

# **THESIS OF THE DOCTORAL (PhD) DISSERTATION**

## **THE IMPACT OF WORKFORCE DIVERSITY INCLUSION ON ORGANIZATIONAL PERFORMANCE AT THE WORKPLACE ENVIRONMENT-SPECIFICALLY IN THE TOURIST SECTOR**

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## **1. INTRODUCTION OF THE TOPICS AND OBJECTIVES**

Technological developments and the ease of access to information have made the world smaller and made business activities without geographic boundaries, The twenty-first-century organizations are increasingly becoming multicultural workplaces for communication. In addition, in today's dynamic business environment some businesses are suffering from a highly competitive environment which puts tremendous pressure on organizations and makes it difficult for them to achieve their desired goals. Consequently, a company or organization must deal with different people and different perspectives and be well prepared to manage a business both locally and globally as some of the most important factors behind these rapid changes are the continuous changes in customer demands, globalization, and the advancement related to information and technology. Understanding and embracing people who differ from one another in terms of gender, age, class, physical ability, etc. is what is meant by diversity. There are two types of dimensions: main dimensions, which are determined by factors like age, gender, and race, and secondary dimensions, which are determined by factors like religion, income, and education. These issues provide a broad picture of diversity as diversity can be viewed as an environment where differences related to the business are part of organizational life as organizations should be efficient and effective to achieve its organizational goals.

Therefore, diversity is a phenomenon that is becoming increasingly evident in a globalized society; as a result, it can be seen in the workplace and in teams and in various spheres of human activity (Fadhil et al, 2021). In the current working era, there is a great need to focus on workplace diversity to increase productivity and profitability. It plays an important role in managing an effective environment within company.

It has been challenging for managers to identify the elements that support workplace diversity management. Furthermore, they are unable to identify the leadership behavior that aids in resolving these problems (Ewoh, 2013). In addition, Seliverstova and Anita (2021) mention that these days, the ideas of diversity and diversity management are becoming increasingly popular in both national and international companies, and they are expanding rapidly. Accordingly, diversity offers businesses many opportunities to innovate and perform better both domestically and internationally, however it also presents the challenge of effectively managing diversity to reap the benefits of diverse workplace (Triana, 2017).

Managers and leaders develop diverse organizations and ensure that they are managed to take optimum advantage of diversity, Additionally, studies show the role should human resource specialists should play in creating and managing diverse organizations and the best practices they should apply. The findings show that while diversity can have both good and negative outcomes, diversity management initiatives that foster an inclusive environment are consistently linked to positive outcomes (Mor Barak et al., 2016).

Accordingly, today's workforce is extremely diverse. If handled well, this diversity may give the company a significant competitive advantage that fosters innovation and increases flexibility within the company (Beardwell & Thompson, 2007). Diversity in the workforce is a phenomenon experienced globally. Understanding the impact of diversity is essential to an organization's success and the welfare of its workforce. When diversity is embraced, differences in backgrounds, perspectives and skills may provide advantages to individuals and organizations (e.g. job satisfaction, commitment, retention and creativity).

Performance appraisal is a key factor in ensuring the success of an organization. Performance assessment is associated with establishing a system for evaluating how

effective employees are in achieving their goals, identifying the factors that affect performance, and understanding how these factors can be controlled in a way that maximizes performance possible (Gergely, 2011; Matkó & Takács, 2017). One of these factors is establishing diversity in the workplace, which as mentioned earlier, can significantly increase the performance. It has become obvious that encouraging diversity and inclusion in organizational teams' diversity has become a successful principle for boosting creativity, innovation, enthusiasm, and organizational effectiveness (Kaur & Arora, 2020).

By fostering collaboration and enabling the utilization of all employees' abilities, effective diversity management provides many contributions that improves an organization's performance. The discovery of creativity, more qualified personnel selection, reduction of costs, management efficiency increase, the ability of organization to adapt and provide flexibility to continue this activity are some of those contributions. In addition to these organizational contributions made by organizations that value diversity and give their members the chance to reach their full potential, in which individual contributions include comfort and confidence to employees, improved morale, job satisfaction, effective communication, teamwork, high performance and loyalty (Barutcugil, 2011).

In this dissertation, five stars hotels in Jordan will be chosen as these hotels have a lot of diversity inclusion as a part of organizational life, since diversity and inclusion has become an important issue in online competition. This research will also examine the extent to which human resource management (HRM) practices were used by these companies to manage workforce diversity, and to determine the effective impact of diversity on workplace performance environment, in which it will be guided by the research questions. Furthermore, this study will assess the perceived benefits of diversity inclusion on the performance at workforce environment in the chosen five

stars hotels. However, these organizations seek several benefits from their multicultural workforce. The implications of these findings will be discussed further. Based on the discussions so far, this dissertation aims to respond to the researchers' calls for further investigations of the impacts that managing diversity has on the performance of organizations. In this research, the impacts that these diversity and inclusion on performance in the chosen Hotels will be examined. Furthermore, this dissertation intends to show why diversity and inclusion are an important aspect of a large company. Another aim of this dissertation is to contribute to the literature by addressing actual benefits for these (hotels) organizations that could have positive affected performance in achieving the intended benefits.

### **1.1. Aims of the Research**

This dissertation aims mainly to study diversity in the field of tourist sector companies by investigating the impacts of diversity on a company's performance. The study will examine how diversity and inclusion have affected the performance of these hotels , identify which aspects were most impacted and how, and whether these inclusion and diversity have specific features to cause positive effects.

### **1.2. Objectives of the Research**

1. To identify the impacts of workforce diversity on the performance of the chosen (hotels) company.
  - Investigate the effect of gender on organization performance.
  - Investigate the effect of age on organization performance.
  - Investigate the effect of disability on organization performance.
  - Investigate the effect of ethnicity on organization performance
2. To identify the effect of inclusion for the four workforce diversity dimensions (age, gender, disability, ethnicity) on organization performance in the chosen hotels.

3. To identify the effect of four workforce diversity dimensions (age, gender, disability, ethnicity) on equity, and the effect of both of them on organization performance
4. To illustrate the relationships between:
  - Diversity and company performance.
  - Employee engagement, and company performance.

### **1.3. Structure of the Dissertation**

This dissertation will be divided into six chapters, as follows:

**Chapter 1:** This chapter discusses the research aims, objectives, questions, and hypotheses.

**Chapter 2:** A thorough review of the available literature about all topics related to this study is provided in this chapter.

**Chapter 3:** In this chapter, the methodology of this study will be discussed, it will illustrate a theoretical framework, definitions of study variables, research population and sampling, questionnaire development and use, data collection, data analysis methods used to achieve the objectives of this research, validity and reliability analysis, and hypothesis analysis methodologies.

**Chapter 4:** This chapter goes over the data collection and analysis process and explains the main results of the analysis of the impact of the independent variables and relationships with dependent variables, plus the mediator variable.

**Chapter 5:** It comes to conclusions and explains the study's findings. Furthermore, based on the findings, certain recommendations and limitations will be discussed.

**Chapter 6:** The final main conclusions in addition to the future research direction and the novelties of the study are provided and discussed in this chapter.

At the end of the dissertation, the references, a list of publications, lists of abbreviations, lists of tables and figures, questionnaire questions of the survey and all the appendixes related to the study can be found.

#### **1.4. Hypotheses of the Research**

***H1:** Performing (Adopting) Diversity (age, gender, disability, ethnicity) positively influences performance in the organizations.*

- ***H1a:** Age diversity positively influences performance in organizations.*
- ***H1b:** Gender diversity positively influences performance in organizations.*
- ***H1c:** Disability diversity positively influences performance in the organizations.*
- ***H1d:** Ethnicity diversity positively influence performance in the organizations.*
- ***H2:** Inclusion of the four diversity dimensions (age, gender, disability, ethnicity) have a significant effect on Organization performance.*
- ***H2a:** Workplace social inclusion has a significant effect on Organization performance.*
- ***H2b:** Workplace Inclusion climate has a significant effect on Organization performance.*
- ***H3:** There is a significant effect of equity for the four diversity dimensions (age, gender, disability, ethnicity) on organization high performance.*
- ***H4:** Workforce diversity (age, gender, disability, ethnicity) has positive effects on employee engagement.*
- ***H4a:** Employee engagement has positive mediation effect through workforce diversity (age, gender, disability) on organizations' high performance.*

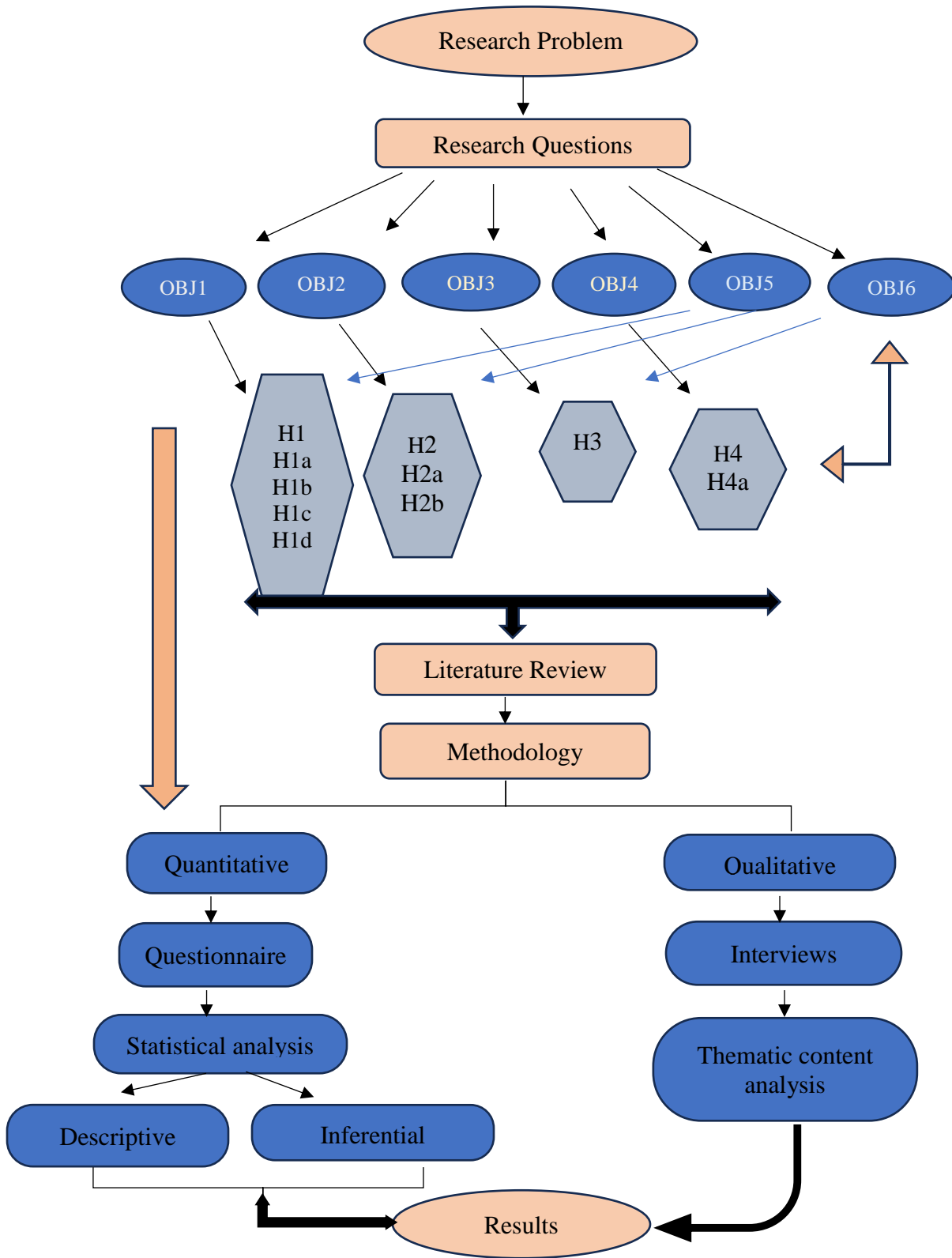
## **2. MATERIAL AND METHODS**

### **2.1. Introduction**

As discussed earlier, the aim of this dissertation is to study diversity in the field of tourist sector companies by investigating the impacts of diversity on a company's performance. In this part, a brief discussion of the research methods and strategies used to collect and analyses data is provided.

### **2.2. Research Methodology of the Study**

Sekaran & Bougie (2016) define research design as a strategy for gathering and evaluating data in order to address research questions. This is accomplished by selecting design components from a range of options, which have a big influence on the efficacy and caliber of the study's findings. These components consist of the unit of analysis, study setting, researcher interference, research approach, and time horizon. Various research formats exist, contingent upon the major aims and objectives (Saunders et al., 2019). This research adopts both quantitative and qualitative techniques in order to measure the effect of four diversity dimensions and the inclusion of these four dimensions plus equity also employee's engagement on organization performance from the viewpoints of managers and employees. This study is a descriptive and exploratory study that attempts to explain the connection between workforce diversity, inclusion, equity and organization performance and employee's engagement. A conceptual framework has been constructed to provide the proposed research hypotheses between the study variables in light of the goal of this study, which is to empirically examine the defined hypotheses. Answers to the calculated relationships between study variables are confirmed by testing the correlation hypothesis. In order to achieve the research aims of the impact of the workforce diversity on organization performance and testing the hypothesized linkages between the inner constructs, this study uses a survey technique.



**Figure 1: Research process**

*Source: own construction (2023)*

The current study's research approach is shown in the figure (1) above.

### **2.3. The Quantitative Research Approach**

This study therefore uses the deductive reasoning approach. A quantitative approach is necessary in order to accomplish the confirmatory goals of the study. Quantitative research can test objective ideas by examining the connection between variables (Creswell, 2013). Using the questionnaire, primary and empirical data were also gathered. The questionnaire items examined the respondents' opinions of diversity at workplace, the inclusion, equity and organization performance plus employee's engagement. Consequently, the deductive method and positivist philosophy were used, employing the body of existing theory to generate hypotheses. The researcher developed a questionnaire tool to collect the primary data necessary for analyzing the impact of workforce diversity inclusion on organizational performance at the workplace environment-specifically in the tourist sector.

The main objective of the study was explained in the introduction, and participants were reassured that their answers would remain completely confidential also they were also advised to be as honest and precise as possible in the introduction letter.

### **2.4. Research Instruments**

The questionnaire tool consisted of two parts, as follow:

- The first-dimension deals with a set of questions about the characteristics of the respondents (demographic data) and it consists of (7) questions
- The second-dimension deals with a set of scales about the impact of workforce diversity inclusion on organizational performance at the workplace environment-specifically in the tourist sector, and it consists of (5) scales.

The first scale was about Workforce diversity dimensions (Age diversity, Gender diversity, Ethnicity diversity, Disability diversity) and consists of (37) phrase; the second scale was about the Organization performance and consists of (7) phrase; the

third scale was about inclusion (Workplace social inclusion, Inclusion climate) and consists of (12) phrase; the fourth scale was about Diversity and Equity at workplace and consists of (6) phrase ; the fifth scale was about Employee engagement and consists of (7) phrase.

The participant data was entered into an Excel database after being coded. A statistical package for social science (SPSS) was used to evaluate all the data. There were two sections to the data analysis, A: data analyses for demographic information, and B: data analyses for each research question, and testing the study hypothesis.

Due to the ease of understanding, the majority of researchers in the past employed the five-point Likert scale.

## **2.5. Population and Sample**

The number of five-star hotels is 41 hotels distributed in the tourist cities of Aqaba (9 hotels with 2000 employees, Amman (21 hotels include the Dead Sea (6 hotels) and Petra (5 hotels) with total 8282 employees. So, the whole population is the total number of employees five-star hotels in all of Jordan = Population =10282. For the ease of data collection, the number of five-star hotels in Amman was determined, and their number is 21 hotels, and the number of employees in Amman is 8282 employees, and due to the difficulty of collecting data from 21 hotels in addition that some of them refused to cooperate and participate in the survey, it was chosen 13 hotels employees and mention their names with (3542) employees and this is the study sample.

## **2.6. The Qualitative Research Approach**

Qualitative inquiry is an effective way to explore the perceptions of participants and unlock their experiences. Since the interviews would improve understanding and clarity of the study's or research's issue, they were considered crucial for collecting correct findings based on the literature review (Lampard & Pole, 2015)..

As a result, HR managers of 3 five stars hotels in Amman the capital of Jordan were interviewed using questions created in collaboration with the supervisor and based on the literature review. The interview, which included the responses, lasted approximately 30 minutes. Additionally, it was recorded using an audio device and replayed for examination. Then, all of the interviews were analyzed using qualitative analytic methods. To enhance the understanding of workforce diversity and inclusion in five-star hotels, this study will include interviews with selected hotels that have implemented diversity initiatives. These interviews will provide real-world examples of how diversity strategies are applied and their impact on organizational performance.

### 3. MAIN FINDINGS OF DISSERTATION

#### 3.1. Descriptive Analysis

This will include a thorough explanation of the demographic sample characteristics, the descriptive statistics for the study variables, the mean, the standard deviation and the rank. Next the outcomes of the research's hypothesis tests will be discussed.

During this study and after data-gathering part of research was finished the material was coded, classified using the statistical software program (SPSS) was used based on Cronbach's alpha coefficient to calculate the reliability of the tool. The arithmetic mean and standard deviation were used, and multiple regression analysis was used to answer the study questions and verify its hypotheses.

Table (1) provides a summary of the statistical techniques used in this study.

**Table 1: Summary of the statistical techniques used in this study**

No.	Test
1	Reliability test
2	Descriptive analysis
3	Correlation analysis
4	Linear regression analysis

*Source: Created by the Author*

#### 3.2. Validity and Reliability

**First: Validity:** To identify the extent of the validity of the study tool, and its ability to measure what it was prepared to measure, the study tool (the questionnaire sheet) was presented to a group of experts and arbitrators on the subject of the study, where the arbitrators and experts were asked to express their opinion on the questionnaire's tool of modification, deletion or addition, as well as expressing their opinions about the questionnaire as its ability to measure what it was prepared for, judge it and its suitability within the framework of the objectives of the study, through their identification of the extent of clarity of the statements, and the extent its affiliation to

the axis, its linguistic integrity, and after completion, the necessary modifications are made to serve the tool and help in achieving the objectives of the study.

Moreover, after applying the linear regression, Ridge regression will be employed if any peculiarities are found to make sure that the findings are valid and reliable. An example of such peculiarities, which require Ridge regression to resolve, is high R<sup>2</sup> values.

**Second: Reliability:** The questionnaire was applied to (353) respondents of hotels' personnel. and this step is useful in identifying the extent of the tool's ability to measure what it was prepared to measure, in addition to identifying the most important obstacles encountered when actually applying to the original sample.

The table (2) shows the level of stability of the questionnaire form and the reliability of its results and not changing when it is re-applied to the sample members several times during a certain period of time. In general, the Alpha-Cronbach coefficient for the tool as a whole was (.968), and this tool with all its variables is of good significance for research purposes, and therefore it can be relied upon to generalize the results at the level of the study.

**Table 2: Cronbach's alpha coefficient to check the stability of the tool**

Variables	Categories	Number of questions	Cronbach's Alpha
Workforce diversity	Age diversity and organization performance	8	.920
	Gender diversity and organization performance	11	.981
	The Ethnicity diversity and performance	9	.926
	Disability diversity	9	.742
Workforce diversity		37	.969

Inclusion	Workplace social inclusion	3	.245
	Inclusion climate	9	.984
Inclusion		12	.954
The organizational performance		7	.979
Employee engagement		7	.978
Diversity and Equity at workplace		6	.817
The whole tool		69	.968

*Source: Author's calculation (2023)*

### 3.3. Testing Hypotheses

Table (3) shows multiple regression analysis for the impact the Adopting Diversity (age, gender, disability, and ethnicity) the organizational performance.

**Table 3: Multiple regression analysis for the impact the adopting diversity (age, gender, disability, and ethnicity) on the organizational performance**

variables	R	R <sup>2</sup>	F	Sig.	B	Beta	T	Sig.
Constant	.946 <sup>a</sup>	.895	742.964	.000 <sup>b</sup>	-.545	-	-5.282	.000
disability diversity					1.331	1.054	7.144	.000
Ethnicity diversity					-.164	-.140	-1.787	.075
Gender diversity					.100	.092	.740	.460
Age diversity					-.078	-.070	-1.091	.276

*Source: Author's calculation (2023)*

In order to find out the relationship between organizational performance and the explanatory variable the Adopting Diversity (age, gender, disability, and ethnicity)), a multiple linear regression model (Table 3) was used, in which the Adopting Diversity (age, gender, disability, and ethnicity) was considered as explanatory variables and the organizational performance variable as a dependent variable. The results of the regression showed that there is significant relationship between the disability,

ethnicity, age and gender variables, and the organizational performance. This is proved through the F value (742964) and the significant value < alpha (5%).

**Table 4: Multiple regression analysis for the impact the inclusion (workplace social inclusion, workplace inclusion climate) the organizational performance**

variables	R	R <sup>2</sup>	F	Sig.	B	Beta	T	Sig.
Constant	.915 <sup>a</sup>	.837	900.580	.000 <sup>b</sup>	.158		1.402	.162
Workplace social inclusion					.096	.068	2.350	.019
Workplace Inclusion climate					.874	.868	29.817	.000

*Source: Author's calculation (2023)*

In order to find out the relationship between organizational performance and the explanatory variable the Inclusion (Workplace social inclusion, Workplace Inclusion climate), a multiple linear regression model (Table 4) was used, in which the Inclusion (Workplace social inclusion, Workplace Inclusion climate) was considered as explanatory variables and the organizational performance variable as a dependent variable. The results of the regression showed that there is a significant relation between workplace social inclusion and workplace inclusion climate on one hand, and organizational performance on the other hand. The F value (900,580) and p-value< alpha (5%) prove the than the level of significance.

The results explain that the explanatory variables the Inclusion (Workplace social inclusion, Workplace Inclusion climate) explain (83.7%) of the variance in organizational performance, given the coefficient of determination (R<sup>2</sup>).

**Table 5: Multiple regression analysis for the impact the adopting diversity (age, gender, disability, and ethnicity) on equity at workplace**

Variables	R	R <sup>2</sup>	F	Sig.	B	Beta	T	Sig.
Constant	.877 <sup>a</sup>	.769	290.318	.000 <sup>b</sup>	.497		4.156	.000
Age diversity					-.198	-.228	-2.391	.017
Gender diversity					.165	.193	1.047	.296
Ethnicity diversity					.028	.031	.265	.791
Disability diversity					.852	.862	3.943	.000

*Source: Author's calculation (2023)*

In order to find out the relationship between Equity at workplace and the explanatory variable the Adopting Diversity (age, gender, disability, and ethnicity), a multiple linear regression model (Table 29) was used, in which the Adopting Diversity (age, gender, disability, and ethnicity) was considered as explanatory variables and the Equity at workplace variable as a dependent variable. The results of the regression showed that age, gender, ethnicity and disability diversity have significant impact on equity at workplace. This is demonstrated through the F value (290.318) and the p-value ( $p < 0.05$ ), which proves that there is a significant relationship between the dependent and independent variables.

**Table 6: Multiple regression analysis for the impact the effect of diversity and equity at workplace on organization performance**

variables	R	R <sup>2</sup>	F	Sig.	B	Beta	T	Sig.
Constant	.845 <sup>a</sup>	.715	879.261	.000 <sup>b</sup>	.015		.106	.915
Diversity and Equity at workplace					1.081	.845	29.652	.000

*Source: Author's calculation (2023)*

In order to find out the relationship between organizational performance and the explanatory variable the Diversity and Equity at workplace a multiple linear regression model (Table 30) was used, in which the diversity and equity was considered as explanatory variables and the organizational performance variable as a dependent variable. The results of the regression showed diversity and equity have a significant impact on organizational performance. This significant relationship is proven by the  $p\text{-value} < \alpha$  (5%).

The results explain that the explanatory variables the diversity and Equity at workplace explain (71.5%) of the variance in organizational performance, given the coefficient of determination ( $R^2$ ).

The value of beta, which shows the relationship between organizational performance Diversity and Equity at workplace, with a value of (.845) is statistically significant, and this can be deduced from the t- value and the significance associated with it.

**Table 7: Multiple regression analysis for the impact the adopting diversity (age, gender, disability, and ethnicity) on employee engagement**

variables	R	R <sup>2</sup>	F	Sig.	B	Beta	T	Sig.
Constant	.888 <sup>a</sup>	.789	324.910	.000 <sup>b</sup>	.086		.617	.538
Age diversity					.057	.054	.589	.556
Gender diversity					-.004	-.004	-.020	.984
Ethnicity diversity					.120	.108	.970	.333
Disability diversity					.888	.739	3.531	.000

*Source: Author's calculation (2023)*

In order to find out the relationship between Employee engagement and the explanatory variable the Adopting Diversity (age, gender, disability, and ethnicity), a multiple linear regression model (Table 7) was used, in which the Adopting Diversity (age, gender, disability, and ethnicity) was considered as explanatory variables and the

Employee engagement variable as a dependent variable. The results of the regression showed that there is a significant impact of age, gender, ethnicity and disability diversity on employee engagement. The significant, findings are deduced from the  $p\text{-value} < \alpha$  (5%).

**Table 8: Multiple regression analysis for the impact the effect of employee engagement on organization performance**

variables	R	R <sup>2</sup>	F	Sig.	B	Beta	T	Sig.
Constant	.880 <sup>a</sup>	.775	1205.554	.000 <sup>b</sup>	.194		1.561	.100
Employee engagement					.926	.880	34.721	.000

*Source: author's calculation (2023)*

In order to find out the relationship between organizational performance and the explanatory variable the employee engagement a multiple linear regression model (Table 8) was used, in which the employee engagement was considered as explanatory variables and the organizational performance variable as a dependent variable. The results of the regression showed that employee engagement does affect organizational performance significantly,  $p\text{-value} < \alpha$  (5%).

**Table 9: Summary of hypotheses testing**

#	Hypothesis	Results
1.	H1: Adopting Diversity (age, gender, disability, ethnicity) positively influences performance in the organizations.	<b>Accepted</b>
	H1a: Adopting Diversity (age) positively influences performance in organizations.	<b>Accepted</b>
	H1b: Adopting Diversity (gender) positively influences performance in the organizations.	<b>Accepted</b>
	H1c: Adopting Diversity (disability) positively influences performance in organizations.	<b>Accepted</b>
	H1d: Adopting Diversity (ethnicity) positively influence performance in the organizations.	<b>Accepted</b>

2.	H2: Inclusion of the four diversity dimensions (age, gender, disability, ethnicity) have a significant effect on Organization performance.	<b>Accepted</b>
	H2a: Workplace social inclusion has a significant effect on Organization performance.	<b>Accepted</b>
	H2b: Workplace Inclusion climate has a significant effect on Organization performance.	<b>Accepted</b>
3.	H3: There is a significant effect of equity for the four diversity dimensions (age, gender, disability, ethnicity) on organization high performance	<b>Partly Accepted</b>
4.	H4: Workforce diversity (age, gender, disability, ethnicity) has positive effects on employee engagement.	<b>Accepted</b>
	H4a: Employee engagement has positive mediation effect through workforce diversity (age, gender, disability) on organizations' high performance.	<b>Accepted</b>

*Source: Author's Construction*

All of the hypotheses were accepted except one partly accepted based on the results of the previous hypothesis testing, demonstrating that diversity and inclusion statistically significant impact on organization performance.

### **3.4. Cluster Analysis**

The relationship between diversity, inclusion, equity, and organizational performance was developed and investigated in this study using a theoretical framework. On the other hand, the employee engagement in Jordanian five star- hotels was also studied. So, this study's objective was to provide comprehensive knowledge about the effect of a diverse workforce on the organizational performance as questionnaires were constructed to measure the effect of four diversity dimensions.

Table (9) provides a comprehensive view of all the key variables across different clusters, helping to understand the breakdown of the sample in terms of various demographic and psychographic factors.

**Table 9: Comprehensive Cluster Analysis Table**

<b>Variable</b>	<b>Cluster 1 (N=108)</b>	<b>Cluster 2 (N=52)</b>	<b>Cluster 3 (N=193)</b>	<b>Total (N=353)</b>
<b>Age (Mean)</b>	Mean Age: 35.2	Mean Age: 40.5	Mean Age: 30.1	Overall Mean Age: 34.2
<b>Gender (Percentage)</b>	Male: 55% Female: 45%	Male: 60% Female: 40%	Male: 50% Female: 50%	Male: 55% Female: 45%
<b>Ethnicity (Percentage)</b>	Ethnic Group 1: 70% Ethnic Group 2: 30%	Ethnic Group 1: 60% Ethnic Group 2: 40%	Ethnic Group 1: 50% Ethnic Group 2: 50%	Ethnic Group 1: 60% Ethnic Group 2: 40%
<b>Inclusion (Mean)</b>	Mean: 3.8 SD: 0.5	Mean: 4.1 SD: 0.4	Mean: 3.5 SD: 0.6	Overall Mean Inclusion: 3.8
<b>Equity (Mean)</b>	Mean: 4.2 SD: 0.4	Mean: 4.0 SD: 0.5	Mean: 4.3 SD: 0.3	Overall Mean Equity: 4.2
<b>Engagement (Mean)</b>	Mean: 4.0 SD: 0.6	Mean: 3.8 SD: 0.7	Mean: 4.1 SD: 0.5	Overall Mean Engagement: 4.0

*Source: author's calculation (2024)*

## 4. NEW AND NOVEL RESULTS OF THE DISSERTATION

### 4.1. Conclusion

The discussion, findings, and suggestions parts make up the four sections of this chapter . In order to address the research problem's questions about the nature of the relationship between diversity , inclusion and organizational performance, we will discuss the key findings from the previous chapter in this section. On the other hand, we investigate how the inclusion of the workforce diversity affects the organizational performance as well as the equity of diversity and how employee engagement affect the organization performance throught diversity. To determine the precise function of these dimensions in the Jordanian five star- hotels , the most significant influences on both organization performance and employee engagement are determined and measured.

#### *Discussion*

#### **-The impact of diversit (age, gender, disability, ethnicity ) on organization performance**

The main purpose of this research is to investigate the impact of diversity on organization performance in the Jordanian five star- hotels. The results of the testing the hypotheses demonstrated that the four dimensions of diversity have a significant effect on organizational performance. The study's results indicated a direct positive effect of four diversity dimensions (age, gender, disability, ethnicity) on organization performance. Additionally, Workplace diversity in age brings together a blend of experiences and perspectives, fostering innovation and problem-solving, then Gender diversity promotes a balanced and inclusive work culture, leading to better decision-making and increased creativity, embracing disability diversity encourages adaptability and accommodations that enhance overall workplace efficiency and morale, ethnic diversity enriches organizational culture by bringing a variety of

cultural insights and approaches to business challenges. Organizations that prioritize diversity tend to have stronger brand reputations, attracting diverse clientele and fostering loyalty. Overall, embracing diversity in age, gender, disability, and ethnicity not only aligns with ethical principles but also serves as a catalyst for organizational growth, innovation, and sustained success.

**-The effect of inclusion for the four diversity dimensions (age, gender, disability, ethnicity) on organization performance**

Collaboration among diverse teams leads to a broader range of ideas, ultimately driving higher levels of productivity and performance.

The inclusion of workplace diversity, encompassing age, gender, disability, and ethnicity, yields numerous positive impacts on organizational performance. Firstly, diverse teams bring a multitude of perspectives and approaches to problem-solving, fostering innovation and creativity. Secondly, such diversity fosters a culture of inclusivity, where individuals feel valued and empowered to contribute their unique skills and experiences, leading to higher levels of employee engagement and morale. Moreover, organizations that embrace diversity tend to attract top talent from diverse backgrounds, bolstering recruitment efforts and bringing fresh insights to the table. Therefore, the inclusion of workplace diversity not only aligns with ethical principles but also serves as a cornerstone for organizational success, driving growth, resilience, and a competitive advantage in today's globalized world.

**- The effect of equity for the four diversity dimensions (age, gender, disability, ethnicity) on equity at workplace**

The equity of workplace diversity, embracing age, gender, disability, and ethnicity, profoundly impacts organizational performance in numerous beneficial ways. By ensuring fairness and equal opportunities for all employees regardless of their background, organizations foster an environment where every individual feels valued,

respected, and empowered to contribute their full potential. This commitment to equity cultivates a culture of trust and inclusivity, where diverse perspectives are not only welcomed but celebrated. Consequently, diverse teams collaborate more effectively, leveraging a broader range of skills and experiences to drive innovation, problem-solving, and decision-making. Moreover, equity in workplace diversity enhances employee satisfaction and retention, as individuals feel supported and recognized for their unique contributions. Ultimately, organizations that prioritize equity in diversity stand to reap the rewards of improved performance, resilience, and competitiveness in today's dynamic business landscape.

**- The effect of Workforce diversity (age, gender, disability, ethnicity) on employee engagement**

Workforce diversity, encompassing age, gender, disability, and ethnicity, exerts a profoundly positive effect on employee engagement within organizations. When employees see that their workplace embraces diversity and values their unique backgrounds and perspectives, they are more likely to feel a sense of belonging and commitment to the organization's goals. A diverse workforce fosters an inclusive environment where individuals feel empowered to contribute their ideas and talents without fear of discrimination or bias. This sense of inclusivity not only enhances morale but also sparks creativity and innovation as diverse viewpoints are encouraged and respected. Furthermore, when employees feel valued and supported, they are more likely to be motivated and engaged in their work, leading to increased productivity and job satisfaction. Overall, workforce diversity plays a vital role in promoting employee engagement by creating a culture of respect, appreciation, and equal opportunity for all.

### **- The effect of employee engagement on organization performance**

The effect of employee engagement on organizational performance is amplified by embracing workforce diversity across age, gender, disability, and ethnicity. Engaged employees from diverse backgrounds bring a wealth of perspectives, experiences, and skills to the table, enriching the collective talent pool and fostering a culture of inclusion and innovation. When employees feel valued and respected regardless of their age, gender, disability, or ethnicity, they are more likely to be emotionally invested in their work and the organization's goals. This emotional investment translates into higher levels of productivity, creativity, and collaboration, driving improved organizational performance. Moreover, diverse teams with high levels of employee engagement tend to exhibit lower turnover rates, reduced absenteeism, and enhanced customer satisfaction, leading to greater overall competitiveness and success in the market. Therefore, organizations that prioritize both employee engagement and workforce diversity reap the benefits of a dynamic and resilient workforce capable of driving sustained growth and excellence.

### **4.2. Research Limitations and Recommendations**

The study revealed that all the selected hotels recognize the value of a diversified workforce in their workplace, Therefore, the following recommendations are presented based on the research's findings. Adopting diversity in the workplace has recently become a central focus for most companies regardless of the sector.

Considering the results of previous study, this research offers the following recommendations, which would be beneficial to academics, scholars and practitioners.

1. One of the most important ways recommended for hotels managers to improve organizational performance is to adopt diversity across multiple dimensions, also to manage it in a way to achieve inclusion of this diversity and equity through this diversity inclusion including the employee's engagement that is justified by both the

literature and by the author's research. To see how precisely diversity is properly managed and implemented will lead to efficient organization performance.

2. As a result, a company's organizational performance its capacity to execute plans in a way that achieves institutional goals determines the company's future success. However, it is advisable for hotels management to adopt diversity as it significantly affects organizational performance significantly and leads to positive outcomes.

3. In the future, to enhance the evaluation of organizational performance, we advise experts and scholars to incorporate a new dimension of diversity and employee performance

4. Implement comprehensive diversity and inclusion policies: It is recommended that organizations develop and implement comprehensive policies on diversity and inclusion that specifically address the aspects of age, gender, disability, and ethnicity. These policies should aim to promote equal opportunity, eliminate prejudice in hiring and advancement procedures, and the creation of an inclusive workplace where all employees feel appreciated, valued and respected.

5. Ensure equitable access to resources and opportunities: it is essential to ensuring that all employees, regardless of their age, gender, disability, or ethnicity, have equal access to resources, career growth opportunities, and participating in decision-making processes is vital. To identify and address discrepancies in compensation, promotions, and access to training and development opportunities, this may include conducting regular audits.

7. Measure and monitor employee engagement: employee engagement levels should be regularly measured and tracked by organizations using of focus groups, surveys, and other forms of feedback. This data can help monitor the success of diversity and inclusion programs and identify areas for improvement. Additionally, businesses

should establish channels through which employees can freely express concerns and offer input on matters pertaining to diversity.

### **4.3 Novel Findings**

#### **4.3.1. Novel Findings Interpretation**

The purpose of this study was to identify the impact of workforce diversity on organization performance in Jordan five stars hotels. Specific statistical tests, such as regression analysis and correlation, were used to test the study's hypotheses. This suggests that the hotel industry in Jordan is increasingly recognizing the importance of diversity as a means to enhance organizational performance.

- The results indicate that Jordan's five-star hotels have actively implemented workforce diversity practices within their teams. This suggests that the hotel industry in Jordan is increasingly recognizing the importance of diversity as a means to enhance organizational performance.
- A clear implication of this is that diversity in the workplace fosters greater equity among team members and leads to improved employee engagement. To further strengthen organizational performance, hotels should continue to broaden the scope of their diversity practices, incorporating a more inclusive approach to various dimensions of diversity.
- Workforce diversity has demonstrated several advantages for the hotel industry, influencing performance outcomes positively. By leveraging diversity as a core policy, organizations can drive higher levels of employee engagement, fairness, and inclusion, all of which contribute directly to improved performance. When diversity management is integrated into the strategic framework of an organization, it enhances the company's ability to achieve sustainable growth and competitiveness.

- Employee engagement plays a crucial mediating role between workforce diversity practices and organizational performance. Therefore, it is recommended that organizations invest in developing and implementing diversity management practices that enhance employee engagement, leading to higher performance levels.
- The study also highlighted that, while Jordan's five-star hotels are making significant strides in adopting workforce diversity practices, there remains a need for a more effective inclusion strategy. Ensuring that diversity dimensions are fully integrated and managed is key to fostering equity and optimizing employee engagement, which in turn drives organizational performance.
- Theoretical Contribution as follow:

Thus, this study's findings advance existing models of workforce diversity and inclusion by highlighting the significant role of diversity in enhancing organizational performance within the five-star hotel sector. While prior models emphasize the benefits of diversity, this study deepens the theoretical understanding by demonstrating how a diverse workforce directly impacts key performance metrics in a highly competitive industry. The findings also emphasize the practical importance of integrating diversity management into a company's strategic framework to achieve sustainable growth and competitiveness. Additionally, it provides insights into the specific factors that contribute to successful diversity management in hospitality, offering a more nuanced view that could inform future models and research within the hospitality, tourism and various industries.

#### **4.3.2. Future Research Direction**

It is recommended that future research explore other diversity dimensions (cultural diversity, sexual orientation, educational level, educational background, geographic location, religion, work experience, appearance, income, personal status, and marital

status) that were not covered in the current study also connect these dimensions to employee performance, employee loyalty, employee satisfaction, innovation, customer satisfaction and workplace productivity rather than focusing solely on organization performance and employee engagement .

Future scholars are encouraged to investigate how diversity affects the hotel industry and tourism sector including airlines, tourist companies and any firms that directly supply goods or services to support business, pleasure, or leisure activities away from home environment because the tourism sector is considered the largest nongovernmental economic activity in the world, and plays a crucial role in supporting local economies globally.

Finally, the study could be conducted in a number of Jordanian companies across different sectors, such as the banking, hospitals, telecommunications, government organizations, factories. This would allow for a comparison and assessment of the effects and results of different sectors.

## **5. PRACTICAL APPLICABILITY OF THE RESULTS**

The value that would be added for human resources in adopting the diversity at work place in their employment strategies can be considered are essential to success. Human resource managers must integrate workforce strategies with the overall organization's strategy to strengthen the organization's high performance. This is because the participation of workforce diversity management gives employees the opportunity to show their potential and abilities in a high-level working environment, which in turn makes them highly motivated during work. Moreover, as diversity practices are becoming more and more important to job seekers and serve to enhance organization performance, which can benefit five stars hotels in many aspect, managers must implement them. In Jordanian five stars hotels , diverse workforces contribute to better employee learning, creativity, and innovation, which results in excellent performance outcomes.

Managers must work to increase the career chances for the inclusion diversified employees by maintaining regular contact with them and learning about their engagement and include their successful engage in the diversified workplace environment to gain the organization high performance in accordance with the equity of this diversified employees. The study found that the inclusion of diversity at workplace with the equity within diversified workplace plus the employees engagement results in organization high performance .

Consequently, Jordanian five stars hotels understood the value of workplace diversity were more likely to keep and retain their employee engagement, which led that managers should set clear goals for recruiting and maintaining diversified employees. The findings of this study confirm and encourage the significance of workplace diversity and inclusion as a crucial strategy for boosting organization performance through employees engagement and maintaining equity between individuals.

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### List of publications related to the dissertation

#### Articles, studies (5)

1. **Nweiser, M. T. A.**, Dajnoki, K.: The Interactive Effects of Disability, Age, and Gender on Organization Performance at Telecommunication Sector Companies.  
*Acta Polytechnica Hungarica. "Accepted by Publisher"*, [1-16], 2025. ISSN: 1785-8860.  
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2. **Nweiser, M. T. A.**, Dajnoki, K.: An overview insight into employment of disabilities at workplaces around the world: A review of the literature.  
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*Cross-cultural management*. 24 (1), 17-27, 2022. ISSN: 2286-0452.
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