou & Costen, 2017). The positive impacts of cultural diversity extend beyond employee satisfaction; they also contribute to better organizational performance and customer satisfaction while fostering an inclusive workplace culture (Gurung *et al.*, 2024; Kunwar *et al.*, 2024). Despite these benefits, challenges persist, such as the underrepresentation of women in executive roles, indicating that while diversity management can improve financial outcomes, it does not yet fully address equity in leadership positions (Gerged *et al.*, 2022; Russen, 2021).

Studies also show that the racial makeup of workgroups has a major impact on job satisfaction across several populations. Whereas the majority of settings enable minorities to enjoy greater satisfaction, minorities often report lower happiness in mostly White surroundings (Choi, 2017). Conversely, White employees may feel less satisfied in minority-majority settings but report improved satisfaction with greater diversity in

management roles (Choi, 2013). Job satisfaction can be improved, and turnover intentions can be decreased with a favorable diversity atmosphere and efficient leader-member interactions (Brimhall *et al.*, 2014). Moreover, diversity management is closely tied to more specific company objectives, which have a favorable impact on job satisfaction (Stazyk *et al.*, 2021). Especially for historically underrepresented groups, promoting a positive view of diversity and inclusion is vital for improving job satisfaction and overall workplace satisfaction (Li *et al.*, 2020; Trochmann *et al.*, 2023).

The existing literature manifests a notable gap in linking effective diversity management to job satisfaction across various industries. While diversity management is linked to job satisfaction and work group performance, there is limited empirical research connecting these elements specifically within certain industries, indicating a gap in understanding how diversity management impacts job satisfaction across different sectors (Pitts, 2009). This gap is significant because it restricts organizations from fully leveraging diversity as a strategic asset to enhance employee satisfaction and overall performance. The research confirms a positive relationship between diversity management and job satisfaction in the hospitality industry, mediated by organizational commitment (García-Rodríguez *et al.*, 2020; Stazyk *et al.*, 2021). However, it highlights a gap in empirical evidence in other industries, highlighting the need for more focused research.

However, while some studies find that a positive diversity climate enhances job satisfaction among blue-collar workers, they suggest that more research is needed to explore these effects in other sectors and job types (Kamarudin, 2021; Kibaroglu, 2023; Sourouklis & Tsagdis, 2013). Effective diversity management in the hospitality industry has a positive impact on job performance, service innovation behavior, and employee engagement (Alam & Shin, 2020; Marhil *et al.*, 2023; Mistry *et al.*, 2021).

Moreover, results indicate that the influence of diversity management on job satisfaction can greatly depend on demographic variables and the particular composition of the workforce (Choi & Rainey, 2014). Signaling explicit interest in employee diversity in recruiting materials more than doubles the interest and likelihood of applying and being selected for racial minority positions. However, it has less significant effects on gender diversity (Flory *et al.*, 2018). The inconsistency underscores the need for comprehensive studies that examine these dynamics in various industrial settings to create inclusive workplaces that foster high levels of job satisfaction and employee commitment (Choi, 2009; Hauret & Williams, 2020; Islam & Babgi, 2023; Li *et al.*, 2020). Although research suggests a connection between job satisfaction and diversity management, a lack of empirical evidence exists in sectors that excel in diversity programs, underscoring the need for further investigation.

The study aims to explore the relationship between

effective diversity management and job satisfaction, specifically within the hospitality sector. Despite existing literature indicating a positive correlation between diversity management practices and employee satisfaction, there remains a notable gap in empirical research that directly links these concepts within various industries, particularly hospitality and tourism (Brimhall *et al.*, 2014; Choi, 2017; García-Rodríguez *et al.*, 2020; Gerged, *et al.*, 2022; Gurung *et al.*, 2024; Hauret & William, 2020; Kalargyrou & Costen, 2017; Kunwar *et al.*, 2024; Li *et al.*, 2020; Pitts, 2009; Rijal, 2023; Russen, 2021; Stazyk *et al.*, 2021; Trochmann *et al.*, 2023). This gap is significant as it hinders organizations from fully utilizing diversity as a strategic asset to enhance employee satisfaction and overall performance (Alam & Shin, 2020; Choi, 2009; Choi & Rainey, 2014; Flory *et al.*, 2018; García-Rodríguez *et al.*, 2020; Hauret & Williams, 2020; Islam & Babgi, 2023; Kamarudin, 2021; Kibaroglu, 2023; Li *et al.*, 2020; Mistry *et al.*, 2021; Pitts, 2009; Sourouklis & Tsagdis, 2013; Stazyk *et al.*, 2021). According to these studies, a substantial gap exists in the research literature that links work satisfaction in the hotel industry with effective diversity management. This study closes the gap by enabling businesses to leverage diversity as a strategic advantage that enhances worker satisfaction and productivity. The results may serve as a starting point for further investigation, inspiring academics to explore this connection in various fields of study. From a practical standpoint, the research offers managers and human resource professionals significant insights that contribute to the development of inclusive training programs and policies, ultimately promoting workforce diversity, enhancing employee engagement and retention, and addressing issues such as bias, discrimination, and communication barriers. Furthermore, it highlights that the effective management of diversity has broader societal implications. Consequently, by examining the potential of diversity management strategies to enhance employee job satisfaction, it becomes feasible to promote improved organizational outcomes in a sector characterized by a diverse workforce serving a global clientele.

Research Questions

1. How do employees in the tourism and hospitality sector perceive workplace diversity and job satisfaction?
2. What is the relationship between various dimensions of workplace diversity and job satisfaction among employees in the hospitality and tourism industry?
3. What is the difference in workplace diversity and job satisfaction among employees of the various sectors in the tourism and hospitality industry?

LITERATURE REVIEW

Diversity management in the workplace is a strategic approach that fosters and preserves a positive working environment where individual differences and similarities are valued and appreciated. Preventing prejudice and fostering inclusion depends on appreciating and valuing individual differences (Patrick & Kumar, 2012; Yalamarti,

2023). Beyond the usual factors of ethnicity, gender, and religion, this notion covers character, maturity, aesthetics, skills, education, and experience (Yalamarti, 2023). Effective management of diversity is crucial for companies seeking to maintain a competitive advantage by retaining key staff, enhancing motivation and performance, and fostering a positive workplace (Cortez *et al.*, 2024; Urbancov *et al.*, 2020).

Managing cultural diversity and perceptions of exclusion while also fostering teamwork helps improve organizational efficiency, thereby highlighting the importance of diversity management (Inegbedion *et al.*, 2020). It also promotes creativity and innovation, which are necessary for getting a competitive edge in business. Companies that support diversity tend to stimulate communication among diverse groups of people with different cultural backgrounds or gender characteristics (Croitoru *et al.*, 2022). The tone for successful workforce management techniques, which sees cultural differences as essential management principles, is set by leadership (Arumugam *et al.*, 2021; Nwani & Okolie, 2022). Despite challenges such as potential conflicts or communication barriers that require staff training (Волинцев & Романюк, 2024), effective leadership can help overcome these obstacles to achieve superior business outcomes through improved employee commitment.

Effective diversity management in the hospitality and tourism industry is crucial for fostering a harmonious and inclusive work environment. It involves identifying organizational gaps in diversity management to ensure smooth interactions between diverse employees, such as expatriates and locals (Malik *et al.*, 2017). Implementing Diversity, Equity, and Inclusion (DEI) practices is essential; these should be guided by a framework that considers both individual agency and organizational structure, with leadership playing a pivotal role in driving these changes (Chrobot-Mason & Abramovich, 2013; Ponting & Dillette, 2023). Moreover, developing multicultural diversity training programs helps build effective work relationships by integrating diversity into the business mission (Nicolaidis & Africa, 2010).

Businesses in the hospitality and tourism industry must adopt a holistic strategy that integrates employee and consumer perspectives to manage diversity effectively. Companies should adopt a holistic approach that considers both consumer and employee perspectives to manage diversity in the tourism and hospitality industries effectively. It highlights the interconnectedness of these groups, which facilitates the development of more inclusive policies that benefit both consumers and the labor force (Madera *et al.*, 2023). Investing in diversity projects not only meets social obligations but also improves financial performance measures, including Tobin's Q (Singal, 2014). Leading companies report on their diversity management across various areas, providing templates for others to follow (Gajjar & Okumus, 2018). Knowing the cultural composition of the workforce is crucial; hence, cultural intelligence

is essential for negotiating this complexity successfully (AlaaEldeen *et al.*, 2022). Focusing on cultural intelligence can significantly enhance company performance by integrating comprehensive policies with ongoing training programs and robust DEI initiatives.

The encouragement of an inclusive workplace largely depends on leaders. Setting the mood for corporate culture and values, which greatly affects how employees view psychological safety and belongingness, they are instrumental in this. For example, actual leadership demonstrates inclusive attitudes and fosters a climate that values diversity, making it very important. Leaders who demonstrate authenticity can influence their followers to adopt inclusive practices through role modeling and reward systems that promote inclusive conduct (Boekhorst, 2015). Similarly, servant leadership enhances employees' perceptions of belongingness by addressing diverse employee needs, thereby fostering an inclusive organizational climate (Gotsis & Grimani, 2016).

Inclusive leadership is crucial in diverse teams, as it fosters a connection between team diversity and an inclusive work environment. Inclusive leadership fosters inclusive workplaces by incorporating spiritual values that promote a sense of belonging among staff members (Gotsis & Grimani, 2017). Leaders practicing inclusive leadership ensure that their diverse team members are appreciated and valued, which is essential for promoting inclusion (Ashikali *et al.*, 2020). The success of these leadership approaches varies among different situations; hence, personalized development programs targeting inclusive practices are vital to help inclusion efforts be effective. Leaders can significantly enhance organizational performance while also fostering a more equitable working environment by embracing these styles and consistently creating environments where every person feels heard and valued.

A variety of factors, including organizational, individual, social, and psychological elements, influence job satisfaction in the hospitality and tourism industry. Supportive organizational environments play a crucial role in enhancing employee satisfaction by fostering a positive culture through effective management practices (Agoot *et al.*, 2025; Stamolampros, 2019; Viseu *et al.*, 2020). Leadership quality and cultural values are significant predictors of job satisfaction as they contribute to creating an environment that supports employee well-being (Stamolampros, 2019). Additionally, opportunities for learning and career advancement are vital for maintaining high levels of job satisfaction among employees (Heimerl *et al.*, 2020; Yoopetch *et al.*, 2021).

Individual traits, such as positive psychological capital, also contribute to higher job satisfaction by enabling employees to manage job demands better (Viseu *et al.*, 2020). Furthermore, work-life balance policies can enhance job satisfaction by reducing conflicts between family and work responsibilities (Kong *et al.*, 2018). The nature of the present work itself is another significant determinant; employees highly value meaningful tasks

and positive relationships with supervisors (Heimerl *et al.*, 2020; Sibanyoni, 2024). While salary is often considered important for job satisfaction in many industries, it may not be the most significant factor in hospitality and tourism compared to other aspects, such as personal development opportunities or work environment quality (Heimerl *et al.*, 2020). Overall, understanding these determinants allows managers to implement strategies that improve employee satisfaction and ultimately drive organizational success.

The link between job satisfaction and organizational elements is complex and multifaceted, given that several studies demonstrate the importance of organizational culture, leadership behavior, organizational justice, and job characteristics in influencing employee happiness. These factors influence organizational performance, commitment, and not just job satisfaction. For instance, research suggests that job satisfaction has a significant influence on organizational commitment and citizenship behaviors, which are crucial for achieving superior performance (Stamolampros, 2019; Viseu *et al.*, 2020). Organizational justice and leadership behavior are particularly important predictors of job satisfaction; interactional and distributive justice, along with relationship-oriented leadership, have been shown to impact employee contentment strongly (Heimerl *et al.*, 2020; Sibanyoni, 2024). Moreover, both intrinsic and extrinsic job characteristics play a role in determining satisfaction levels (Kong *et al.*, 2018; Roy, 2023; Yoopetch *et al.*, 2021). The influence of work environment, salary, and career development opportunities on job satisfaction is multifaceted. A conducive work environment significantly enhances job satisfaction by providing comfort and support, thereby boosting morale and productivity (Fadhilah *et al.*, 2021; Mohyi, 2020; Virgyani *et al.*, 2023). Additionally, it plays a mediating role in enhancing job satisfaction through career development opportunities (Susita *et al.*, 2020; Virgyani *et al.*, 2023). Salary is another critical factor directly linked to higher levels of job satisfaction as it meets employees' financial needs and expectations (Ricardo, 2022). Career development opportunities also have a significant positive impact on job satisfaction by offering clear paths for advancement and skill development (Fadhilah *et al.*, 2021; Handayani & Sary, 2024; Mohyi, 2020). These elements together lead to happier workers. They have an impact on job satisfaction and also affect other key aspects, such as employee loyalty and motivation.

Several variables mediate the relationship between workplace diversity and job satisfaction. Organizational commitment serves as a crucial mediator, particularly in industries like hospitality, where it significantly influences the positive impact of diversity management on job satisfaction (García-Rodríguez *et al.*, 2020). Gender diversity also plays a mediating role by enhancing workplace happiness and job satisfaction through gender-equal policies (Islam, 2024). Additionally, a diverse climate can mediate the relationship between transformational leadership and intrinsic job satisfaction (Mickson

et al., 2020). Meanwhile, perceived visible diversity discrimination affects how diversity management impacts job satisfaction, particularly among individuals who are open to new experiences (Alam & Shin, 2020).

Furthermore, ensuring a good job match through effective diversity management is vital for improving job satisfaction and performance (Li *et al.*, 2020). Lastly, both cultural awareness and the perceived treatment of diversity contribute to this complex relationship by influencing organizational culture and commitment levels (Fadhlan *et al.*, 2024; Adeniji *et al.*, 2019). This research acknowledges that policies promoting inclusion play a crucial role in achieving positive outcomes in various work environments.

The existing literature on workplace diversity and its impact on job satisfaction reveals several gaps that necessitate further research. One significant gap is the focus on perceived diversity rather than actual diversity, as employees' perceptions of workplace diversity can negatively impact job satisfaction and increase turnover intentions (Kaur *et al.*, 2022; Sochi-Iwuoha *et al.*, 2024). Additionally, the role of diversity climate in influencing job satisfaction among skilled migrants remains under-researched, with studies suggesting that it impacts career satisfaction through perceived organizational justice and overqualification (Choi, 2013; Farashah *et al.*, 2024). Furthermore, there is a lack of understanding regarding how demographic diversity in management affects employee job satisfaction and how this relationship is moderated by organizational factors, such as procedural justice (Choi, 2013). Future research should explore these areas by investigating the nonlinear effects of nationality and other dimensions on job satisfaction (Hauret & Williams, 2020), developing comprehensive frameworks integrating psychological diversity climate and HRM practices to improve job satisfaction in multicultural settings (Daghan *et al.*, 2019), and examining the impact of perceived diversity across different contexts.

MATERIALS AND METHODS

Research Design

A cross-sectional correlational research design is highly suitable for examining the impact of workplace diversity on job satisfaction in the hospitality and tourism industry. This design enables researchers to capture relationships between variables at a single point in time, which is particularly useful for assessing how diversity management practices influence job satisfaction among employees. Cross-sectional studies have been effectively used to map generational differences and their effects on workplace dynamics, demonstrating their suitability for capturing diverse workforce characteristics (Russian *et al.*, 2021; Sakdiyakorn & Wattanacharoensil, 2018). Moreover, this design facilitates the identification of correlations between diversity practices and job satisfaction while providing insights into effective diversity management strategies (Kalargyrou & Costen, 2017; Madera *et al.*, 2023). Overall, cross-sectional designs are well-suited for

exploring the complex dynamics of workplace diversity and its impact on employee outcomes, as they enable the rapid assessment of prevalence and associations at a specific moment in time.

Study Site and Participants

The study aims to explore the relationship between effective diversity management and job satisfaction, specifically within the hospitality sector. The study was conducted in Santiago City, as it is considered the Commercial and Industrial Center of Cagayan Valley, home to several business enterprises, banking institutions, educational entities, manufacturing companies, and establishments in the tourism and hospitality sector. The city's role as a commercial hub attracts numerous businesses, including hotels and resorts that cater to tourists for both leisure and business purposes. The study was conducted in the participant's establishment, where they were comfortable and familiar with the environment. The study participants were employees of business establishments in the hospitality and tourism sectors. As of December 31, 2024, there are 21 registered hotels and nine resorts. The inclusion criteria for the study are that the participants must have been employed in the establishment for at least one year. All employees who met the selection criteria were considered participants, resulting in a 100% participation rate.

Instrument

The study utilized the Workforce Diversity Questionnaire developed by Linda Kathryn Larkey in 1996, a tool designed to assess interactions within diverse workgroups. This instrument was created based on theoretical dimensions derived from literature on cultural diversity, discrimination, and intergroup processes (Larkey, 1996b). The questionnaire consists of 23 items, categorized into eight subscales: inclusion, ideation, understanding, treatment, power, cohesiveness, detail, and values. Each item uses a five-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree). The questionnaire aims to evaluate how employees perceive and interact with diversity in their workplace environments, a topic that has been explored in various studies to assess employee awareness of cultural diversity within organizations (Liu, 2019; Ryan, 2015).

The survey questionnaire on job satisfaction was a short form of the Minnesota Satisfaction Questionnaire, developed by Weiss *et al.* (1967). It consisted of 20 items, measured using a five-point Likert scale (1 = "very dissatisfied," 2 = "dissatisfied," 3 = "neutral," 4 = "satisfied," and 5 = "very satisfied"). These 20 items measured job satisfaction in areas such as ability utilization, achievement, activity, advancement, authority, company policies, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social status, social service, supervision (human relations), supervision (technical), variety, and working conditions. The MSQ is valuable in research

for understanding specific factors that contribute to job satisfaction. It helps identify areas where organizations can improve employee morale and engagement (Nailissaadah & Suharnomo, 2022).

Data Analysis

The analysis of the gathered data will employ both descriptive and inferential statistics. To describe the employees’ perception of workplace diversity and their job satisfaction means and standard deviations will be utilized. To determine the relationship between the various dimensions of workplace diversity and job satisfaction among employees in the hospitality and tourism industry, the Pearson Product-Moment correlation will be employed. An Independent sample t-test was employed to determine the difference in workforce diversity and job satisfaction among employees of the various sectors in the tourism and hospitality industry. IBM Statistical Package for the Social Sciences, version 28, will be utilized for data analysis.

Ethical Considerations

In the study, the researcher ensured that the participants were fully informed about the research’s purpose, procedures, and potential risks and benefits. Written and voluntary consent to participate was obtained. The researcher ensured the protection of participants’ privacy by keeping their personal information confidential and using pseudonyms in the research report to maintain their anonymity. Steps were taken to minimize potential harm to the participants, such as emotional distress or negative consequences for their businesses, by conducting the research in a sensitive and respectful manner. The data collected was analyzed in a way that is fair, objective, and free from bias to ensure the validity and reliability of the research findings. The researcher recognized and respected the cultural and gender diversity of the participants, as well as the context in which the research was conducted, to avoid discrimination or marginalization. Proper credit was given to the sources of information and ideas used in the research, and the contributions of others, such as the participants and the research advisor, were acknowledged in the completion of the research. The study’s findings will contribute to the understanding of the impact of personal entrepreneurial competencies on the financial performance of sari-sari stores, informing policy and practice in a responsible and beneficial manner for both participants and the wider community.

RESULTS AND DISCUSSION

The following results of this study revealed the analysis of the relationship between workplace diversity and job satisfaction.

Table 1 presents the mean scores and standard deviations for various workplace diversity subscales, along with their corresponding interpretations based on the provided ranges. Participants generally reported neutral attitudes (“neither agree nor disagree”) toward most workplace

Table 1: Descriptive Statistics and Interpretation for Workplace Diversity Subscales

Subscale	Mean	SD	Interpretation
Inclusion	2.96	0.92	Neither agree or disagree
Ideation	3.08	0.94	Neither agree or disagree
Understanding	3.19	0.97	Neither agree or disagree
Treatment	3.06	0.93	Neither agree or disagree
Power	3.04	0.94	Neither agree or disagree
Cohesiveness	3.93	0.77	Agree
Detail	4.01	0.79	Agree
Values	4.10	0.74	Agree
Overall	3.42	0.61	Neither agree or disagree.

diversity subscales, including Inclusion (M = 2.96, SD = 0.92), Ideation (M = 3.08, SD = 0.94), Understanding (M = 3.19, SD = 0.97), Treatment (M = 3.06, SD = 0.93), Power (M = 3.04, SD = 0.94), and Overall diversity (M = 3.42, SD = 0.61). In contrast, higher mean scores were observed for Cohesiveness (M = 3.93, SD = 0.77), Detail (M = 4.01, SD = 0.79), and Values (M = 4.10, SD = 0.74), indicating that participants agreed with positive statements regarding these aspects of workplace diversity. The results indicate that participants generally hold a neutral stance on these facets of workplace diversity, neither strongly supporting nor disagreeing with the statements about them. The standard deviations for these subscales (ranging from 0.92 to 0.97) fall within the “Moderate to High Variability” range, indicating mixed responses and less consensus among participants. It implies that while the average response is neutral, there is a spread of opinions, indicating that some respondents may lean towards agreement. In contrast, others lean towards disagreement within these specific areas. In contrast, the subscales of Cohesiveness (M=3.93, SD=0.77), Detail (M=4.01, SD=0.79), and Values (M=4.10, SD=0.74) showed a general “Agreement” among respondents. These mean scores fall within the 3.50-4.49 range, indicating that respondents generally agree with the statements related to these aspects of workplace diversity. The standard deviations for these subscales indicate “Moderate to High Variability” for Cohesiveness and Detail and “Low to Moderate Variability” for Values. While there is general agreement, the variability suggests some range in the strength of that agreement among respondents, with Values demonstrating a better consensus than Cohesiveness and Detail. Overall, the data suggest that, on average, respondents have a neutral perception of workplace diversity as a whole, with a standard deviation indicating “Low to Moderate Variability.” This lower variability compared

to some individual subscales suggests a relatively good consensus around this neutral overall perception, meaning most responses clustered around the “Neither agree nor disagree” category with some variation.

The results, which reveal predominantly neutral attitudes toward most workplace diversity subscales but agreement on aspects like Cohesiveness, Detail, and Values, have several important implications for organizational diversity management. The overall neutrality reflected in mean scores near the midpoint and moderate to high variability suggests that while diversity initiatives may be present, they have not yet fostered strong positive perceptions or a unified sense of inclusion among employees. This finding aligns with the literature, which emphasizes the need for comprehensive and authentic diversity management strategies that go beyond surface-level policies to value individual differences and foster inclusivity genuinely (Patrick & Kumar, 2012; Yalamarti, 2023). The range in answers further shows that employees’ experiences with diversity are inconsistent, maybe caused by

inconsistent application of diversity policies or varying leadership commitment, which is consistent with the literature highlighting the important role of leadership in establishing the tone for inclusion and psychological safety (Ashikali *et al.*, 2020; Boekhorst, 2015). In contrast, higher agreement on Cohesiveness, Detail, and Values suggests that while employees may not strongly perceive inclusion or equity, they do recognize and value teamwork and shared organizational principles, which are critical for organizational efficiency and innovation (Croitoru *et al.*, 2022; Inegbedion *et al.*, 2020). These results underscore the importance of targeted leadership development and ongoing multicultural training to bridge gaps in perception and foster a more inclusive climate, as recommended by Ponting & Dillette (2023) and Nicolaidis & Africa (2010). The results ultimately emphasize the need for companies to go beyond neutrality by actively engaging staff in diversity programs and ensuring continuous, genuine leadership to foster consensus and maximize the benefits of a diverse workforce.

Table 2: Mean and Standard Deviation of Job Satisfaction Factors

Job Satisfaction	Mean	SD	Interpretation
1. Being able to keep busy all the time.	3.81	0.82	Satisfied
2. The chance to work alone on the job.	3.59	1.16	Satisfied
3. The chance to do different things from time to time.	3.84	0.92	Satisfied
4. The chance to be "somebody" in the community.	3.88	0.94	Satisfied
5. The way my boss handles his/her workers	4.13	0.71	Satisfied
6. The competence of my supervisor in making decisions.	4.00	0.80	Satisfied
7. Being able to do things that do not go against my conscience.	4.56	5.10	Strongly Satisfied
8. The way my job provides for steady employment.	3.94	0.76	Satisfied
9. The chance to do things for other people.	3.59	1.04	Satisfied
10. The chance to tell people what to do.	3.97	0.74	Satisfied
11. The chance to do something that makes use of my abilities	4.22	0.75	Satisfied
12. The way company policies are put into practice.	4.06	0.80	Satisfied
13. My pay and the amount of work I do.	3.97	0.78	Satisfied
14. The chances for advancement on this job.	3.88	1.01	Satisfied
15. The freedom to use my own judgment.	3.91	0.86	Satisfied
16. The chance to try my own methods of doing the job.	4.00	0.76	Satisfied
17. The working conditions.	3.94	0.76	Satisfied
18. The way my co-workers get along with each other.	4.09	0.78	Satisfied
19. The praise I get for doing a good job.	4.13	0.79	Satisfied
20. The feeling of accomplishment I get from the job	4.25	0.84	Satisfied
Overall	3.99	0.61	Satisfied

Along with an overall job satisfaction score, mean values, and standard deviations for 20 elements connected to job satisfaction. Predefined ranges for mean and standard deviation help to interpret these scores and reveal levels of satisfaction and response variety. Overall, the respondents reported being satisfied with their job (M = 3.99, SD = 0.61). This overall satisfaction is supported by the fact that the standard deviation falls within the “Low to Moderate Variability” range (0.50-0.75), suggesting

good consensus among respondents regarding their general satisfaction.

Examining individual factors, the majority of job satisfaction aspects also indicate a “Satisfied” interpretation, with mean scores consistently falling within the 3.50-4.49 range. For instance, respondents reported being satisfied with “The competence of my supervisor in making decisions” (M = 4.00, SD = 0.80) and “The way my co-workers *get along* with each other”

(M = 4.09, SD = 0.78). With a mean score of 4.56, which suggests great happiness, one notable exception is “Being able to do things that do not contradict my conscience.” The standard deviation for this item, though, is very high at 5.10. This high variability (SD > 1.00) suggests poor consensus and significant disagreement among respondents, with responses likely spread across most or all scale points, indicating polarized opinions on this particular aspect of job satisfaction. The high standard deviation on item 7 suggests that while some respondents are strongly satisfied, others may hold very different views, resulting in a wide range of responses.

Several other factors, such as “The chance to work alone on the job” (M = 3.59, SD = 1.16) and “The chances for advancement on this job” (M = 3.88, SD = 1.01), also exhibit high variability (SD = 1.00), indicating less consensus and more diverse opinions or significant disagreement among respondents regarding these specific aspects of their job. Conversely, items like “The way my boss handles his/her workers” (M = 4.13, SD = 0.71) and “The chance to do something that makes use of my abilities” (M = 4.22, SD = 0.75) show lower to moderate variability, suggesting good consensus and general agreement among respondents.

The overall high level of job satisfaction reported by respondents indicates a generally positive work environment, with consensus among employees, which

is consistent with research highlighting the importance of supportive organizational cultures and effective leadership in fostering satisfaction (Stamolampros, 2019; Viseu *et al.*, 2020). The satisfaction with elements such as supervisor competence and co-worker relationships further reinforces the literature’s emphasis on leadership quality and interpersonal dynamics as key predictors of job satisfaction (Stamolampros, 2019; Sibanyoni, 2024). The results align with findings that individual and psychological factors, such as value congruence and opportunities for autonomy, can lead to divergent satisfaction levels within the same organization (Viseu *et al.*, 2020). The polarizing responses may also reveal the complex interplay between personal traits and organizational policies, underscoring the need for individualized management approaches that cater to the diverse needs of employees (Yoopetch *et al.*, 2021). Furthermore, the literature suggests that diversity management and inclusive policies can mediate job satisfaction, particularly when employees perceive alignment between organizational values and their own (Fadhlan *et al.*, 2024; García-Rodríguez *et al.*, 2020). Therefore, even if the overall situation appears favorable, the considerable variation underscores the importance of continually working to create an environment where diverse values and work preferences are accepted, thereby promoting both personal well-being and business success.

Table 3: Differences in Workplace Diversity Between Hotel and Resort Employees

Category		N	M	SD	t	df	p-value
Inclusion	Hotel	26	2.84	0.97	-1.642	30	0.111
	Resort	6	3.50	0.22			
Ideation	Hotel	26	2.98	0.99	-1.232	30	0.228
	Resort	6	3.50	0.50			
Understanding	Hotel	26	3.03	0.99	-2.077	30	0.056
	Resort	6	3.89	0.40			
Treatment	Hotel	26	2.92	0.95	-1.819	30	0.079
	Resort	6	3.67	0.56			
Power	Hotel	26	2.95	0.99	-1.176	30	0.249
	Resort	6	3.45	0.54			
Cohesiveness	Hotel	26	4.00	0.81	1.123	30	0.270
	Resort	6	3.61	0.49			
Detail	Hotel	26	3.96	0.86	-0.723	30	0.475
	Resort	6	4.22	0.34			
Values	Hotel	26	4.01	0.76	-1.479	30	0.149
	Resort	6	4.50	0.55			
Overall	Hotel	26	3.34	0.64	-1.701	30	0.099
	Resort	6	3.79	0.21			

The table presents a comparison of workplace diversity dimensions between hotel and resort employees across multiple categories: Inclusion, Ideation, Understanding, Treatment, Power, Cohesiveness, Detail, Values, and Overall Diversity Perception. The results indicate

that none of the differences between hotel and resort employees reached conventional statistical significance ($p < .05$). However, some categories, such as Understanding ($p = .056$) and Treatment ($p = .079$) approached marginal significance, suggesting potential trends where resort

employees may perceive higher workplace diversity than hotel employees. Overall, these findings suggest no strong evidence of significant differences in workplace diversity perceptions between the two groups in this sample.

The absence of statistically significant differences in workplace diversity perceptions between hotel and resort employees suggests that, within this sample, both groups experience similar diversity climates, regardless of their specific work settings. This finding aligns with the literature, which emphasizes the importance of organization-wide diversity management strategies and the role of leadership in creating consistent diversity experiences across different departments or locations (Nwani & Okolie, 2022; Patrick & Kumar, 2012). However, the marginal trends observed in the Understanding and Treatment subscales where resort employees may perceive slightly higher diversity suggest potential context-specific factors that warrant further exploration. These trends

may reflect subtle differences in organizational culture, customer demographics, or management practices between hotels and resorts, echoing calls in the literature for tailored diversity initiatives that address unique operational contexts within the hospitality industry (Malik *et al.*, 2017; Ponting & Dillette, 2023). The lack of strong evidence for group differences also highlights a broader challenge identified in the literature: the need to move beyond surface-level diversity perceptions and ensure that diversity management practices are both meaningful and consistently implemented (Inegbedion *et al.*, 2020; Yalamarti, 2023). Overall, these results underscore the importance of holistic, organization-wide diversity strategies while also suggesting that subtle contextual differences may exist and should be monitored, as even marginal trends can have practical implications for employee engagement and organizational performance (Alaa-Eldeen *et al.*, 2022; Croitoru *et al.*, 2022).

Table 4: Difference in Job Satisfaction Between Hotel and Resort Employees

Category		N	M	SD	t	df	p-value
Job Satisfaction	Hotel	26	3.92	0.63	-1.392	30	0.174
	Resort	6	4.30	0.42			

The table presents a comparison of job satisfaction scores between hotel employees and restaurant employees. The mean job satisfaction score for hotel employees ($M = 3.92, SD = 0.63$) was slightly lower than that of restaurant employees ($M = 4.30, SD = 0.42$). However, the independent samples t-test indicated that this difference was not statistically significant, $t(30) = -1.392, p = .174$. The results suggest that there is no significant difference in job satisfaction between employees working in hotels and those working in restaurants within this sample.

The lack of a statistically significant difference in job satisfaction between hotel and restaurant employees, despite a slightly higher mean for restaurant staff, suggests that both groups experience broadly similar levels of workplace contentment within this sample. This finding supports the literature emphasizing the central role of organizational factors such as leadership quality, supportive culture, and opportunities for advancement in shaping job satisfaction across the hospitality sector, regardless of specific work settings (Stamolampros, 2019; Viseu *et al.*, 2020; Yoopetch *et al.*, 2021). The relatively high satisfaction scores in both groups may reflect the presence of positive work environments and effective management practices, which are consistently identified as key drivers of employee well-being in hospitality (Heimerl *et al.*, 2020; Sibanyoni, 2024). However, the absence of significant differences also highlights the potential for sector-wide strategies to enhance job satisfaction rather than narrowly targeted interventions. It aligns with research suggesting that inclusive leadership, equitable career development opportunities, and robust diversity management can benefit employees across various hospitality contexts (García-Rodríguez *et al.*, 2020; Ponting & Dillette, 2023). We should not forget that

other studies have shown how our perception of diversity and the level of organizational justice affect satisfaction. The findings suggest that we should carefully focus on these factors to thrive well (Fadhlan *et al.*, 2024; Kaur *et al.*, 2022). These findings underscore the importance of a global, organization-wide approach to employee satisfaction in the hospitality industry; moreover, they highlight the necessity of ongoing scrutiny of labor climate and diversity perceptions to enhance employee satisfaction and well-being.

Table 5: Relationship Between Various Dimensions of Workplace Diversity and Job Satisfaction Among Employees in the Tourism and Hospitality Industry

Variables		Job Satisfaction
Inclusion	r	0.238
	p-value	0.189
	n	32
Ideation	r	0.161
	p-value	0.378
	n	32
Understanding	r	0.329
	p-value	0.066
	n	32
Treatment	r	0.242
	p-value	0.182
	n	32
Power	r	0.170
	p-value	0.352
	n	32

Cohesiveness	r	0.508
	p-value	0.003
	n	32
Detail	r	0.591
	p-value	<0.001
	n	32
Values	r	0.354
	p-value	0.047
	n	32
Overall Workplace Diversity	r	0.451
	p-value	0.010
	n	32

The table presents the correlation coefficients (r) and significance levels (p -values) for the relationships between different dimensions of workplace diversity and job satisfaction among employees in the tourism and hospitality sectors. The dimensions include Inclusion, Ideation, Understanding, Treatment, Power, Cohesiveness, Detail, Values, and Overall Workplace Diversity. Key findings indicate that most dimensions show positive correlations with job satisfaction, though not all are statistically significant at the conventional 0.05 level. Notably, Cohesiveness ($r = 0.508$, $p = 0.003$), Detail ($r = 0.591$, $p < 0.001$), Values ($r = 0.354$, $p = 0.047$), and Overall Workplace Diversity ($r = 0.451$, $p = 0.010$) have significant positive relationships with job satisfaction. Understanding the significance of this approach ($r = 0.329$, $p = 0.066$) suggests a potential trend worth further investigation. Other dimensions, such as Inclusion, Ideation, Treatment, and Power, show positive but non-significant correlations.

The significant positive correlations between key workplace diversity dimensions specifically Cohesiveness, Detail, Values, and Overall Workplace Diversity and job satisfaction underscore the critical role that a well-managed, inclusive, and value-driven organizational climate plays in enhancing employee well-being in the tourism and hospitality sectors. These findings are consistent with the literature, which highlights that diversity management fosters teamwork, innovation, and a positive atmosphere, all of which are essential for employee satisfaction and organizational success (Croitoru *et al.*, 2022; Inegbedion *et al.*, 2020; Urbancová *et al.*, 2020). The particularly strong associations for Cohesiveness and Detail suggest that when employees perceive their teams as unified and believe that attention is paid to individual differences, their job satisfaction increases, reflecting the importance of both interpersonal harmony and recognition of diversity (Patrick & Kumar, 2012; Yalamarti, 2023). The significant link between Values and job satisfaction further supports the view that alignment between organizational and personal values is a powerful motivator for employees (Stamolampros, 2019). While other dimensions, such as Inclusion, Ideation, Treatment, and Power, showed

positive but non-significant correlations, their positive direction suggests that improvements in these areas may also contribute to satisfaction if further developed, as supported by calls in the literature for comprehensive and authentic diversity management practices (Nicolaidis & Africa, 2010; Ponting & Dillette, 2023). These results underscore the importance of comprehensive diversity strategies that promote cohesiveness, value alignment, and consideration of individual differences while also addressing gaps in inclusion and empowerment to optimize job satisfaction and organizational performance (Fadhlan *et al.*, 2024; García-Rodríguez *et al.*, 2020).

CONCLUSION

The findings of this research highlight both strengths and areas for growth in workplace diversity and job satisfaction within the tourism and hospitality industry. While employees reported neutral attitudes toward most diversity subscales, there was notable agreement on the importance of cohesiveness, attention to individual differences, and shared organizational values, suggesting that teamwork and value alignment are recognized even if broader inclusion is not strongly perceived. The generally high levels of job satisfaction and the significant positive correlations between key diversity dimensions (such as Cohesiveness, Detail, and Values) and job satisfaction reinforce the critical role of inclusive, value-driven climates in fostering employee well-being and organizational success. Organizations need to go beyond surface-level diversity initiatives and create authentic inclusion, targeted leadership development, and ongoing multicultural training so that diversity management is meaningful and implemented across all departments and locations.

However, the study has its limitations. Self-reported survey data carries a risk of response bias, and neutral attitudes may be a limitation of the survey instrument's inability to capture nuances or deeper organizational dynamics. The sample was limited to specific sectors and geographic areas, so the findings may not be generalizable to the broader population. These results may not be significantly different between sectors because of sample size, unmeasured contextual factors such as company culture, or even leadership styles. With that in mind, we must interpret the findings carefully and appreciate the multifaceted nature of diversity and satisfaction within the industry.

To gain a more thorough understanding of employee experience and perceptions, mixed-methods techniques such as qualitative interviews or focus groups are recommended for future research. The generalizability of findings will be improved by widening the sample to include a greater variety of companies and locations. Further investigation into the influence of leadership practices, organizational policies, and context-specific factors is also warranted. Academically, scholars should investigate the relationship between diversity management, organizational justice, and job satisfaction. Practitioners

should continually evaluate and improve diversity and inclusion initiatives, involve staff in the process, and establish effective feedback systems to address any issues that arise. By prioritizing these recommendations, both researchers and industry leaders can work toward building more inclusive, cohesive, and satisfying workplaces in the tourism and hospitality sector.

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