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

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**DEBRECEN**

**2025**

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The aim of this dissertation is to obtain a doctoral (PhD) degree in the scientific field of “management and business administration.”

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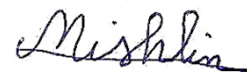
-No dissertation which is fully or partly identical to the present dissertation was submitted to any other university or doctoral school to obtain a Ph.D. degree.

Debrecen, 22/2/2025

***Mishlin Nweiser***

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## **INTRODUCTION**

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. Diversity is shaped by two key sets of factors: primary factors like age, gender, and race, and secondary factors such as religion, income, and education. These elements together provide a broad perspective 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. Managers have faced difficulty in identifying the factors that help in managing diversity in the workplace. Additionally, they are not able to determine the leadership activities, that help them to deal with these issues Focusing on workplace diversity is crucial in the current working era to boost profitability and efficiency. It is essential to maintaining a productive workplace for the organization.

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). As organizations continue to adapt to the demands of a globalized world, the role of diversity in shaping organizational success has become more critical. To better understand this impact, particularly within the tourism sector, it is necessary to explore how diversity influences performance and the key elements that contribute to its management.

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). To investigate the relationship between diversity and organizational performance more thoroughly, this study explores specific diversity dimensions within the workforce, including age, gender, ethnicity, and disability.

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). This research will focus on how the various diversity dimensions impact company performance and how inclusion efforts can further improve organizational outcomes.

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 light of this, understanding the specific impacts of diversity on organizational performance becomes crucial, particularly in sectors like the tourism industry, where service quality and team collaboration are key. Another significant challenge in diversity management is reducing discriminatory barriers and praising them on larger levels such as reward systems or job satisfaction (Guillaume et al., 2014). This has increased the problem for managers in companies, as each employee has a different perspective regarding their income and safety criteria.

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. According to Singh (2014), there are two levels of diversity: surface-level and deep-level. According to authors cited by Singal (2014), the key aspects of surface-level diversity include gender, ethnicity, age, and sexual orientation, while the secondary dimensions of deep-level diversity include education, marital status, work experience, and functional background (Mok, 2002; Van Knippenberg & Dijksterhuis, 2000). Gibbs (2014) mention that variances within groups referred to as diversity. According to (Fredman, 2001), diversity is a recognizable source of creativity and innovation that can provide a basis for competitive advantage.

Workplace diversity can be defined according to (Dike, 2013), as acknowledging, accepting and understanding individual diversity irrespective of one's gender, age, race, class, ethnicity, physical capabilities, sexual orientation, spirituality, etc. There are two streams of diversity at work, according to the literature; the first dimension covers factors like gender, age and sexual orientation, while the second dimension includes factors like education, religion, income and location, etc.. (Dike, 2013; Cletus et al., 2018). According to Robbins et al. (2017), the surface level and the deep level are the two fundamental types of workplace diversity that managers must deal with. The surface level emphasizes the readily noticeable distinctions between individuals, including age, race, gender, sexual orientation, disability, and ethnicity. On the other hand, deep-level diversity focuses on the differences in values, personalities, and work preferences that become increasingly important in determining similarity as people get to know one another. Any characteristic, whether apparent or invisible, that can be used to distinguish individuals and groups from one another is considered diversity. When there is workplace diversity within a company, it means that employees have different qualities and characteristics from one another and that the workplace is heterogeneous in terms of ethnicity, race, and gender (Robbins et al., 2013).

Diversity management has long been considered an important factor in enhancing the workplace environment and improving productivity for a long time now (Saxena, 2014). It is nowadays considered essential to overcome discrimination in the workplace environment in order to enhance the employee's performance (Elei, 2016).

The term diversity has been the subject of widespread discussion all over the world in the various fields and aspects of life, as the importance and benefits of the different aspects of diversity and becoming more recognized by people around the world (Benbow, 2014). According to Urbancova et al. (2020) diversity is a phenomenon that, due to increasing globalization, appears ever more frequently in all areas of human activity and performance, including the labor market and working teams. Workplace or organizational diversity has thus become a buzzword for modern corporations and a topic of high importance for organizations, analysis, and scholars. As the importance of diversity grows, understanding its impact on company performance becomes crucial. The insights gained from this study will help in understanding how different aspects of diversity influence the performance of five-star hotels in Jordan, thus aligning with the broader objectives of examining the relationship between diversity and workplace outcomes. It is more important for firms that are

endeavoring to position themselves aggressively for growth and to attain a competitive advantage workplace or organizational diversity has become a catchphrase for contemporary businesses and a highly significant issue for organizations, scholars and analysts. For businesses looking to gain a competitive edge and aggressively position themselves for growth, this is more crucial (Deloitte, 2014).

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. As part of the investigation, this research will explore how these diversity initiatives align with organizational goals and contribute to achieving greater performance within these hotels. 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. By focusing on five-star hotels, this study aims to bridge the gap in current research and contribute actionable insights into the benefits of diversity management in real-world business environments. 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. The topic chosen because of the increasing importance of diversity and inclusion in today's globalized workforce. In the tourism industry, where diversity is especially prominent, understanding how inclusion impacts organizational performance is crucial. By exploring this, I aim to uncover how fostering an inclusive environment can enhance collaboration, innovation, and overall business success.

# **1. RESEARCH OBJECTIVES AND STRUCTURE**

## **1.1. The Objectives of the Dissertation**

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 c, identify which aspects were most impacted and how, and whether these inclusion and diversity have specific features to cause positive effects. The tourism sector, particularly the hotel industry, is increasingly shaped by workforce diversity and inclusion. As organizations seek to enhance their competitiveness in a global market, understanding the impact of diversity on performance becomes crucial. This dissertation examines how different dimensions of diversity age, gender, disability, and ethnicity affect organizational performance in the hotel industry. The study is motivated by a professional interest in how diversity and inclusion contribute to a company's success, as well as a personal desire to explore their effects on workplace environments. The purpose of this research is to investigate the effects of diversity and inclusion on organizational performance within the tourism sector, focusing on hotels. This study will assess the impact of workforce diversity and inclusion practices, aiming to determine if they positively influence company performance.

Thus, the following are the objectives of this dissertation:

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.

Additionally, by addressing the following research questions, this study aims to achieve the previously described objectives.

Five research questions are formulated based on objectives and literature review:

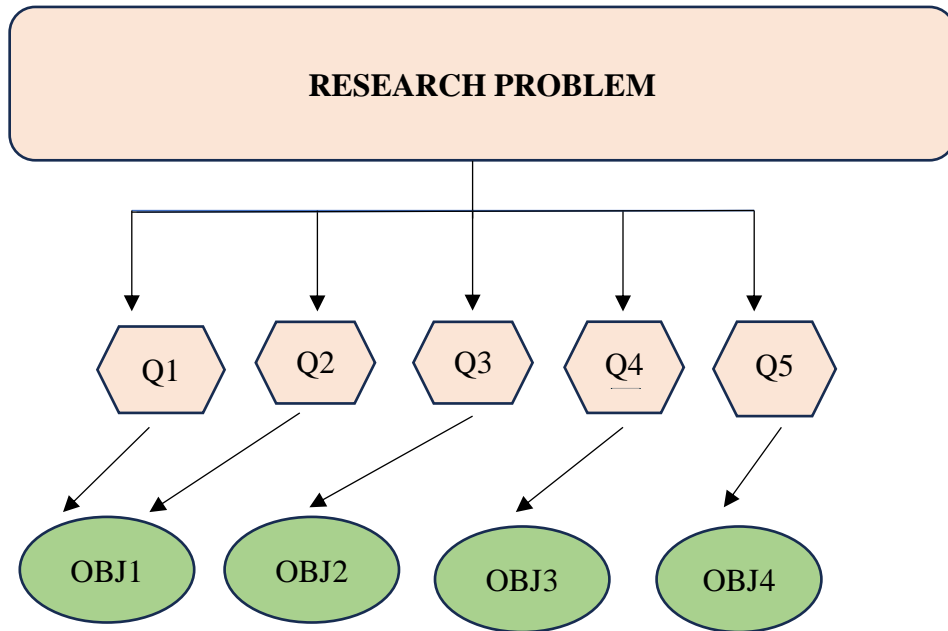
Q 1. What is the relationship between managing workforce diversity and company performance? And how does it help in achieving high performance?

Q 2. To what extent does diversity influence the performance at chosen five-stars hotels?

Q 3. What effect does promoting diversity inclusion in the workplace have on firm performance at the chosen five stars hotels?

Q 4. What is the effect of equity of the workforce diversity on organization performance at the chosen five stars hotels?

Q 5. What are the relationships between workforce diversity, employee engagement, and organization performance?



**Figure 1: The Research Questions and objectives**

*Source: Author's own compilation (2023)*

This study's research methodology is a mixed-method approach. It contains both primary quantitative and qualitative data. Both interviews and questionnaires were used to collect the necessary data for this study so the study uses systematic mixed methods (quantitative and qualitative) to identify the association between the variables, the descriptive approach as the appropriate approach for the current study. In this regard, it is defined as a research method used to describe the existing phenomena as accurately as possible (Atmowardoyo, 2018 p. 199).

The researcher uses a descriptive study to assess how workforce diversity inclusion effects on organizational performance at the workplace environment in the tourist sector in Jourdan also exploratory or qualitative methods used to support the results. Both primary and secondary data were used in this study; the secondary data came primarily from written documentation relevant to the research topic, such as books, journals, publications, and annual reports.

Therefore, this research is an exploratory study that adopts a positivism research paradigm and utilizes a deductive quantitative methodology. The researcher built a survey questionnaire tool and applied it on employees in five stars hotels in Jordan, an online questionnaire is used to collect this research primary data from human resources (HR) leaders in 13 five stars hotels in Amman the capital of Jordan, also it better that a qualitative method should be used after quantitative to support and explain the results through interview with HR mangers in 3 Hotels from the 13 five stars hotels chosen to this study.

## **1.2. 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.

## **2. LITERATURE REVIEW**

This chapter aims to explain what is already known about the research topic in a methodical way, highlight the essential ideas and theories that enhance understanding the topic, and distinguish the gap between the recent research and previous work in this area. So this chapter will cover material about the diversity definitions, dimensions, workplace diversity management and its evolution then the importance of diversity management in human resource after it will cover the organization performance then the diversity and inclusion, Finally, the theories that applied to analyze the correlations between the variables in this study and the formulation of the hypotheses will be covered in the final part of the literature review. This section will cover diversity and equity, employee engagement then the last paragraph will cover the disadvantages and failure of diversity.

### **2.1. Literature about Diversity Concept**

#### ***2.1.1. Conceptualization Definitions of Diversity***

Workforce diversity management has become vital for organizations due to business globalization, a desire for teamwork over individual effort, and changing workforce demographics, on the other hand mismanaged diversity can be detrimental to employee satisfaction and productivity.

Due to increasing globalization, diversity is a phenomenon that is becoming more common in all areas of human activity and performance, including the labor market and workplace teams.

The term "workforce diversity" was not widely used to characterize the characteristics of the labor force, until the mid-1980s, when a widely publicized report asserted that "demography is destiny" and claimed that huge changes were occurring in the labor force (Friedman & DiTomaso, 1996; Johnston & Packer, 1987). Workforce diversity refers to the many differences that exist between individuals within an organization. According to Pitts (2010), Harrison and Klein (2007), Qin et al. (2014) at the collective level, organizational diversity refers to the degree of heterogeneity among group members in terms of personal traits. In addition, any compositional disparities among people within a work unit are referred to as diversity (Roberson et al., 2017 a,b). Other literature has shown the definition of surface-level diversity (e.g., national culture, gender, age) and deep-level diversity (in terms of member background and personality i.e. gender, age, race, ethnicity, personality, attitudes, beliefs) (Jie et al.,2019). Particularly biodemographic diversity refers to differences in

immediately observable biological attributes such as gender, race, and age among organizational members, whereas job-related

diversity refers to differences in invisible, task-relevant attributes such as functional background, skills, and tenure status among organizational members (Horwitz & Horwitz, 2007). Workplace diversity (WPD) is a concept that describes the disparities among people who work in or for a company (Amaliyah, 2015). The physical, social, and psychological characteristics that define a person or a group are referred to as diversity. These characteristics include things like a person's gender, race, education, and socioeconomics background, as well as their sexual orientation, geographic location, and political opinions or religious beliefs (Dhuppar, 2015). As a result, workforce diversity has become a critical commercial concern. Firms must manage diversity both internally (among management and staff) and externally (among consumers and vendors) (i.e., by addressing the needs of diverse customers, suppliers, or contractors) (Garnero et al., 2014). Hence workforce diversity is an important research topic that includes several aspects of diversity such as organizational, cognitive, cultural, informational, and demographic variety. (Yadav & Lenka, 2020). Accordin to Joshi and Neely (2018) Diversity is a construct at the team level that denotes the variations among members of an interdependent work group with respect to particular social or cultural characteristics.

The shifting demographics of the workforce have forced many firms to re-design and rethink their organizational cultures, values, conventions, and belief systems. (Sung & Choi, 2019). Diversity studies are receiving a lot of attention due to globalization, sociocultural shifts, economic development, and individuals migrating abroad in search of better opportunities (Roberson, 2019). Diversity encompasses both visible and invisible aspects, such as age, gender, ethnicity, disability, and cognitive differences. While diversity can enhance organizational outcomes, it is inclusion actively integrating diverse groups that is critical for driving performance.

Thus, workforce diversity refers to the workers' aggregate blend of variances and similarities. Hiring a diverse range of individuals from different backgrounds will ensure an innovative workforce that can provide better products and services to clients and customers (Salau et al., 2018).

According to the various definitions, diversity in the workplace is important for both interpersonal and intergroup connections.

### 2.1.2. Diversity Dimensions

Workforce diversity has been divided into two dimensions in previous studies. The first dimension has to do with demographic factors (such as age, income, gender, and nationality) that show disparities between various individuals (Peroni et al., 2016). These visible differences, like age and gender, are often linked to immediate, observable impacts on organizational outcomes, such as performance and decision-making. The second-dimension concerns cultural characteristics (i.e., values, attitudes, and cognitions) that are not readily apparent to individuals inside an organization (Yadav & Lenka, 2020). Deep-level diversity, such as values and work experience, influences long-term organizational dynamics, fostering innovation, problem-solving, and team cohesion. Diversity criteria are generally considered to include age, gender, ethnicity and nationality, religion, and disability (Triguero et al., 2018; Urbancová et al., 2016). The integration of these diverse factors has the potential to positively influence both individual and collective performance, contributing to an organization's competitive advantage and sustainability. In addition, diversity can be divided into two types: surface and deep level (Casper et al., 2013; Kacmar et al., 2009). Surface-level diversity (e.g., gender, race) tends to have a more immediate impact, whereas deep-level diversity (e.g., values, attitudes) can contribute to more sustainable growth and a culture of inclusion. Physical features such as gender, age, race, and ethnicity are examples of surface-level variation. Deep-level diversity refers to traits that are more difficult to spot just by looking at someone's face, and includes things like education, work experience, professional competence, values, and viewpoints. Both dimensions require careful attention in diversity management to ensure that they enhance organizational performance and foster an inclusive work environment. Organizations have recently begun to make attempts to improve both surface and deep-level diversity, therefore both types must be considered in diversity management. Table (1) illustrate diversity dimensions.

**Table 1: Dimensions of Diversity**

<b>Dimensions</b>	<b>Author (s)</b>	<b>Main Findings</b>
Age	Kulik et al. (2014)	The demographic shift is virtually a fact of life in almost all developed countries today, and it is predicted to accelerate in the coming years and decades.
Gender	Gonzalez and DeNisi, (2009)	Examined the impact of gender diversity on a firm's performance

Disability	Hartnett et al. (2011)	Increasing employment and retaining individuals with disabilities is a typical goal for rehabilitation specialists.
Racial	Richard et al. (2004)	Because firms pursued a growth strategy, racial diversity was positively associated with firm performance.
Educational	Kearney and Gebert, (2009)	Educational diversity has been measured by the level of education
Functional background	Homan et al. (2007)	Through knowledge exchange and information elaboration, the presence of multiple functional views within a group might potentially contribute to improved team functioning.
Cultural	Masrek et al. (2021)	People with varied perspectives, attitudes, beliefs, norms, habits, values, trends, and traditions are considered to be part of cultural diversity, which is strongly related to racial and national distinctions.
Ethnicity	Podsiadlowski et al, (2013)	Multi-ethnic collaboration, business/social recruiting policy teams, a competency-based job classification, and a mechanism for evaluating developmental progress
Religious	Reetesh and Babbar, (2020)	Religion is considered as a fluid construct that can be difficult to detect, control, disrupt, and hazardous.

*Source: Constructed by the Author*

– *Age diversity*

Age diversity has been recognized as one of the strategic capabilities that will provide organizations an advantage over their competitors. Almost all group entities, such as families, sports teams, and workgroups with members of diverse ages, value age variety as a collective benefit. Age diversity refers to the presence of individuals from various age groups within a particular setting. Furthermore, we can observe that businesses are dealing with the reality of their workforces being older and more diverse as a result of employee aging and a labor shortage (Baltes and Finkelstein, 2011). The aging of populations is one of the major issues that industrialized societies are currently experiencing, and it also has an irreversible impact on the age distribution of the workforce in businesses (European Commission, 2012). Additionally, there is more age diversity in the workplace as a result of people working longer and companies keeping older workers (De Meulenaere et al., 2016). This increasing age diversity in the workforce not only presents an opportunity to improve organizational adaptability but also enhances inclusivity, thereby fostering greater workplace harmony and overall performance.

– *Gender diversity*

Over the last few decades, concerns about discrimination against women in the workplace and gender issues have received a lot of attention (Hedija & Nĕmec ,2021).

Human resource policies and practices that are gender-focused reflect an organization's attitude toward gender diversity. As a result of studying the literature, it has been discovered that much of the research on gender diversity and inclusion has focused on its positive impact on an organization's overall growth. Given the foregoing, it's important to consider how gender diversity and inclusion strategies might improve and boost workplace performance (Kunze et al., 2013).

The signal creates a gender-diverse workforce by giving employees the impression that the organization supports gender diversity. Therefore, having a gender-diverse workforce gives a firm a competitive advantage, which ought to result in better performance (Ali, 2016). Organizations that promote gender diversity are likely to experience not only improved organizational outcomes but also a stronger inclusive culture, driving higher employee engagement and satisfaction.

– *Disability diversity*

Disability can be defined by several aspects. According to the United Nations (UN) Convention on the Rights of Persons with Disabilities, are people who have long-term physical, psychological, intellectual, and sensory impairments, who face a variety of obstacles, and whose full and effective participation in society with others on the basis of equal rights is jeopardized (United Nations, 2010; Mazziotta et al., 2019). Furthermore, PWDs (people with disabilities) are recognized as valuable human resources with unique abilities, creativity, and talent (Hashim & Wok, 2014). Therefore, employing individuals with disabilities offers numerous benefits in various domains for all global communities (Nweiser & Dajnoki, 2024 a). The significant advancements in science, architecture, technology, and ergonomic design allow PWDs to participate more effectively in society by expanding their options and enhancing their talents (Pĕrez et al., 2018).

Hence, people with disabilities have access to organizations and are treated with respect (Houtenville & Kalargyrou, 2012). By integrating individuals with disabilities into the workforce, organizations not only promote inclusivity but also benefit from the diverse talents and perspectives that PWDs bring, ultimately contributing to improved organizational performance.

– *Ethnic diversity*

Ethnicity is derived from the Greek term *ethnos*, which means "nation" Ethnicity is one of the most prominent and important aspects of team heterogeneity (Alesina & La Ferrara, 2005). Ethnicity is

a multifaceted trait that refers to the group to which people belong, and/or are believed to belong, as a result of shared qualities such as geographical and ancestral origins, but especially cultural traditions and languages. Globalization and the implementation of workforce diversity initiatives such as affirmative action policies have led to a widespread adoption of ethnic diversity. Because of its advantages, ethnic diversity has been a driving force in international business. Hence, an increasing proportion of foreign-born workers are found in businesses as a result of increased globalization (Valenzuela et al., 2020). Diversity in immigration and ethnicity is increasingly viewed as crucial to innovation (Nathan & Lee, 2013; Pozzoli et al., 2014; Kemeny, 2012). Ethnicity is inaccurate and variable as the characteristics that define it neither stable nor easily assessed. Ethnicity differs from race, country, religion, and migrant status in various ways, although it can encompass aspects of all of these notions. As a result, researchers interested in ethnicity should collect data on such underlying elements as language, religion, birth country, and familial origins (Bhopal, 2004). Ethnic diversity can boost productivity through a variety of approaches to problem-solving or ethnic minority entrepreneurship, as well as draw in human capital, visitors, and businesses (Nweiser & Dajnoki 2024 b). Ethnic diversity in the workforce leads to enhanced creativity and innovation, while also fostering a more inclusive environment that encourages collaboration and the exchange of diverse perspectives, ultimately benefiting the overall organizational performance.

### ***2.1.3. Diversity at Workplace as Strategic Imperative***

Recent studies have linked workforce diversity to the growing globalization of twenty-first century's, which has boosted people's movement between countries and organizations' interdependence. Communication between people from different racial and cultural origins becomes more challenging as a result of globalization. For example, according to Martin and Nakayama (2007), communication with people of various ethnic, racial, and national backgrounds occurs most frequently in the workplace for many individuals. Similarly, Clive (2007), Hunt (2011) claimed that workplaces are the only venues where people from many cultures come together and collaborate, thereby enhancing and broadening an organization's relevance. Modern establishments are endeavoring to comprehend the fundamentally dynamic and interactive nature of workplace diversity (Tripathi & Ghosh, 2020). Diversity in the workplace entails not only equitable representation of various social identity groups, but also valuing and respecting differences.

Furthermore, businesses with greater diversity tend to generate more revenue from new products and services (Lorenzo et al.,2017). Every organization has a broad range of employees, managers, and executives with respect to age, gender, culture, and educational background (Tamunomiebi, & Ehior, 2019). In literature, various organizational approaches to diversity have been recognized. "Diversity strategy," "diversity orientation," and "diversity perspective" are all interchangeable phrases. Diversity is one of the most critical and complex issues of our day. Our current state, according to Vertovec (2007) is one of 'super-diversity,' a state that is less ordered and concrete than its late-twentieth-century analog. Over the past few decades, there has been a steady increase in scholarly interest in Diversity, creativity and innovation (Roberson et al., 2017;\_Anderson et al., 2014).

As the world becomes more globalized, factors that contribute to heterogeneity in the labor market and within firms are on the rise, such as demographic shifts, a shrinking population and leading to higher workforce demand, more diverse employment (Boone et al., 2019; Chen & Liu, 2018 ; Stacho & Stachová, 2015). Diversity in the workforce is a global phenomenon in both industrialized and developing nations. Diversity and inclusion (D&I) are now recognized as global business priorities; diversity is a topic that has received a lot of attention in many different areas (Nweiser & Dajnoki 2022 b). Diversity is increasingly recognized as a strategic resource that drives innovation and performance. However, inclusive practices such as equitable recruitment and leadership development are necessary to unlock the full potential of a diverse workforce, ultimately enhancing organizational outcomes.

#### ***2.1.4. The importance of Diversity Management in Human Resource***

Diversity in the workforce is regarded as one of the main challenges facing human resource management in contemporary businesses. Although more businesses are incorporating workforce diversity into their business strategies, properly managing diversity is a relatively new topic in human resource development (HRD), and much of the empirical data for evaluating specific approaches is contradictory (Pelled et al., 1999; Webber & Donahue, 2001). Diversity management has become a significant issue in the administration of both for-profit and non-profit organizations as workforce diversity has expanded due to globalization and the increasing proportion of female economic engagement (Barak, 2022). There is a strong correlation between diversity management

and success in these industries, according to research (Pitts, 2009). Numerous diversity experts and corporate leaders contend that companies that aiming to thrive in the twenty-first century need to gain competitive advantage of a diverse workforce. However, leaders and human resources (HR) managers must redefine their management and leadership in order to accomplish this successfully. The word "diversity management" is associated with the field of human resource management (Nweiser & Dajnoki, 2022 a). Diversity management (DM) can be defined as the development and implementation of procedures in companies with the primary purpose of achieving employee diversity in the workplace in a way that maximizes the benefits of diversity while minimizing the workforce's shortcomings (Stotz and Wedel 2014). Diversity management is therefore becoming an important approach in human resource management since diversity may serve as the foundation for competitive advantage. (García-Sánchez et al., 2019 ; Bassett-Jones, 2005).

The goal of achieving organizational efficiency and profitability through the promotion of varied cultural origins and values within the organization is known as diversity management (Lim, 2010). Effective HR diversity management is often considered its first step thought to begin with measuring diversity and implementing diversity management strategies (Kossek et al., 2006).

In many ways, the effectiveness of workplace diversity management depends on the HR manager skillful balancing act. Authors Luring (2011), Devoe (1999) noted that due to the rise of an internationalized corporate environment and global diversity management, managing human diversity has become a challenging daily routine task for a large number of business communities. Like other facets and phenomena in human resource management, diversity management is founded on social exchange theory, which states that positive employee returns (performance, commitment, and citizenship behavior) towards the organization as a result of the investments made by the company in its employees (pay, promotion, development opportunities, information, status, love, and so forth). (Van de Voorde et al., 2012; Paauwe et al., 2013). Additionally, employee participation in an organization has become a matter of fact rather than a point of contention in recent years, employee inclusion offers a number of advantages that have been explored in prior research studies.

The benefits of employee participation, on the other hand, become more substantial when the organization's workforce is diverse (Nweiser & Dajnoki 2022 a). Practitioners can encourage

diversity management strategies through HR procedures, as these strategies have demonstrated beneficial effects on workforce diversity (Guillaume et al., 2014). The following table number (2) summarizes definitions of diversity.

**Table 2: Summary for definitions of diversity**

Author(s)	Definition and interpretation
<u>DiTomaso et al. (2007)</u>	Workforce diversity refers to the diversity of work units in terms of cultural or demographic features that are significant and symbolically significant among group members. The diversity of work units with respect to important and symbolic cultural or demographic characteristics among group members is referred to as workforce diversity.
O'Mara & Richter, (2011)	Diversity can be defined as the embodiment of all forms of visible and invisible differences distinctions, such as those based on color, gender, ethnicity, disability, sexual orientation, education, class, rank, age, and so on.
Svyantek & Bott, (2004)	There are two types of diversity: job-related diversity and demographic diversity. Individual qualities like education, functional background, technical skills and competencies, as well as organizational aspects such as tenure or cohort participation, are addressed by job-related diversity. Individual variations resulting from observable (e.g., age, gender, race or ethnicity, and nationality) or unobservable (e.g., age, gender, race or ethnicity, and nationality) features are referred to as (e.g. personality characteristics and values).
Casper et al. (2013)	Diversity can be divided into two types: surface-level and deep- level. Surface-level diversity encompasses a wide range of physical features, including gender, age, race, and ethnicity. Deep-level diversity refers to attributes that are more difficult to spot just by looking at someone's face, and includes things like education, work experience, professional competence, values, and viewpoints.
Saxena (2014)	Employees' similarities and variances in terms of age, cultural background, physical abilities and disabilities, color, religion, gender, and sexual orientation are all examples of workforce diversity. There are no two people are exactly alike. People differ not only in terms of gender, culture, race, socioeconomic status, and psychological traits, but also in terms of their perspectives and prejudices.
Roberson et al. (2017)	Diversity refers to the differences in composition among individuals within a work unit.
Dike (2013)	workforce diversity is defined as acknowledging, respecting, and accepting individual differences regardless of race, gender, age, class, ethnicity, physical ability, sexual orientation, or spiritual practice. Diversity in the workforce is defined as honoring, acknowledging and accepting individual differences, irrespective of physical ability, sexual orientation, gender, age, class, ethnicity, race, or spiritual practice.
Wu et al. (2019)	Surface-level diversity refers to visible characteristics such as national culture, gender, and age, while deep-level diversity pertains to underlying factors like member background and personality, including attitudes, beliefs, and values
Inegbedion et al. (2020)	In a broad sense, workforce diversity refers to the variability and distinctions among employees in a company in terms of race, age, ethnicity, cultural background, talents, religion, gender, sexual orientation, language, education, lifestyle, beliefs, and physical appearance as well as their financial situation

Giovannini (2004)	diversity is defined as any dimension that can be used to differentiate groups and individuals from one another, in which these dimensions can be visible or invisible. Diversity is defined as any dimensions, whether visible or invisible, that can be utilized to distinguish individuals and groups from one another.
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Source: Author's own summary based on reviewed articles

From the above table (2) we can explain the authors definitions of diversity, as the definitions of workforce diversity vary in scope, yet they all acknowledge both visible and invisible characteristics. DiTomaso et al. (2007) highlight the symbolic importance of demographic traits within work units, while O'Mara & Richter (2011) broaden the definition to include both visible and invisible differences such as gender, ethnicity, and sexual orientation. Svyantek & Bott (2004) distinguish between job-related and demographic diversity, emphasizing that competencies and values also shape diversity. Similarly, Casper et al. (2013) separate surface-level diversity (e.g., race, age) from deep-level diversity (e.g., beliefs, experiences). These varying perspectives underscore the multifaceted nature of diversity, suggesting that focusing on both surface-level and deep-level traits is crucial for understanding organizational dynamics. In the tourism sector, this broader view can improve teamwork and customer service by addressing both observable and underlying differences. Effective diversity management involves fostering an inclusive culture through practices like mentorship programs and cultural competence training. These initiatives promote employee engagement and contribute to better organizational performance, making HR practices essential for managing diversity and inclusion successfully. Beyond the primary dimensions of age, gender, disability, and ethnicity, diversity in the workplace also includes factors such as sexual orientation, religion, and cultural background. Recognizing and effectively managing these dimensions is crucial, as they influence employee engagement, innovation, and organizational performance. Organizations that embrace a broad view of diversity are better positioned to leverage these differences to improve outcomes and foster a more inclusive workplace culture.

### ***2.1.5. Importance Value of Diversity***

Why is diversity essential in organizations? Workplace diversity is growing globally, and it is clear that this can lead to both benefits and challenges (Shore et al., 2018).

Diversity is essential in creativity, innovation and growth in organizations because it may be challenging to generate fresh ideas from homogeneous teams with identical thought processes and working styles. Additionally, diversity within teams, companies, and individual workers has become a source of competitive advantage in today's intricate business environment.

This advantage can enhance innovation at several levels of analysis (Hundscheil, 2022).

To achieve growth and innovation, organizations must create policies and procedures that can support business partnerships, mergers, and acquisitions across national borders.

Additionally, these organizations need a diverse workforce to operate effectively, which can be accomplished by recruiting, educating, and keeping workers from a range of backgrounds, irrespective of their race, gender, age, ethnicity, nationality, language, religion, functional, educational, or disability (Yadav & Lenka, 2020).

Therefore, workforce diversity should be expected to manage individuals with diverse knowledge, skills, interests, preferences, and so on. In another sense, it will create an environment free of prejudice based on age, gender, ethnicity, functions, abilities, expertise, and other factors.

Obviously, a diverse workforce within the company guarantees the presence of workers who comprehend the various customer categories and market demands, which helps the company enter new markets and strengthening its position in already-existing ones, ensuring its success. (Charta der Vielfalt, 2014). All advanced industrialized economies have seen an increase in labor market diversity, and this is true in the workplace as well (Kirton, 2020 P.49).

Therefore, organizations with a diverse workforce are better able to comprehend the needs of their consumers and hence provide better services (Wentling & Palma-Rivas, 2000). Additionally, diversity brings value through diverse perspectives and innovative solutions, but this value is realized only with inclusive practices. Research suggests that organizations that prioritize both diversity and inclusion experience improved employee satisfaction, engagement, and performance.

## **2.2. Workplace Diversity Management**

In recent years, the management of diversity has received more attention due to a variety of factors, including changes in the workforce's demographics, a larger customer base, laws pertaining to equal employment opportunities, a lack of higher-level skills, affirmative action programs and positive discrimination, the entry of more women and part-timers into the workforce, shifting social

attitudes, growing internationalization and a more global environment. Diversity management (DM) refers to a collection of managerial actions aimed at establishing friendly, productive working relationships and/or growing diversity.

Furthermore, to create and maintain a positive work environment that values the similarities and differences of individuals is the stated goal of diversity management (Patrick & Kumar, 2012).

It is a manager's ability to achieve organizational success by maximizing the similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, ethnicity, religion, sex, personality, values, attitudes, perception, and cognitive style, as well as personality, values, attitudes, perception, and cognitive style.

By maximizing the similarities and differences between employees in terms of age, physical abilities and disabilities, cultural background, race, ethnicity, sex, religion, values, personality, attitudes, perception, and cognitive style, managers ability can achieve organizational success (Miebi, 2014).

Managing diversity in today's organizations is a difficult issue that necessitates a varied strategy; to be successful, programs must be aligned with organizational missions. That is, it must be incorporated into the agency's overall operating strategies and objectives (Ewoh, 2013). A diversity policy acknowledges that there are differences among employees, and that if these differences are properly managed, work can be done more efficiently and effectively.

It is not exclusively concerned with issues of discrimination, but rather with acknowledging differences among people.

According to Kandola and Fullerton (1994) the notion of managing diversity is "based on the premise that harnessing these differences will produce a productive workplace in which everyone will feel appreciated, their abilities will be fully used, and organizational goals will be attained." Corporate diversity management techniques' primary goal is to use diversity to maintain or improve organizational effectiveness (Srinivasan, 2015).

Furthermore, Companies must accept and celebrate differences in their workforce, according to the access and legitimacy paradigm of workforce diversity management, so that the diversity within the company matches the diversity found among the company's primary stakeholders, such as customers, suppliers, and the community. According to the access and legitimacy paradigm of

workforce diversity the companies should accept and value the diversity of their employees within the company so that the diversity within the company matches the diversity found among the company's primary stakeholders, including the community, suppliers, and customers.

As a result of this concept under the access and legitimacy paradigm, every firm must hire a diverse staff. The notion of diversity management has gained significance in light of globalization and the worldwide mobility of individuals (Al Ariss & Sidani, 2016).

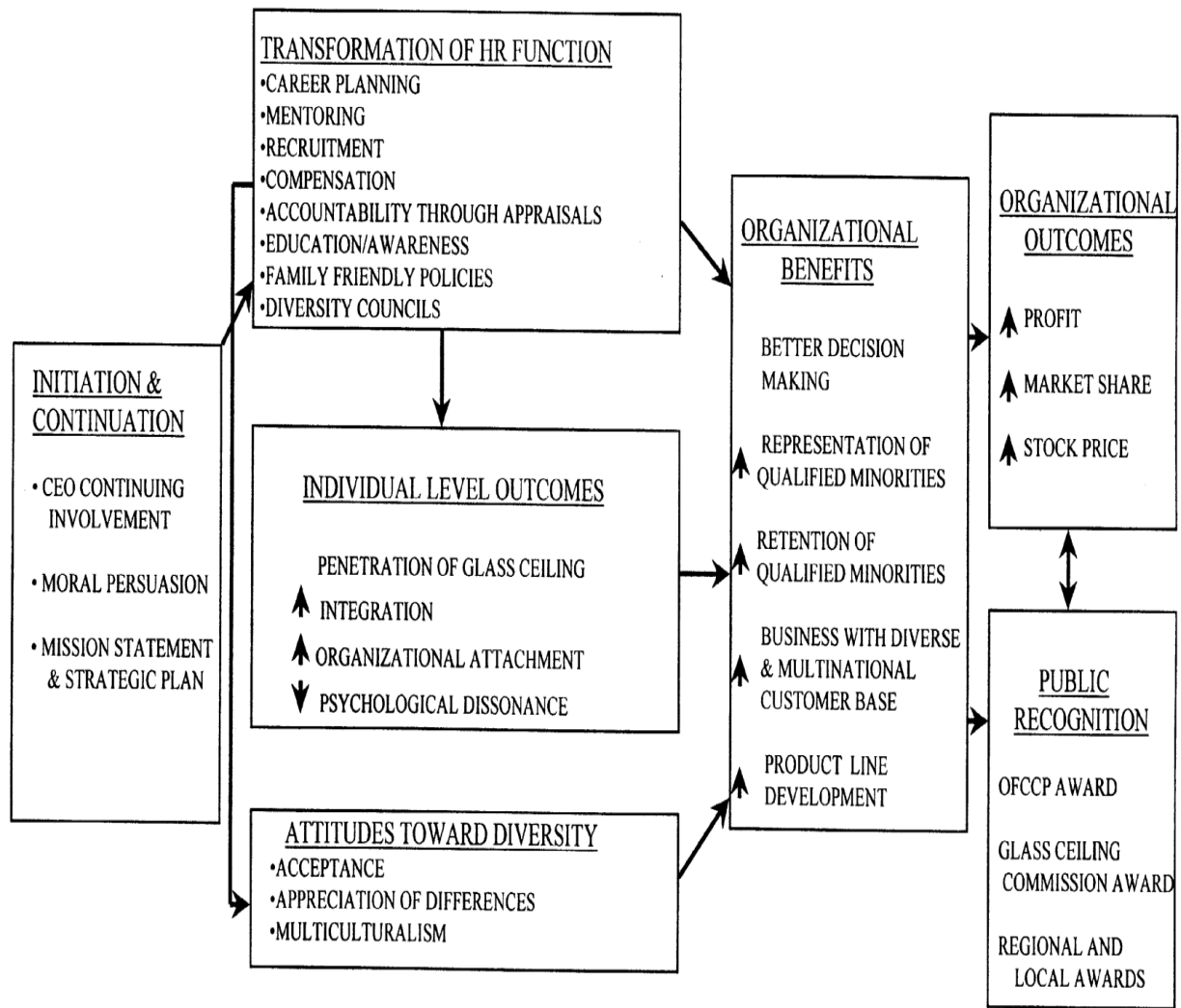
### ***2.2.1. Effective Diversity Management Practice***

Diversity management policies have been the topic of numerous research in both the public and private sectors human resource management fields during the last two decades (Hays- Thomas, 2016; Meena & Vanka, 2017), the following 7 (seven) processes can be used to carry out management implementation practices: (1) selection, (2) evaluation, (3) training, (4) remuneration, (5) control, (6) identity free, and (7) group practice.

According to Gündemir et al. (2017), diversity management can be implemented by placing full trust in minority personnel during the execution of carrying out organizational operations. Diversity management can be implemented, according to (Kundu & Mor, 2017), by maintaining a positive work environment, ensuring employees have the opportunity to grow their competence, and enhancing employee self-development.

Hence diversity management is implemented through aligning all employee differences, reducing any negative consequences, and honoring individual differences through diversity promotion (Lee Cooke & Saini, 2012). In addition, Gilbert et al. (1999) presented a useful model that takes into account the causes and effects of diversity management.

The idea behind this methodology is to combine statistics and tales from real-world business situations. Positive diversity outcomes, according to this integrated model, are caused by particular factors which are illustrated in figure (2) as follow:

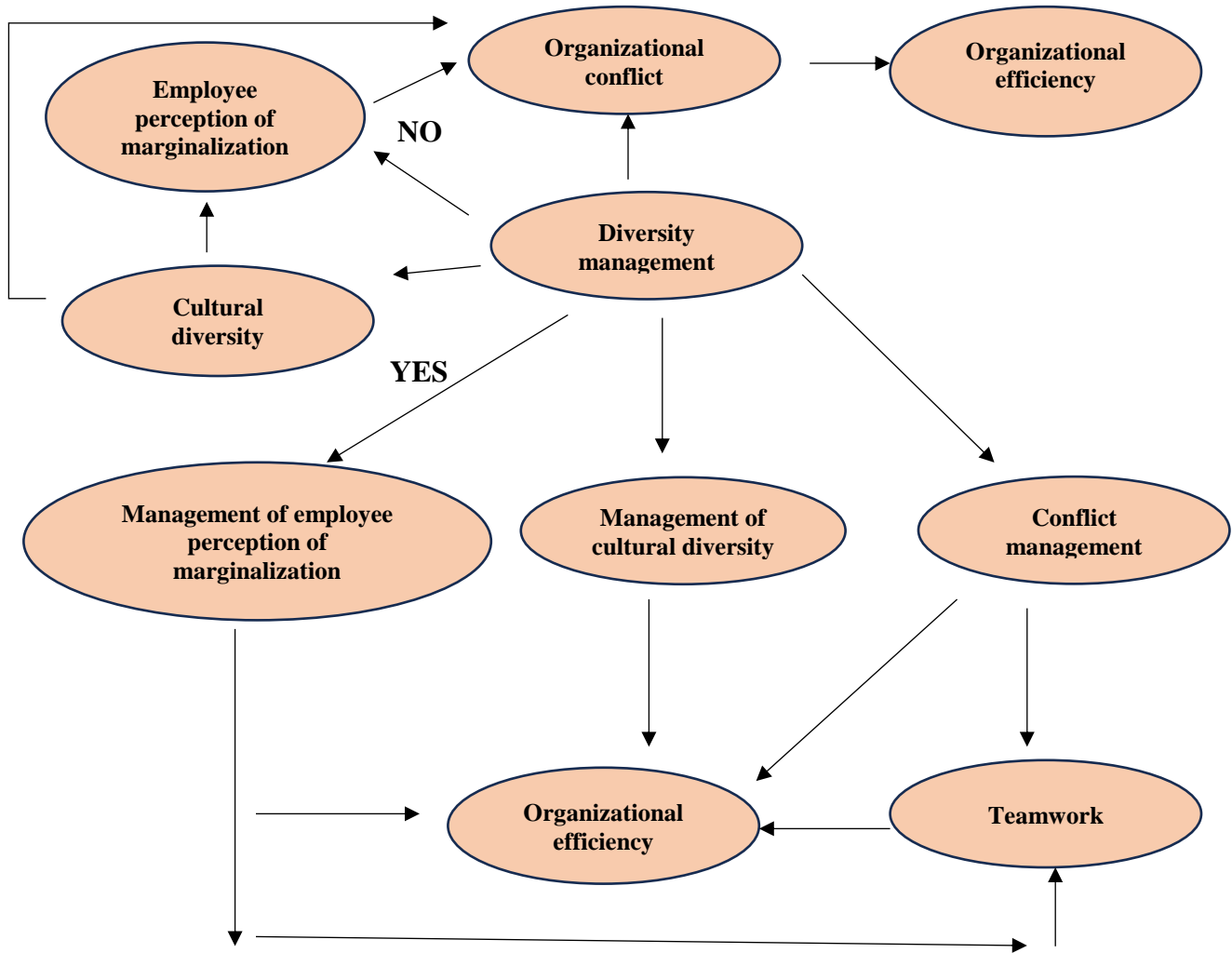


**Figure 2: A model of effective diversity management**

Sources: (Gilbert et al., 1999)

Subsequently, the goal of Inegbedion et al. (2020) model of Diversity Management is to enhance organizational efficiency. This model explains how diversity management affects organizational efficiency based on the findings. If the organization does not manage diversity, the model indicates that employee perceptions of marginalization and cultural variety lead to organizational conflict; organizational conflict leads to inefficiency. If there is diversity management, however, the

management of employees' perceptions of marginalization, cultural difference, and conflict will be prioritized, the model is illustrated shown in figure 3 below:



**Figure 3: Model of Diversity Management and Organizational Efficiency**

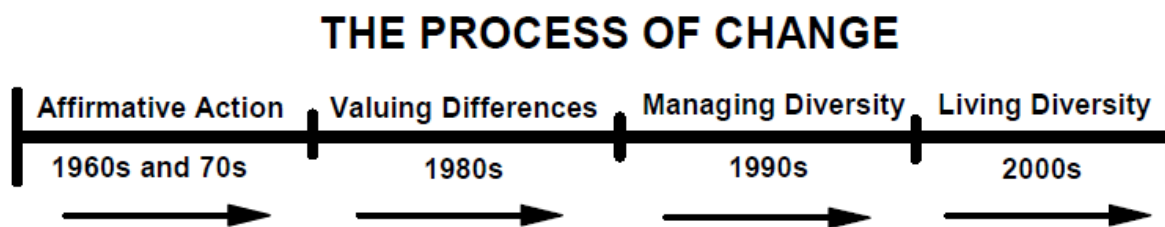
Sources: Created by author based on (Inegbedion et al., 2020)

Furthermore, the role of HR organizations in managing diversity is crucial as they are the key drivers in creating an inclusive workplace culture. HR departments are responsible for implementing policies and practices that promote diversity and ensure that all employees, regardless of their background, feel valued and included. HR professionals play an important role

in reducing biases during recruitment, providing training to foster cultural awareness, and creating a supportive environment where diverse employees can thrive. By managing diversity effectively, HR can contribute to greater organizational performance, as inclusive practices lead to better collaboration, creativity, and overall employee satisfaction.

### 2.2.2. *The Evolution of workforce Diversity*

Employers have struggled to manage diversity for decades, but in the last 20 years, organizations have become more aware of inequalities in gender, color, ethnicity, sexual orientation, religion, age, and other characteristics. The main accomplishment of the 1960s and 70s, giving people access to the system. Although managing diversity has been a challenge for employers for many years, companies have become increasingly aware of disparities in gender, color, ethnicity, sexual orientation, religion, age, and other attributes over the past 20 years. Giving people access to the system was the primary achievement of the 1960s and 1970s. The focus in the 1980s was on "valuing differences." While the challenge in the 1990s was "managing diversity." However, in the twenty-first century, schools and businesses must be concerned with "living diversity" (see graphic /figure 4, The Process of Change). The complexity of labor management has increased due to globalization, which has placing diversity at the forefront of concerns confronting global, American, and European businesses. The importance of workforce diversity has grown as a result of rapid internationalization and globalization. A cross-cultural and multicultural workforce is a prevalent thread in enterprises worldwide, not only in Western economies (Onday, 2016). As a result, diversity has become a " with a hyphen " topic in the realms of politics, law, business, and education.



**Figure 4: The process of change**

*Source: Onday, (2016)*

### **2.3. Diversity and Several Key Organizational Outcomes**

In the literature review exploration of diversity's impact on organization, the following literature will explore the relationship between diversity and several key organizational outcomes. First, research literature examines how diversity influences organizational performance and inclusion, demonstrating that a diverse workforce brings varied perspectives that can drive innovation and enhance problem-solving capabilities, ultimately improve overall performance. Then, examine the connection between diversity and equity, highlighting the importance of equitable policies and practices that ensure all employees have fair access to opportunities, which helps in fully realizing the potential of a diverse workforce. Next, the literature also explores the relationship between diversity and employee engagement, emphasizing how inclusive work environments that foster a sense of value and support for different people can increase motivation, also engagement among employees is a good indicator of an organization's performance.

#### ***2.3.1. Diversity and Inclusion***

Inclusion refers to how members of a group are treated and how they feel, whereas diversity describes the differences within that group. Roberson (2006) empirically demonstrates that inclusion and diversity are two distinct yet overlapping ideas. Due to the increasing diversity in their workplace, organizational leaders are realizing the important of fostering inclusive environment (Nishii & Rich, 2013).

Hence, the diversity of their workforces continues to present both challenges and opportunities for organizations. Scholars are increasingly focusing on inclusion to encourage a diverse workforce and enhance workplaces (Shore et al., 2018).

Mor Barak and Cherin (1998) define inclusion as the ability of individuals to access information and resources, participate in workgroups, and influence decision-making processes. Inclusion emphasis how people feel a part of vital organizational activities rather than focusing on difference as an organizational commodity with monetary value. Thus, inclusion refers to the use of diversity to build an egalitarian, just, productive, and efficient society or organization where people feel valued and accepted despite their differences (O'Mara. & Richter, 2011). Inclusion, according to Roberson (2006 P.217), is defined as "the removal of barriers to employees' full involvement and

contribution in companies. A diverse workforce fosters greater innovation; such benefits is unlikely to occur without inclusion (Offerman & Basford, 2014)

It's clear that promoting diversity and inclusion within teams inside organizations has become a successful strategy for increasing innovation, enthusiasm passion, creativity, and organizational effectiveness (Kaur & Arora, 2020). Scholars are searching for strategies to incorporate a variety of individuals into businesses (Thomas & Ely, 1996). One area of research that is growing in this field is the establishment of workplaces environment where various individuals feel included (Bilimoria et al., 2008; Roberson, 2006). Some critics believe that diversity and inclusion are inextricably linked, in this aspect, diversity is viewed as a necessary precursor to inclusion, whereas inclusion is viewed as a necessary antecedent to diversity. (Oswick & Noon, 2014), whereas the study conducted by Roberson (2006) suggested that a new language in the field of diversity has emerged that replaces the term 'diversity' with the phrase 'inclusion.' The degree to which employees feel included is defined as inclusion. in crucial organizational activities such as decision-making, participation in critical work groups, and access to information and resources (Mor Barak, 2008; Roberson, 2006).

Knowing how to capitalize on the commercial advantages of diversity and inclusion is important for global corporations that operate in multiple geographies. This highlights the fact that anti-discrimination standards (such diversity and inclusion) are still thriving fields in the near future. An individual's sense of belonging to the organizational system in both formal and informal processes such as information access and decision-making channels as well as informal processes like lunch meetings, where decisions are made informally and information is shared is referred to in the workplace as inclusion-exclusion (Mor Barak, 2014, p. 155). Consequently, the degree to which an employee feels himself as a valued member by the team because they are treated according to their needs for individuality and belonging is known as inclusion. (Shore et al., 2009). So, whereas inclusion tries to improve the participation and commitment of all employees, whereas diversity focuses on individual differences (as a count) (Roberson, 2006). We can expect the inclusion discourse, as well as the rhetorical distance from diversity, to continue to increase in popularity, notwithstanding a drop in the diversity discourse (Oswick & Noon, 2014; Ferdman & Deane, 2014; Jonsen, et al., 2011). This definition of inclusion also demonstrates that it is more advanced than diversity since it goes beyond simply listing demographic differences to indicate how they could

affect how individuals collaborate to accomplish organizational goals. (Shore et al., 2011; Roberson 2006). Although some HR professionals differentiate between diversity and inclusion, both terms are frequently used interchangeably in business communications. Roberson (2006) study sought to determine how human resource officers differentiate between the term's diversity and inclusion, concluding that HR professionals define diversity as demographic group composition, whereas inclusion is defined as organizational processes aimed at increasing employee participation and ensuring that diversity benefits are realized. This indicates that diversity and inclusion are seen by HR professionals as two different concepts, with diversity often being a prerequisite for inclusion but not always imply inclusion. Although there are important and useful differences between diversity and inclusion, it should be noted that the terms are increasingly being used interchangeably to refer to any diversity and inclusion-related policies and practices, particularly in corporate communications. It has been suggested that diversity, and now inclusion, are used as marketing tools to portray the company in the best possible light (Gatrell & Swan, 2008).

Therefore, it is noteworthy that diversity and inclusion are employed as a standard term in regular corporate communications in everyday usage, with less emphasis on their subtleties.

### ***2.3.2. Diversity and Equity***

The concepts of diversity, inclusion, and equity (DIE) are all interconnected. The concept of diversity is predicated on the notion that individuals can utilize a variety of classifications, that is known as diversity dimensions, to categorize themselves and other people. Hence, workforce diversity has evolved into a key strategic advantage as many organizations believe they have a responsibility to do so to enhance organizational equity and fairness (Mor Barak, 2015; Ng & Sears, 2012). Therefore, handling (or managing) diversity in a way that promotes maximum inclusion and, consequently, the greatest amount of equality seems to have become essential. To ensure that all groups to achieve comparable, positive results, equity involves providing additional or alternative resources (Beavers, 2018). Furthermore, in the fields of entrepreneurship, industrial relations, human resources management, and other organizational studies, the terms diversity, equity, and inclusion are frequently employed (Raimi, & Kah, 2022 P.22). To advance toward more socially fair organizations, leaders must proactively address concerns of equity and inclusion. By incorporating "a workplace vision of equity, fairness, dignity, and respect across lines of

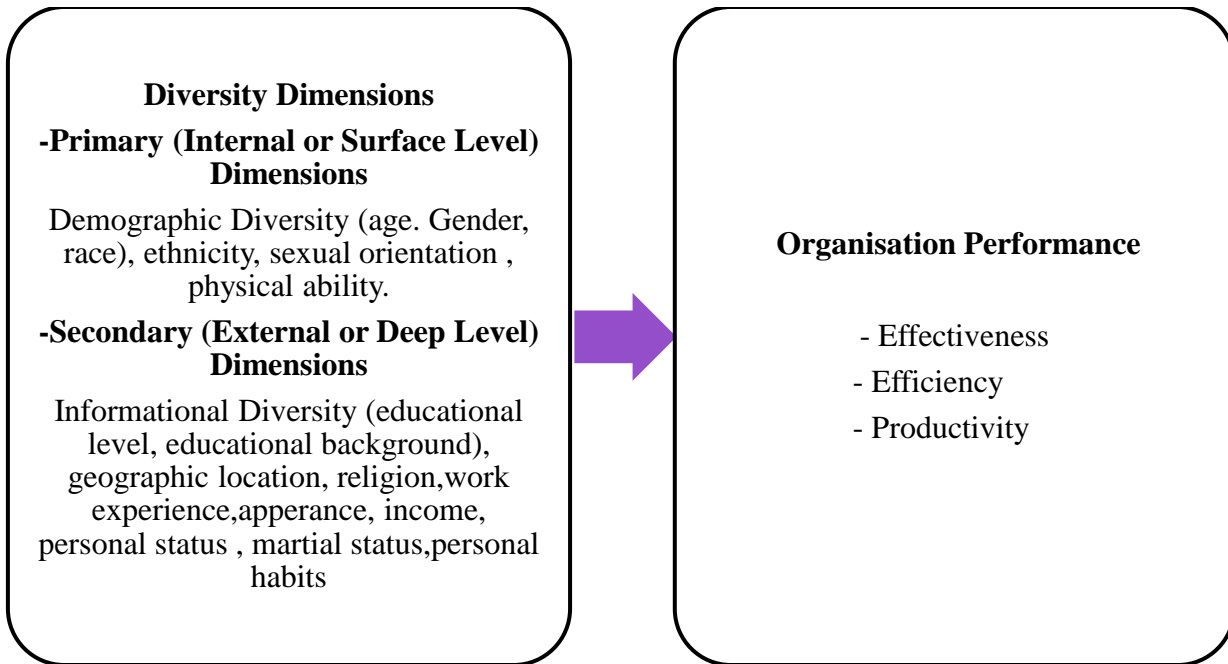
differences" (Byrd, 2018), organizational social justice aims to counteract the privileges enjoyed by the majority group, hence preventing the marginalization of minority groups (Byrd, 2018). Most often, when equality is brought up, it is in the context of equality of outcome, equality of opportunity, or, less frequently, equality of treatment (Fleurbaey et al., 2017), equality of outcome, or, less frequently, equality of treatment (Klarsfeld et al., 2016; Dahlerup, 2007;) for all employees, regardless of their diverse demographics or backgrounds. Organizations typically portray their efforts to advance any of these forms of equality as morally admirable or good, though they rarely emphasize this as being their primary incentive (Guarnieri & Kao, 2008; Demuijnck, 2009). Equity ensures equal opportunities for diverse employees, addressing systemic barriers and promoting fair treatment. When organizations prioritize equity alongside diversity, they enhance employee engagement and improve organizational performance, as equity fosters a sense of belonging and fairness.

### ***2.3.3. Diversity and Organization Performance***

This review clearly indicates that workforce diversity is one of the important tools for organizational performance. In today's business world, diversity has an impact on many sectors of life, particularly the business world. It's impossible to find a company that doesn't cater to people from all walks of life. As a result, in this era of globalization, no company can survive without a diverse workforce. It is more capable of coping with variety within the organization and seeing clients with varying demands if it has a diverse workforce. The function of diversity management in respect to the connection between workplace performance and diversity has been the subject of several recent studies (Groeneveld, 2011; Choi & Rainey, 2010; McKay & Avery, 2015; Ng & Sears, 2012). Therefore, businesses have invested heavily in managing diversity. Furthermore, throughout the past three decades, a wealth of diversity research has looked at the benefits of diversity for performance, creativity, innovation, and the ability to solve problems and make decisions (Yang and Konrad, 2011). Initiatives such as promoting an inclusive corporate climate or prioritizing diversity in employee recruiting are examples of diversity management initiatives in which employees act as operative agents in the link between organization performance and worker diversity (Choi & Rainey, 2010; Pitts, 2009). Additionally, there is mounting proof that a plurality of viewpoints promotes innovation and creativity in a range of fields (Rock & Grant, 2016) and produces superior outcomes (Hoogendoorn et al., 2013). To fully realize the potential benefits of

workforce diversity, organizations must implement effective diversity management strategies that promote inclusion, understanding, and collaboration among employees from different backgrounds. These strategies include providing diversity training, fostering open communication, and establishing policies that ensure fair treatment for all employees. When implemented properly, diversity management can lead to higher innovation, better problem-solving, and an enhanced organizational culture that attracts and retains top talent. Once an organization's workforce is very varied, the organization's ability to successfully manage its diversity determines the potential beneficial effects of its composition. A business runs the danger of low team cohesion and high levels of conflict without effective management, both of which have a detrimental effect on production (Cho et al., 2017). In comparison to homogeneous groups, McLeod et al. (1996), Wilson and Iles (1999) discovered that a diverse workforce has a higher-quality idea answer to brainstorming activities, exhibits more integrated behavior, and can enhance organizational profitability, effectiveness, and efficiency. Moreover, organizations that fail to manage diversity effectively may experience challenges such as employee disengagement and lower morale, leading to negative impacts on performance. On the other hand, organizations that embrace and manage diversity well are better positioned to adapt to changing market conditions and client needs, resulting in improved organizational outcomes and a stronger competitive position.

Implementing diversity management increases the strength and size of the organization as demonstrated by (Urbancová et al., 2020) that implementing diversity management can boost employee retention, motivation, and, as a result, the quality of the organization's work environment. This effect grew in importance due to globalization, which was driven by technological advancements that brought people from diverse cultures and backgrounds together (Jencek & Krepl 2008). Hence, many businesses and organizations seek to implement diversity management program because it provide a competitive advantage (Bassett-Jones, 2005; Manoharan & Singal, 2017; Thomson et al., 2019; Urbancová et al., 2020). Diversity also offers firms a great chance to innovate and enhance performance. Moreover, diversity can enhance performance by broadening perspectives and improving decision-making. However, the positive effects of diversity are contingent on inclusive practices. These practices help create an environment where diverse employees are valued, leading to improved performance outcomes.



**Figure 5: Framework illustrates all kind of workforce diversity linking organization performance**

Source: Created by author

#### ***2.3.4. Organizational Performance***

The performance of employees has been a vital matter for all organizations regardless of their sector, as organizations become more diverse, maintaining high performance becomes a challenge. Regardless of the sector, employee performance has always been a vital matter for all organizations. However, as organizations grow more diverse, it becomes a challenge to sustain excellent performance. Hence, business decisions have always been significantly influenced by organizational performance. In the first ten years of the twenty-first century, the definition of organizational performance mainly concentrated on an organization's capacity and ability to use available resources efficiently in order to accomplish goals that are both relevant to its users and consistent with the company's established objective (Peterson et al., 2003).

In this definition, the three general elements of Organization performance, “effectiveness,” “efficiency,” and “relevancy” have been taken into consideration.

In contrast, it is believed that an organization's performance can cover a wider range of topics, including stakeholder satisfaction (relevancy), organizational resources (efficiency), and the relationship between performance and organizational goals (effectiveness). Diverse workforces contribute to a broader array of ideas, enhanced problem-solving, and a more adaptable and innovative approach to market demands. Diverse teams can drive innovation by bringing different viewpoints to decision-making, which helps organizations stay ahead of competitors and respond to shifting consumer needs more effectively.

Therefore, a company's prospective success is determined by its organizational performance, which refers to its ability to effectively implement plans in order to meet institutional goals (Randeree & Al Youha, 2009). Organizational performance is defined by a variety of factors, including business model effectiveness, efficiency, and outcomes (Boyatzis & Ratti, 2009; Ryan et al., 2009). The performance of any organization depends in large part on the level of skill its leaders possess when it comes to implementing strategies. Cho and Rainey (2010) define organizational performance as a company's performance in relation to its goals and objectives.

In addition, Tomal, and Jones (2015) describe organizational performance as an organization's actual results or outputs as measured to its expected outputs.

Since an organization's efficacy is determined by the effectiveness of each of its individual employees, employee performance can be partially described as a function of leadership (Mastrangelo et al., 2014). Leaders who foster an inclusive culture can unlock the potential of diverse employees, creating an environment that nurtures high performance and drives overall organizational success. Effective leadership in a diverse workplace integrates diversity as a strategic asset, fostering collaboration, innovation, and long-term competitiveness.

#### ***2.3.5. Diversity Practices and Inclusion in Promoting Employee Engagement***

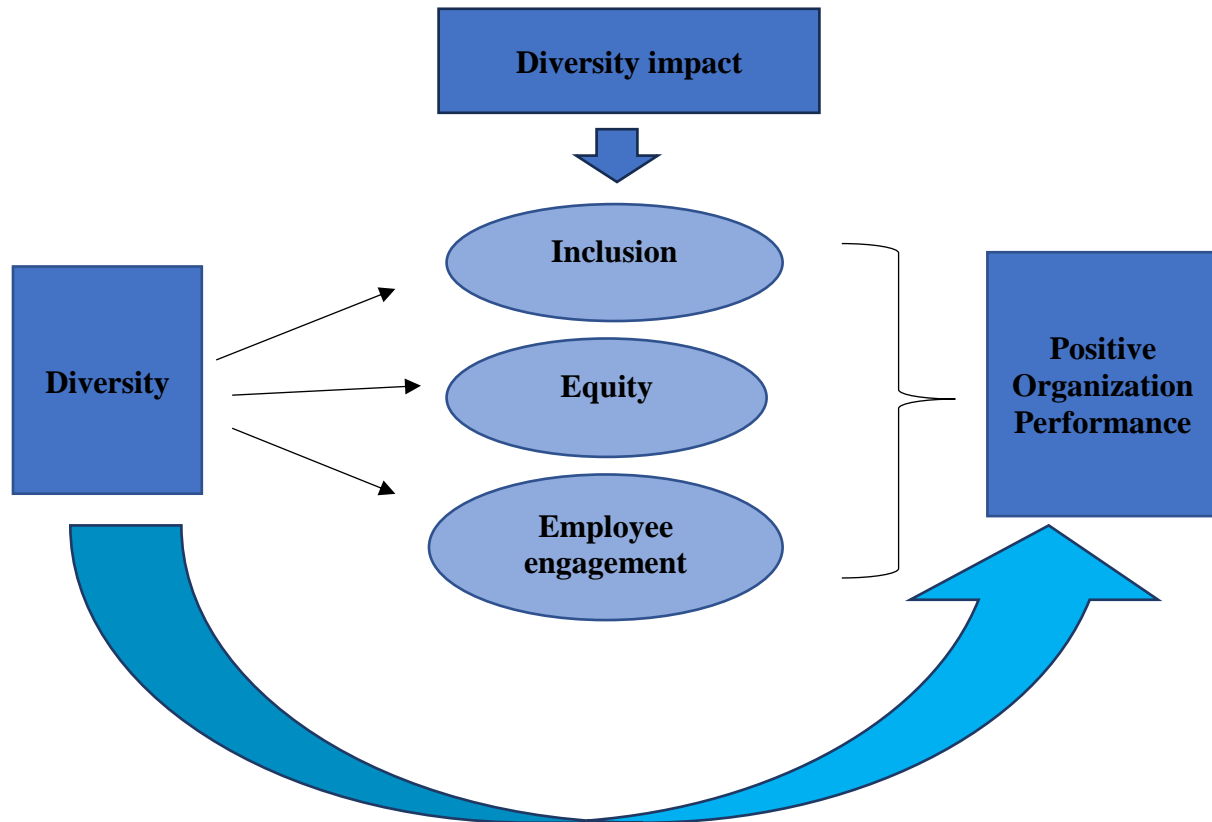
In management theory and practice, employee engagement is an important issue (Sun & Bunchapattanasakda, 2019). Diversity initiatives can have major benefits for corporations and their employees. Harter et al. (2002) describe employee engagement as "individual involvement and satisfaction with, as well as excitement for work." According to the literature on employee engagement, workers who are involved in their organizations perform better and so have a beneficial impact on the organization's performance. Hence, employee engagement has been linked

to organizational success because engaged workers are passionate about their work, which leads to improved performance (Meyer, 2017). Diversity inclusion and employee engagement (EE) are all attempts to attain the same goal. By recognizing and honoring employee diversity through engagement and inclusion, these initiatives together have the potential to improve organizational performance (Pleasant, 2017). Whether or not employee engagement and diversity plus inclusion should be addressed in sequence or concurrently, they both play a critical role in human resource management. Furthermore, diversity practices are linked to a climate of trust, which is positively correlated with employee engagement. Additionally, inclusion moderated the association between diversity practices and the climate of trust. Additionally, inclusion interacts to promote an environment of trust and employee engagement.

Companies that focus on fostering employee engagement can expect to enjoy the benefits of a high-trust environment, including increased employee well-being, improved performance, positive workplace relationships (Downey et al., 2015). According to (Goswami & Goswami, 2018), employee engagement is a reliable indicator of an organization's success also employee engagement is positively associated with inclusion.

Because it is understood that an engaged employee has an emotional attachment to the firm, which might lead the employee to invest more energy on his or her work (Beardwell and Thompson, 2017), engagement is directly linked to improved business performance (Torrington et al., 2014). Diversity enable companies attract and retain employees by providing access to a wider range of talent, not just from a particular worldview., as well as improve employee engagement (EE) and business performance (McCausland, 2021).

In the other hand Inclusive leadership and diverse teams contribute to higher levels of employee engagement, which in turn drives organizational performance. Employees who feel included and respected are more likely to be motivated and productive, demonstrating the importance of inclusion in managing diversity.



**Figure 6: Proposed research conceptual model of workforce diversity leads to effective organizational performance**

Source: Author Own Editing

#### **2.4. Disadvantages and Failure of Workforce Diversity (Challenges of Diversity)**

Unexpectedly, diversity has a bigger impact on the workplace than one may think. Studies have shown that putting together a team of individuals with similar ethnic backgrounds and mindsets may result in conflicts and decreased productivity (Sharma, 2016). Diversity in the workplace has many advantages, like greater creativity, innovation, and a wider spectrum of viewpoints, but it also presents some challenges. The possibility of communication obstacles resulting from linguistic, cultural, or communication style variations is one drawback that can impede productive cooperation and teamwork. Prioritizing the "problems" of diversity, such as bias, discrimination, affirmative action, and tokenism, dominated diversity study in the past (Shore et al., 2009). Studies show that diverse teams generally perform better due to the variety of perspectives and skills they bring,

leading to more innovative solutions. However, if not managed well, diversity can also negatively impact team effectiveness, as differences in communication styles and work approaches may lead to misunderstandings and conflict. Proper management is key to ensuring diversity enhances team performance. Many businesses, on the other hand, oppose diversity management since it is viewed as a choice rather than a legal duty. Furthermore, many consider it to be a time-consuming and costly technique to adopt (Sharma, 2016). Other difficulties include communication breakdowns, cultural incompatibilities, and delayed decision-making (Jackson & Joshi, 2004). The increase in confrontations is a disadvantage of workplace diversity. Conflicts arise when two or more people or organizations disagree about a topic or condition. Conflicts arise mostly as a result of diversity leading to ignorance. Additionally, because people may have different values, views, or expectations, managing diversity can occasionally result in conflicts or misunderstandings if done improperly. Diversity can result in conflicts (Chua, 2013), lower job satisfaction and commitment (Findler et al., 2007), and worse team cohesiveness and coordination, which lowers morale among employees (Chow, 2018). Every one of these components has the potential to negatively impact an organization's earnings in the long run by lowering productivity and fostering discrimination. Furthermore, other research shows that diverse types of teams and organizational diversity have been shown to increase conflict, impair social cohesion, and increase turnover (Jackson et al., 2003; Webber & Donahue, 2001). Apparently, employing a diverse team does not ensure organizational effectiveness.

As stated by Dobbin and Kalev (2019) many diversity projects, unfortunately, fail before achieving any level of success, several solutions are created with little to no consideration for diversity, which is why some organizations' diversity programs fail quickly (Davidson, 2011). Diversity also entails a fairness practice, in which we should observe differences without passing judgment or determining if the judgment is important (Johnson, 2011). Because minority group members deal with bias, discrimination, and stereotyping on a daily basis, perhaps it's possible that some diversity programs fail because organizations aren't prepared to see it without judgment or don't have well-established policies surrounding fairness (Aghazadeh, 2004).

Diversity among employees is a crucial business problem since it can give a company a competitive edge when interacting with a varied customer or foreign markets. Nonetheless existing societal disadvantages for minorities, as well as possible conflicts arising from perceived disparities, must

be acknowledged. Varied perspectives on the benefits and drawbacks of diversity in the workplace should result in different ways to diversify and manage diversity.

## **2.5. Diversity in Tourism Sector**

In this era of technological evaluation, as new and original innovation is introduced in business, the hotel industry is growing rapidly. Additionally, a country's economic development is directly correlated with the expansion of its hospitality sector, which in turn contributes to the overall growth of the nation as a whole. The hospitality and tourism sector gained importance worldwide and is expanding in many countries. Furthermore, employees in the hotel and tourism industries often encounter higher level of inclusivity and diversity.

The hospitality and tourism business are significantly impacted by the current trend of globalization (Reisinger, 2009). According to Lee-Ross and Pryce (2005), employees in the hospitality sector come from a variety of cultural and ethnic backgrounds. In addition, Hotels need to be creative stand out from the competition, accomplish their goals, enhance customer service, and to develop new products (Wong and Pang, 2003). Furthermore, workplace diversity is the categorization of individual personality qualities within a company, and it is now broadly acknowledged in the hospitality industry (Durrani & Rajagopal, 2016).

Nevertheless, employees hired in the hospitality sector must come from a diverse background with varying demographic characteristics, such as age, region, caste, gender, religion, and educational attainment. This is crucial since the profitability and effectiveness of hotel organizations depend on the satisfaction of a variety range of consumers; only when customers are happy does hotel performance improve. Customers' satisfaction is dependent on the quality of the services offered by employees, hence it is necessary to have a diverse workforce so that customers may receive the finest services and feel comfortable. However, in order to manage a diverse workforce, suitable diversity management practices must be in place (Nguyen et al., 2022). In the global tourism sector, workforce diversity is a key driver of innovation and improved customer service. Organizations that embrace diversity are better equipped to meet the needs of a diverse clientele, enhancing their competitive advantage. By fostering inclusive environments, tourism companies improve employee engagement and gain a deeper understanding of global market demands, ultimately contributing to better performance outcomes.

### ***2.5.1. Tourism Industry and Hotels Sector in Jordan***

Tourist sector is considered as Jordan's second-largest private sector employer thus, the tourism industry is a significant contributor to the economy of the country and generating 13% of Jordan's GDP (gross domestic product) according to the Jordan tourist Board (2010). However, the potential of Jordan's tourism sector, is not being fully realized.

Jordan, a country with a rich historical legacy and tens of thousands of ancient monuments, relies on the tourism industry for its economic prosperity. It ranks second in terms of foreign exchange profits and is the most productive private sector in the nation. Jordan boasts some of the finest hotels and resorts in the region, with renowned brands like Hilton, Fairmont, and Four Seasons having properties there. Additionally, numerous boutique hotels are scattered across the country, providing travelers with more authentic and personalized experiences.

The hospitality and tourist sector, which contributes around 13% of Jordan's GDP, is the country's second-largest employer, according to the Jordan tourist Board (2010). According to the Jordan Hotel Association, in 2010 the hotel sector in Jordan includes around 210 establishments, ranging from one-star to five-star ratings, and accommodates over 2.6 million visitors (Jordan Tourism Board, 2011; Ministry of Tourism and Antiquities, 2011).

### ***2.5.2. Diversity in Tourist Sector Around the World***

In light of changing demographics, global labor markets, and the erasure of physical borders, diversity management and a diverse workforce have become critical components of hospitality operations. More significantly, earlier studies have demonstrated the impact that diversity has on outcomes including company performance and creativity (Manoharan & Singal 2017).

In the hospitality sector, promoting diversity and practicing good diversity management have become key a strategic endeavor, which is defined globally, is known for being both labor and capital intensive (Singal, 2015), and where customer satisfaction with services provided is critical for success.

Due to increased globalization, the hospitality industry which encompasses industries like hotels, restaurants, airlines, tourism, events, and leisure deals by definition with travelers, and as a result, the clientele it serves is incredibly diverse. Hospitality businesses locate their operations and

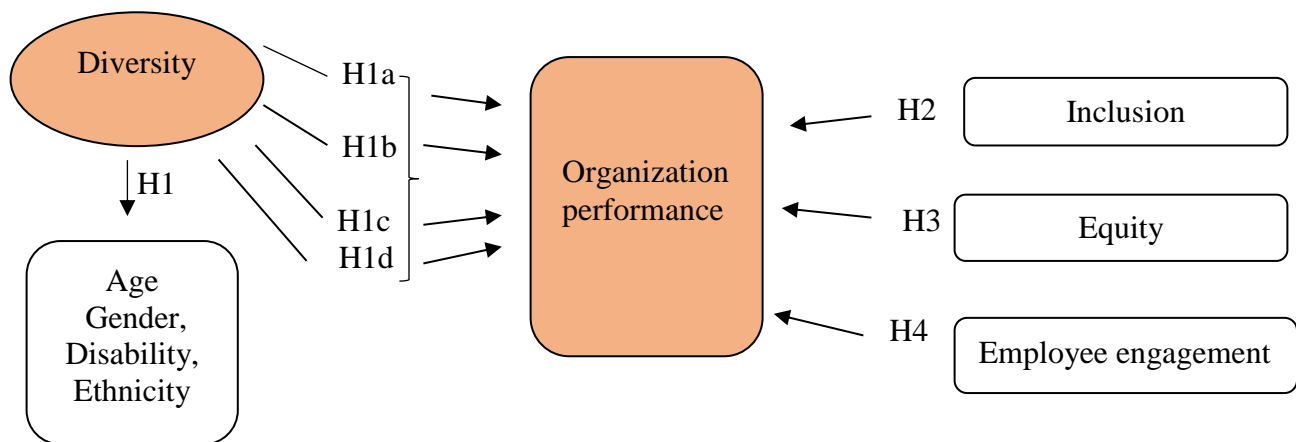
services across the globe and hire a highly diversified workforce in order to cater to this diverse clientele (Manoharan & Singal 2017). Literature from many countries throughout the world regarding the advantages of diversity in the tourism business is included below.

Ozdemir (2020), in his research about board diversity and firm performance in the US tourism sector conclude that for tourism companies, workplace diversity has many advantages, such as improved communication, creativity, and productivity. Diversity in the workplace also pushes tourism companies to create and offer distinctive services that their customers want. Because of these advantages, the tourist industry employs a diversified workforce in terms of age, experience, gender, race, and culture. Moreover, in fact, Diversity Management may present Zimbabwe's sector with a chance to gain a sustained competitive edge over its neighboring competitors in South Africa, Namibia, Zambia, Botswana, Mozambique, and Malawi competitive advantage that the industry appears to be pursuing (Mkono, 2010). Additionally, many important discoveries are revealed by current study. A diverse staff fosters creativity and improves customer service in hotels. As the labor and customer markets change, maintaining competitiveness requires managing creativity and diversity. Therefore, making progress in these areas offers a great chance to raise the standard of service in Egyptian hotel sector (El-Said,2013). Diversity in the hotel industry in the Egypt is crucial for hotels to keep their staff happy and retain them as a whole. Additionally, diversity management enhances staff quality, productivity, and the hotel's reputation for managers (Badran & Khalifa 2016). Hsiao, et al (2020) in their study emphasizes the requirement of global diversity management by highlighting the significant significance that ethnic diversity plays in Asian hospitality firms in Japan as Asian hospitality companies should use all-encompassing diversity methods for hiring, developing, and managing staff, customers and staff alike gain from this strategy, which boosts the company's competitiveness in the face of growing transnationalism and globalization. In Australia in medium-sized hotels, diversity management can avoid obstacles and maintain benefits, diversity in the workforce provides a competitive advantage, although unfavorable consequences can be mitigated by official and informal measures, where there is a high degree of cultural variety, managers need to be aware of both the advantages and difficulties of leading a varied workforce (Manoharan, et al 2021). Diversity within the global tourism sector is a critical factor as businesses cater to an increasingly heterogeneous clientele. With travelers representing a wide spectrum of cultures, age groups, and socioeconomic backgrounds, tourism organizations are recognizing the

importance of a diverse workforce to effectively meet these varied demands. Strategic diversity management not only enhances service delivery but also fosters innovation and creativity, thereby strengthening competitive advantage. As the industry continues to globalize, organizations that prioritize diversity will be better positioned to attract and retain a diverse customer base, ensuring sustained growth and success in an ever-evolving market.

## 2.6. Hypotheses Development

As was previously mentioned in chapter 2 of the dissertation there is extensive literature about the impact of workforce diversity, inclusion, equity and employee’s engagement on organization performance that served as the foundation for developing the hypotheses. Hence several scientific hypotheses demonstrated the positive relation and impacts of workplace diversity, inclusion, equity, employee engagement and organization performance.



**Figure 7: Research Hypotheses Model**

Source: Created by the author based on the developed hypotheses (2023)

### 2.6.1. Workforce Diversity and its Effects on Organizations’ Performance

An organization needs to be both successful and efficient in order to accomplish its objectives. The organization needs to support employee and workplace well-being to achieve its objectives, due to technological advancements and globalization, a more diversified workforce is emerging

(Celikdemir & Katrinli, 2020). When individuals collaborate to achieve shared goals, an organization is formed. It is a tool used to achieve corporate objectives. According to Malik et al. (2018), among the many advantages that diverse workforces are supposed to provide to businesses include greater flexibility as well as enhanced levels of innovation and creativity (Chaudhry et al., 2021), Workforce diversity management is closely linked to both work/job performance and work/job satisfaction, according to (Pitts, 2009). Low turnover, high organizational commitment, and good job performance are all indicators of a positive diversity climate (Madera et al., 2016; Chen et al., 2012). Age, gender, nationality and ethnicity, religion, and disability are some of the diversity parameters.

Diversity management views worker diversity as a guide to greater work efficiency (Urbancová et al., 2016). One of the recent researches on workplace diversity, affirms that the climate of workforce diversity management increases the link between workforce diversity management and job outcomes (Moon & Christensen, 2019). In addition, organizational performance is influenced by both merit-based practices and workforce diversity management. They also contend that that more positive merit-based practices will arise from effective workforce diversity management, which will enhance organizational performance. Hence, workforce diversity management also assigns employees to jobs based on their skill and specialization, resulting in improved job performance. In this approach, workforce diversity management helps to preserve a positive working environment by giving employees merit-based jobs that allow them to put their skills to good use for better job performance (Pink-Harper et al., 2017; Park & Liang, 2019). The favorable work environment creates a sense of progress in employees and organization, which may have the potential to improve employee and organizational performance.

Managing workforce diversity enhances employee and workgroup performance, according to previous research in the field of diversity (Munjuri & Maina, 2013; Pitts, 2009).

As tourism and hospitality firms come to be steadily more diverse in their workforce, effectively including, attracting, keeping, and deploying diverse people has emerged as a top goal. (Kim, 2006; Reynolds et al., 2014). Employing and retaining a diverse workforce has many benefits for hospitality and tourism businesses, including a variety of viewpoints, decision-making options, and ideas of higher caliber. (Madera et al., 2016; Manoharan & Singal, 2017).

### ***2.6.2. Age Diversity and Organization Performance***

Due to the aging of societies, the age structure of many businesses' workforces will change, with a large proportion of older workers. As a result, employees will appreciate and admire the introduction of age diversity as a benefit to their company if it improves their performance. On the other hand, if it has a negative impact on their performance, they criticize it (Joseph, 2014).

Furthermore, demographic shifts in the workforce making firms more age diverse. Very youthful employees must collaborate with much older coworkers, and vice versa. As a result, organizations are increasingly being asked to handle this age variety effectively (Rabl & Triana, 2014). For many organizations today, the demographic shifts that are occurring in the majority of industrialized nations present an urgent challenge. Due to employee aging and labor shortages, businesses must address the fact that their workforce is becoming both older and more age diverse. Studies on the hospitality industry often regard differences in age, gender, and ethnicity as simply demographic characteristics across a range of national contexts (Kong et al., 2011; Wang, 2013). Age, however, plays a big role in employment in the hotel industry. There are age stereotypes in a range of employment cultures (Hehman & Bugental 2013; Iweins et al., 2013). Although businesses in the tourism and hospitality sectors often prioritize aesthetic appeal (Bengisu & Balta, 2011), they should also hire older employees with service expertise to help create work groups with a balanced age distribution. The age-related norms define the appropriate age and life stage for a worker in specific positions (Perry & Parlamis, 2006). If a company maintains a balanced age diversity, it will have a much better chance of attracting diverse and competent individual's resources. According to some authors (Beaver & Hutchings, 2005), businesses that take advantage of age diversity are better positioned to gain a competitive edge by being the employer of choice for brilliant talented of all ages, which consequently has a positive impact on firm performance.

According to Burke (2015), because different generations may provide more varied ideas, better decision-making, more creative problem-solving, and a better representation of customers to the business, generational disparities may have a positive impact on organizational performance. Choi and Rainey (2010) found that greater age diversity improved organizational performance in businesses with strong results-oriented cultures. Furthermore, because there are better promotion incentives, more age-diverse workforces are likely to be more productive (Pelled et al., 1999).

Particularly in studies that have provided evidence on how interactions between workers of different ages within an organization may affect organizational performance: some studies find positive effects for age diversity (Backes-Gellner et al., 2011) others find negative effects (Cleveland & Lim, 2007) and still others find no consistent effects for age diversity (Leonard & Levine, 2006).

### ***2.6.3. Gender Diversity and Organization Performance***

Gender diversity and its impact on organization performance are hotly discussed and debated topics right now (Hediya & Němec, 2021). The relationship between the share of women in leadership and business performance has already been studied in a number of empirical articles. However, the outcomes are not all the same. While some studies identified that corporate performance and female representation have a positive association (e.g. Lückcrath-Rovers, 2013; Khan & Vieito, 2013), others found no (Rose, 2007; Miller & del Carmen Triana, 2009) or a negative relationship (Ahern & Dittmar, 2012; Miller & del Carmen Triana, 2009; Rose, 2007). As a result, there is no definitive evidence of the impact of gender diversity on corporate executive bodies on business performance. Moreover, gender diversity management has been praised for its many benefits, which include enhanced creativity and innovation, a wider range of talents that allow for better performance, and the ability to solve problems (Choi & Rainey, 2010; Ely & Thomas, 2001; Cox, 1993).

In hotel sector both academics and management practitioners have expressed concern about gender diversity and women's status. In recent years, the issue of gender imbalance in the tourism industry has received a lot of attention. The degree of discrimination between men and women working in the hotel, catering, and hospitality sectors is extensively discussed in reports by UNWTO/UN Women (2011), Baum (2013). Several academic studies highlighting the uneven power dynamics between men and women that are ingrained in the tourism industry support this (Gentry, 2007; Schellhorn, 2010; Vandegrift, 2008). A substantial number of research papers have examined the impact of gender diversity on corporate performance in recent years, as there has been an increase in interest in this topic in the business world.

According to Frink et al. (2003), gender diversity would improve business performance, they specifically stated that when women made up around half of a company's employees, performance would be at its highest. Compared to other industries, the gender diversity of the hospitality and tourism industries is just somewhat greater. As of 2019, the composition of women in executive-

level positions was 25% in publicly traded restaurants (McKinsey & Company, 2019), 23% in tourism (United Nations World Tourism Organization, 2019), 13% in hotels, and 12% of the entire leadership positions, including entry-level managers, directors, and partner/owner (Russen et al., 2021). Furthermore, women make up 23% of the board of directors in the hospitality and tourist industries globally (Equality in Tourism International, 2018), while women account for 53% of the hospitality workforce and 61% of the tourism industry (United States Bureau of Labor Statistics, 2020; United Nations World Tourism Organization, 2019). Women have made great strides in the hotel and tourism sector since 2015, when they accounted for only 17% of chief posts and 9% of all leadership roles, notwithstanding their low participation (Russen et al., 2020; McKinsey & Company, 2019).

#### ***2.6.4. Disability Diversity and Organization Performance***

Furthermore, data suggests that employment and wages for persons with disabilities have decreased over the last decade, despite low unemployment and a flourishing economy (Wells, 2001). Despite evidence that people with disabilities are more committed workers, have equivalent performance to people without impairments (Crow, 1993), and, contrary to popular belief, do not require costly adjustments to work, this trend continues (Job Accommodation Network, 1999). In addition these advantages may be especially crucial in the twenty-first century, as firms face increasing labor shortages and competition for personnel (Martel & Kelter, 2000).

People with disabilities (PWD) are entering the workforce in greater numbers as a result of the aging workforce and the equal opportunity employment movement (Zhu et al., 2019). Disability is an important aspect of diversity that is growing in the workplace (Boehm & Dwertmann, 2015).

According to field research, there aren't many significant distinctions between impaired and non-disabled employees in terms of productivity and overall performance when a disabled person is capable of executing the tasks assigned to them. (Colella 1994; Greenwood and Johnson 1987; Parent and Everson 1986). The performance of impaired personnel was graded from average to excellent, according to Lee and Newman (1995). Likewise, Adams-Shollenberger and Mitchell (1996) discovered that employees with intellectual disabilities perform better in terms of absenteeism and turnover. Employing individuals with disabilities brings unique perspectives and enhances workplace creativity. As companies prioritize inclusion and corporate responsibility,

integrating PWD can strengthen team dynamics and improve organizational performance. By tapping into this underutilized talent pool, businesses contribute to both performance and positive societal change.

### ***2.6.5. Ethnic Diversity and Organization Performance***

Due to growing migration, globalization, and internationalization of working life, workplaces have become more racially and culturally diverse, and this trend is likely to continue. As a result, the quality of interethnic relations among employees has become a major concern of worry. According to Dastane and Eshegbe (2015) organizations with a high degree of ethnic diversity are better able to foster innovation and creativity.

The workforce in the hospitality industry is characterized by a high level of personnel diversity, including ethnicity. Employees from different ethnic backgrounds contribute higher-quality solutions and ideas (McLeod et al., 1996; Cox, 1994). Ethnically diverse employees bring a variety of information and experience (van Knippenberg and Schippers, 2007), new skills (Markova et al., 2016), the ability capacity to speak multiple languages (Choi et al., 2017; Markova et al., 2016), and enhanced creativity, ingenuity, and problem-solving skills (D'Netto et al., 2014).

For understanding contemporary ethnic interactions, culture, and identity, touristic ethnicity is becoming increasingly important. Empirically, this highlights the scale and significance of the tourism sector and its various implications for ethnicity. Several lab experiments show a positive correlation between performance and ethnic diversity that is favorable. For instance, McLeod and Lobel (1992) demonstrated that groups that were ethnically varied produced ideas that were of a higher caliber than groups that were ethnically homogeneous.

The findings are more mixed when comparing field studies on the relationship between ethnic diversity and performance outcomes. Beginning with the good and positive outcomes, O'Reilly et al. (1997) demonstrated in their research that ethnic diversity has a positive relationship with team members' creativity and their ability to implement ideas. On the one hand, empirical studies have shown that ethnic variety has benefits. For instance, ethnically diverse workgroups may perform better than ethnically homogeneous work groups because they have a greater capacity for creativity and innovation (McLeod & Lobel, 1992; Watson et al., 1998; Watson., 2002).

Throughout the past few decades, there has been a significant increase in the ethnic diversity of organizations (OECD, 2008). Organizations face with both opportunities and challenges as a result of this increase. Ethnic variety can enhance team innovation and performance, which is a positive outcome (McLeod & Lobel, 1992; Watson et al., 1998; Watson et al., 2002). Additionally, employing staff from divers nations, cultures, values, and personal preferences enhances an organization's image and attract good talent employees. Workers anticipate benefits from the company, and their strong performance is crucial to the success of the business (Kiroop & Wanjere,2017).

Based on what has been discussed, the following hypotheses have been formulated:

**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.*



**Figure 8: Framework illustrates workforce diversity dimensions chosen in the hypotheses and its relations to organizational performance**

*Source: Own Editing*

### **2.6.6. Inclusion of Workforce Diversity and its Effects on Organizations' Performance**

As the field of diversity has evolved, experts have increasingly focused on how diversity might improve work processes and organizational systems that unlock its potential value (Gonzalez & DeNisi, 2009; Homan et al., 2008). Organizational leaders are becoming more conscious of the

significance of fostering inclusive cultures as a result of the increased diversity in the workplace (Nishii & Rich, 2013).

According to Shore et al. (2018) conceptual model, inclusion in work groups is fostered by belongingness and uniqueness, which are both essential components. High-quality relationships with supervisors and team members, job satisfaction, organizational commitment, OCBs, job performance, and well-being are all correlated with inclusion. Chung et al. (2020) concluded that uniqueness and belongingness are separate components of work group inclusion, and that inclusion is connected to supervisory ratings of creativity and job performance in subsequent empirical research evaluating some aspects of their model.

Thus, work groups that adopt an integration and learning perspective demonstrate high-quality analyses, are able to facilitate effective cross-organizational collaboration, and allow individuals within the group to enhance their skills (Ely & Thomas, 2001). Furthermore, diversity management is insufficient to aid the organization's performance improvement. Instead, additional efforts should be taken to make the workplace more inclusive for employees (Sabharwal, 2014). This promotes the idea that diversity and inclusion should go hand in hand (Sposato et al., 2015). In addition, employee views of inclusion have been demonstrated to have a high correlation with job dedication and performance (Cho & Mor Barak, 2008; Mor Barak et al., 2001; Barak & Levin, 2002) also higher levels of employee participation are linked to improved better organizational performance (Denison, 1990).

As a result, recent studies suggest that for diversity policies to be more effective in businesses, the focus should shift to inclusion and inclusivity (O'Donovan, 2017; Shore et al., 2018). Another important issue addressed in the literature is the impact of diversity and inclusion on performance, which is more pronounced in the private sector, possibly due to the link between diversity and profitability (Cho & Mor Barak 2008; Miller & Del Carmen Triana, 2009).

Based on this discussion, the following hypotheses have been formulated:

**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.*

### ***2.6.7. Equity Through Diversity and Organization Performance***

Today, corporations spend a lot of focus on promoting equality and facilitating diversity, with the idea that, if done right, these efforts can lead to improved firm performance (Jackson et al., 2003; Thomas & Ely, 1996). implementation of diversity equity, inclusion, improve organizational performance (El-Amin, 2022). The DEI (diversity, equity, inclusion) tripod tends to improve organizational performance and foster social growth wherever it is implemented since varied groups offer innovative ideas, new talents, and managerial techniques to the workplace (Jankelová et al., 2020). Despite the fact that there are numerous definitions of the phrase "diversity management" (Ellis & Sonnenfeld, 1993; Kandola & Fullerton, 1994; Thomas & Ely, 1996), two are particularly useful in conveying the spirit of the idea. According to the first definition, diversity management is "an approach to workplace equality that draws its distinctiveness largely from its focus on equality through difference rather than sameness (Gagnon & Cornelius, 2002, p. 36).

Based on what has been discussed, the following hypotheses have been formulated:

H3: There is a significant effect of equity for the four diversity dimensions (age, gender, disability, ethnicity) on organization high performance.

### ***2.6.8. Employee Engagement Through Diversity and Organization Performance***

Employee engagement (EE) is the backbone to the long-term success of any business. Organizations strive to boost employee engagement because it enhances employee performance, reduces employee turnover, and improves employee well-being (Hakanen et al., 2008).

Hence, employee engagement is a complex and challenging goal for an organization. In today's diverse workforce it has become even more challenging. By improving performance on the job, an engaged employee collaborates with their coworkers for the organization's benefit (Goswami & Goswami, 2018). Hence, the level of employee engagement is a reliable indicator of an organization's success. In order to spur growth and create a competitive advantage, firms should focus on employee engagement (Goswami & Goswami, 2018).

There are a variety of elements that can contribute to increased employee engagement and diversity. These include, among other things, a welcoming workplace, clear and transparent HR rules and practices, a dedication to employee development, employee voice, and innovation and learning

(Beardwell & Thompson, 2017). It is self-evident that an effective diversity management plan may have a beneficial impact on employee engagement, and that leaders play a critical role in this process. As a result, the process of integrating a diverse workforce with an emphasis on employee engagement must begin with a mindset of fairness, inclusiveness, and openness among employees and organizations (Johnson, 2011; Beardwell & Thompson, 2017).

In this regard, leaders can play an essential role by effectively managing their influence on the workforce to ensure that practices and policies are implemented efficiently. Positive organizational engagement climate is linked to organizational resources such as HR practices and senior leadership (Bakker & Albrecht, 2018; Hayes, 2020), business leaders may increase positive diversity results by cultivating a respectful environment and ensuring that their diverse team is valued fairly (Gotsis & Grimani, 2016). Therefore, it is essential to develop methods that assist the organization and human resource management in achieving the desired efficiency from a diverse workforce through employee engagement. Assessing the environment and the information needed, merging them, and planning the organization's future orientations and needs in order to fulfill its goals (Beckett & Taylor, 2019). Based on what has been discussed, the following hypotheses have been formulated:

**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.*

The above-mentioned hypotheses regarding the effects of workforce diversity on the organizations' performance, inclusion, equity and employee engagement will be tested. Hypotheses will be investigated whether the chosen company that adopted dimensions of diversity have eventually gained positive effects on organization performance or not.

The literature review in my dissertation provides a comprehensive exploration of the concept of diversity and its multifaceted impact on organizations. It begins by defining diversity and its various dimensions, highlighting how these differences, whether in age, gender, disability and ethnicity, shape the workplace.

The literature review discusses diversity as a strategic imperative for organizations, emphasizing its important role in human resource management and the value it brings to the workplace. It

emphasizes the importance of managing diversity effectively through sound policies and practices that promote inclusion, equity, and employee engagement. Additionally, the literature review traces the evolution of the workforce and its impact on organizational performance, highlighting the relationship between diversity, inclusion, and overall organizational effectiveness. It also addresses the challenges and disadvantages of workforce diversity, including the potential for conflicts and misunderstandings, and emphasizes the importance of developing strategies to overcome these challenges. The review concludes with the development of hypotheses that are grounded in these diverse insights, aiming to investigate the complex dynamics of diversity, inclusion and equity in promoting organizational success and employee engagement.

## **2.7. Summary of Literature Review**

The literature review explores the concept of diversity, including its definitions, dimensions, and strategic importance in the workplace. It emphasizes the role of diversity management in human resources, highlighting its value in improving organizational performance, innovation, and employee engagement. Key topics include the evolution of diversity practices, the connection between diversity and organizational outcomes such as performance and inclusion, and the challenges of managing diversity effectively.

The literature review also examines the impact of diversity in the tourism sector, focusing on Jordan. Workplace diversity has been shown to enhance creativity, problem-solving, and overall organizational performance. Several theories highlight the positive effects of diverse teams, emphasizing that a variety of perspectives leads to better decision-making and innovation. By fostering an inclusive and equitable environment, organizations can improve employee engagement, which in turn boosts performance. Understanding these dynamics is crucial for implementing effective diversity strategies.

The relationship between workforce diversity, inclusion, equity, and organizational performance is well-documented. When employees feel they are treated equitably and inclusively, their engagement levels increase, leading to higher job satisfaction and productivity. This is especially true in the tourism sector, where employee engagement directly influences customer satisfaction and overall organizational success. Finally, hypotheses are proposed to further investigate how diversity can enhance organizational success.

### **3. MATERIAL AND METHODS**

The approach covered in this chapter was chosen in order to answer the research questions. A system of rules, procedures, and instruments used in research to yield accurate and legitimate results is known as methodology (Sekaran & Bougie, 1993).

This study used mixed method a quantitative technique and qualitative technique in order to measure the effect of four diversity dimensions and the inclusion of these four dimensions plus equity between employees also employee's engagement on organization performance from the viewpoints of managers and employees.

Before going on to the subjects that will be investigated in order to evaluate and test the research's hypotheses, this chapter covers the study design, and the methods required for data collecting. Next, the research data (consisting of the population, unit of analysis, and research sample) will be explained, as well as the data collection technique (a research questionnaire and interviews), data collection methods, and data analysis approaches.

Lastly, the objectivity of the study measures and the validity and reliability of the instrument will be assessed. So, this chapter presents the research methodology that is used to evaluate the effect of the chosen dimensions of workforce diversity, and the inclusion, equity of this dimensions with the employee engagement and their impacts on the organization performance. It will be accomplished through discussing the following: theoretical framework, operational definitions for the main variables and relationship between the three variables (dependent, independent and mediator), hypotheses, research methods and designs, research population and sample, research duration, data sources, data collection instrument (a research questionnaire and interviews), as well as data analysis techniques, reliability and validity of research scales.

Finally, we will talk about the methods used to collect and process the data. Also, in this dissertation, cluster analysis serves as a pivotal tool for uncovering hidden structures within complex datasets. By employing clustering algorithms such as K-means and hierarchical clustering, we gain valuable insights into the underlying patterns and relationships among the variables under investigation. Through the systematic grouping of data points into meaningful clusters, we are able to discern distinct subpopulations or categories, facilitating a deeper understanding of the phenomenon under study.

### **3.1. Research Design and Research Model**

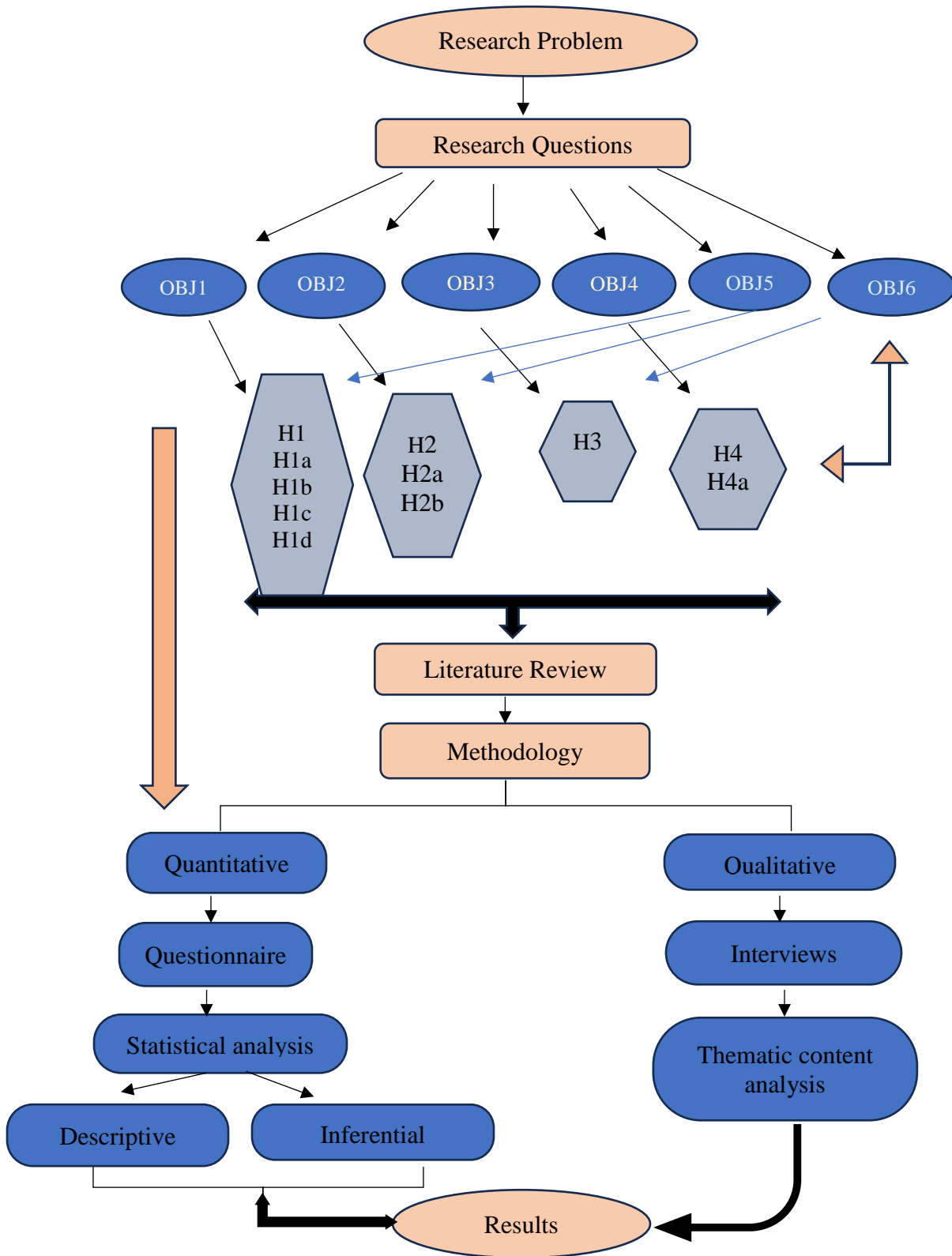
#### ***3.1.1. Research Design and Strategy***

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 which the quantitative research captures the structure while qualitative research captures the process (BRYMAN, 2016).

This research is considered to be a descriptive and exploratory study concerning the constructs in the research model that attempts to explain the connection between workforce diversity, inclusion, equity and organization performance and employee's engagement.

Both qualitative and quantitative approaches were employed to facilitate answering the research questions stated in the objectives. To address the research's goals of determining the positive effect of workplace diversity on organization performance in Jordan five stars hotel, semi-structured interviews were conducted with HR managers. The purpose of these interviews was to address the exploration and investigational goals of the study.

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 and interviews. The current study's research approach is shown in the figure (9) below.

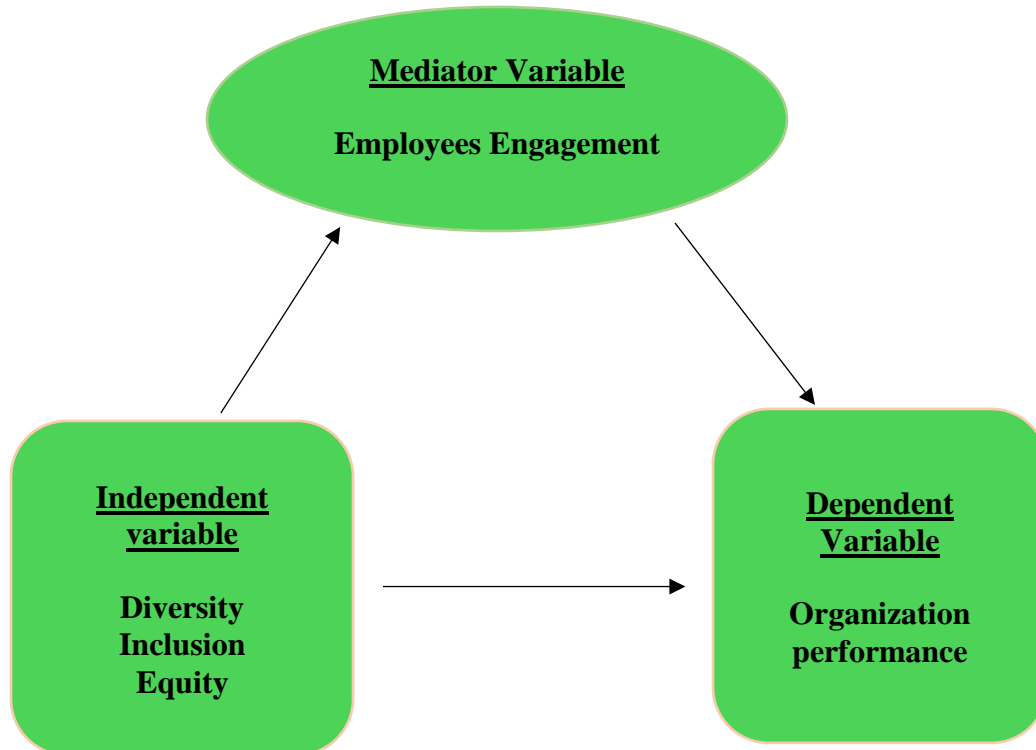


**Figure 9: Research process**

*Source: own construction (2023)*

### 3.1.2. Research Model and Conceptual Framework

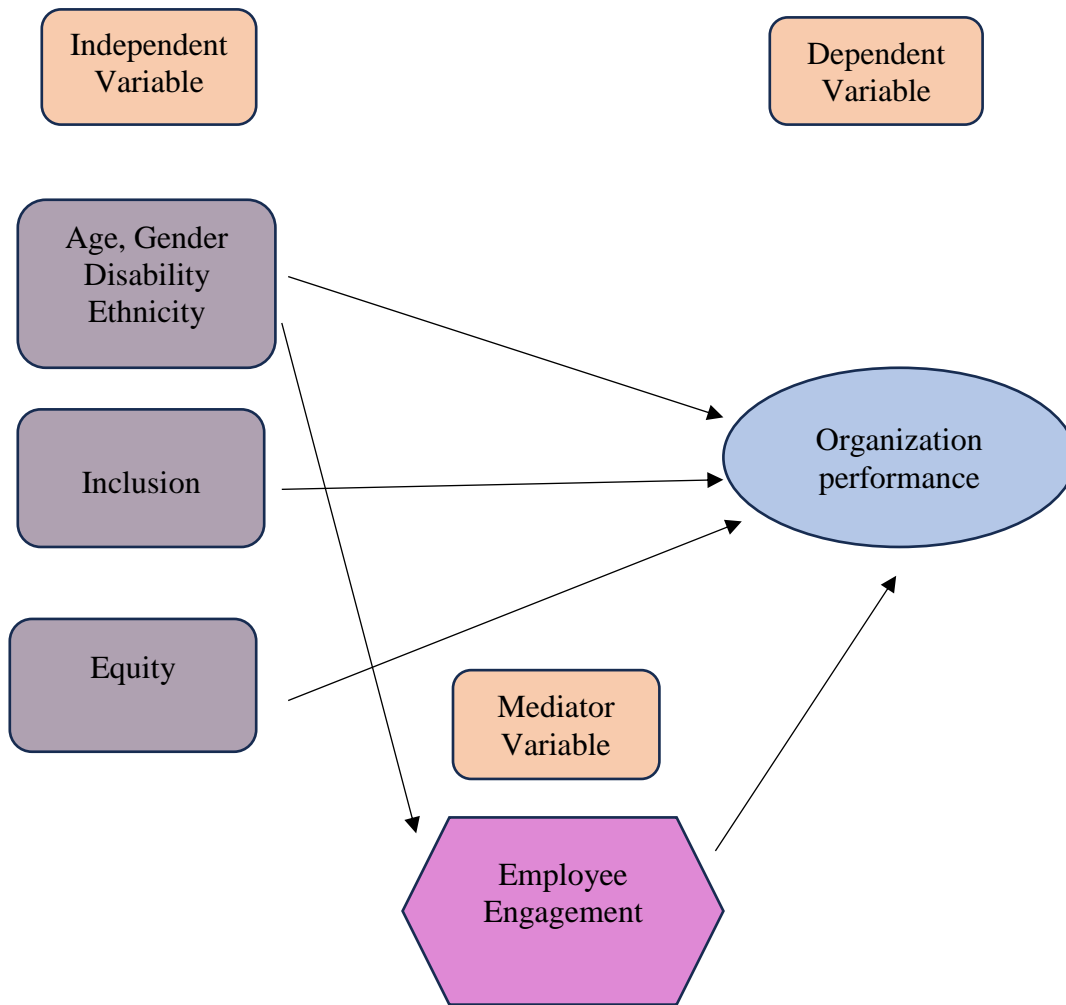
By emphasizing the role of employee's engagement as a mediator variable in the relationship between diversity, inclusion, equity and organization performance, this study brings value to the field. The connections between the study variables and the hypotheses are summed up in the research model (Figure 10).



**Figure 10: Research model**

*Source: Own construction (2023)*

The model in figure (11) proposed research conceptual framework model describes how the dimensions of diversity and inclusion, equity, employee engagement impacts on the organization performance, as the diversity, inclusion, equity is the independent variables, organization performance is the dependent variable, and the employee engagement is the mediator variable.



**Figure 11: Proposed research conceptual framework model illustrates workforce diversity linking to organization performance**

*Source: Own construction (2023)*

### 3.2. Research Methods

Research philosophies contain the fundamental philosophical ideas and principles of reality existence and scientific understanding pursuit. Basically, there are science and knowledge schools of thought-positivism (quantitative).

Data collection is the process and the plan of gathering and measuring data on variables of interest to give answers to research questions and fulfil the research goals (Leening et al., 2012). The

researcher studies and validates the source of data carefully and considers all the limitations of the data collection, such as cost, access, and time and considers the ethical issues when gathering the data for the research. There are many forms of primary data collection such as: surveys, interviews, focus groups, observation, extraction and questionnaires. Surveys are specified collections of questions that can be conducted as a Web form using paper and pencil, or by an interviewer following a strict template. Extraction is data collection from papers, records, or other types of archives. Typically, this involves using an abstraction method to derive the desired information from the source (Harrell & Bradley, 2009). To better understand the link between diversity at workplace and organization performance, this study will look at the role that employee engagement as a mediator. The five stars hotels respondents' demographic information was gathered, and the main data were gathered through a questionnaire. During the data collection process, a questionnaire consisting of four parts was relied upon. The first part was concerned with demographic data, while the remaining parts of the questionnaire were concerned with measuring the research variables, followed by interviews with HR managers. Since this study intends to assess the impact of workplace diversity on organization performance from both managers' and employees' perspectives, it uses a hybrid methodology that combines qualitative and quantitative methodologies.

During this, a five-part Likert scale was relied upon, and the answers were as follows: strongly agree = 1, agree = 2, neutral = 3, disagree = 4, strongly disagree = 5. Additionally, the questionnaire's items were lifted from previous studies that used the 5-Likert scale, maintaining the scale's utility for consistent and comparable results. Additionally, responders can distinguish between five options more readily than they can on a seven-point scale, which lowers the nuisance variance. The questionnaire was also used to gather primary and empirical data. The questionnaire items assessed the respondents' opinions of diversity procedures, employee's inclusion, employees' equity, and employee's engagement. Also interviews conducted with three 5-stars hotels HR managers, the interview aimed to gain deeper insights into their opinion to enrich the research results.

### ***3.2.1. Time Horizon***

Time horizon addresses the three main types of data, time series, cross-sectional and panel data. Time series data or longitudinal data is the observation of an individual or a specific agent through

time intervals. It indicates that every participant is observed at successive time points. It is collected at equal time spacing; it could be monthly, semi-annually or annually. On the other hand, the researcher may want to study phenomena at a specific time. This is called Cross-sectional data in which data is collected in a point of time but on various objects or agents, for example individuals, firms, countries. While panel data is combination of both cross-sectional and time series. It is studying a phenomenon on different agents through different time intervals (Sedgwick, 2014).

In the current research study, the research aim is to examine the impact of workforce diversity inclusion on organizational performance at the workplace environment-specifically in the tourist sector. As a result, the researcher developed a questionnaire tool and distributed it on the personnel of five stars hotels in Amman; hence we can conclude that the researcher adopted cross-sectional data technique.

### ***3.2.2. Quantitative Methods (Positivist Research)***

Research that mainly depends on deductive reasoning and using quantitative methods is generally more complete than research that uses exploratory or qualitative methods (Sekaran & Bougie, 1993). According to (Creswell, 2014) quantitative approaches are the best choice for researchers seeking to explore the correlations between variables. Researchers can measure variables, test theories, look at phenomena involving big groups, and analyze the relationship between variables using quantitative research (Leedy & Ormrod, 2005).

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.

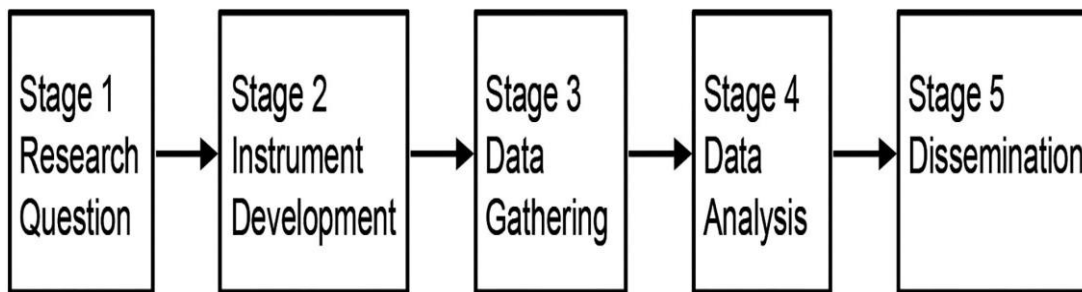
Consequently, the deductive method and positivist philosophy were used, employing the body of existing theory to generate hypotheses. The deductive reasoning approach used in this research may be best explained by Figure 12



**Figure 12: The deductive reasoning approach used in this research**

*Source: Sekaran & Bougie (2016)*

Stuart et al. (2002) offers a fundamental research process in five parts for anyone who would like to examine the process in greater detail. The five processes are so fundamental that they would apply to all domains and types of empirical research in the social sciences, even though Stuart et al. (2002) use them to explain case study research.



**Figure 13: The five-stage research process**

*Source: Stuart et al. (2002)*

### **3.2.3. Questionnaire Design**

The researcher developed a questionnaire tool (Appendix 1) 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. 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, table (3) represents these items.

**Table 3: Demographic Item**

DEM 1	Gender of the respondent.
DEM 2	The age of the respondent.
DEM 3	Education level of the respondent.
DEM 4	Years of job experience of the respondent.
DEM 5	Position of the respondent.
DEM 6	Length of Service of the respondent.
DEM 7	Hotel name of the respondent.

*Source: own editing (2023)*

-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, table (4) represents these items.

**Table 4: Distribution of the Variable's Question**

The variable	Number of items that measure the variable
Independent Variables (Diversity)	37 items
Age	8 items
Gender	11 items
Ethnicity	9 items
Disability	9 items
Independent Variables (inclusion)	12 items
Social inclusion	3 items
Inclusion climate	9 items

Independent Variable (Equity)	6 items
Dependent variable (Organization performance)	7 items
Mediator Variable (Employee engagement)	7 items

*Source: Own editing (2023)*

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.

According to the scale presented in Table (5), the study sample indicates the degree of agreement with each issue as follows:

**Table 5: Five Likert Scale**

<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

*Source: Created by the Author*

#### **3.2.4. Measurement of Variables**

In order to build an appropriate instrument to evaluate study variables and select the sections of the questionnaire that can measure the influence of diversity, this research refers to prior studies in the same field. To ensure the questionnaire accurately measures the influence of diversity, the research draws on previous studies in the field. The questions were carefully crafted to address key dimensions of diversity, including age, gender, disability, and ethnicity, and their impact on organizational performance. By referencing established literature, the instrument was designed to

provide reliable and valid data. This approach helps ensure that the results will offer meaningful insights into how diversity affects employee engagement and organizational success.

**Table (6) displays the questionnaire's elements as well as the total number of questions**

**Table 6 : Studies Factors**

<b>Factor</b>	<b>Item no.</b>	<b>Studies</b>
Diversity & performance	37 Items	
Age & performance	8 Items	(Anjiri, V. 2018 & Joseph, R. D. 2014)
Gender & performance	11 Items	(Anjiri, V. 2018 & Chew, et al 2011)
Ethnicity & performance	9 Items	(Anjiri, V. 2018 & Chew, et al 2011)
Disability & performance	9 items	(Qgega, M. R. 2020 & Dajnoki, K. 2012 & Dajnoki, K.2011 & Dajnoki, K.2015)
Organization performance	7 Items	
Organization performance	7 items	(Anjiri, V. 2018)
Inclusion	12 Items	
Social inclusion	3 Items	(Pearce, J. L., & Randel, A. E. 2004)
Inclusion climate	9 Items	(Nishii, L. H. 2013)
Diversity and equity	6 Items	
Diversity and equity	6 Items	(Chew, et al 2011 & Muthee, L. 2021)
Employee engagement	7 Items	
Employee engagement	7 Items	(Muthee, L. (2021)
<b>Total</b>	<b>69 Items</b>	

*Source: Author's construction (2023)*

### ***3.2.4. Qualitative Methods***

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. Interviews with three hotels HR managers will offer insights into the challenges and successes of these initiatives, helping to bridge the gap between theoretical models and practical application. This approach will deepen the findings and add context beyond quantitative data.

Moreover, it was recorded using an audio device and replayed for examination. The interviews were then all analyzed utilizing qualitative analytic methods. A number of factors influenced the selection of interview subjects for this study. Firstly, in order to be selected for the study, the participant had to have a thorough understanding of the diversity concept and be able to correctly answer the questionnaire once more for analysis. This was necessary because the sample for the qualitative research was made up of HR managers. The interviews were then all analyzed utilizing qualitative analytic methods.

The semi-structured interview questions were initially formulated in English and then translated into Arabic. These questions were based on those used in similar studies. Interviews were conducted in Arabic, with responses later translated into English. The researcher, a native Arabic speaker, first translated the questions. The researcher then compared the translations, resolved discrepancies, and finalized the Arabic version. The main interview question can be found in (Appendix 2).

Finally, although a big minimum sample size is not required for this research, the researcher's willingness and ability to contact interviewees to select from various 5 stars Hotels in order to have a representative sample as much as possible influenced the interviewee selection process. The main question for the interview contains (Appendix 2).

### **3.3. Research Materials and Technique**

#### ***3.3.1. Population***

According to Rudhumbu & Maphosa (2015) Population is the totality of all subjects that conform to a set of specifications, comprising the entire group of persons that is of interest to the researcher and to whom the research results can be generalized. In this study, the population is the whole number of employees in all five stars hotels in Jordan.

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.

#### ***3.3.2. Sample***

A sample selection is defined as specific group of individuals who are chosen from the large group of the study population, and the method of selecting the sample is the most effective method in scientific research, and the use of the sample has advantages include, Reducing the cost and wasting time -Data accuracy -Comprehensive data collection (Taherdoost, 2016).

For economic and social reasons, it is not possible to study the entire research community, the researcher selects a convenience random sample of this population in order to save time and effort and the accuracy of data statistics.

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.

**Table 7: Hotels employees' number for the study sample**

No.	Hotel name	No. of employees
1.	Amman Marriott Hotel	300
2.	Amman Rotana Hotel	323
3.	Bristol Amman Hotel	160
4.	Crowne Plaza Amman	264
5.	Fairmont Amman Deluxe Hotel	435
6.	Kempinski Hotels Amman	304
7.	Landmark Amman Hotel	241
8.	Le Royal Hotel	319
9.	Movenpick Amman Hotel	198
10.	Sheraton Amman Al Nabil Hotel & Towers	275
11.	The Boulevard Arjaan by Rotana Suites	307
12.	Thousand Nights Hotel	107
13.	W Amman Hotel	309
<b>Total Number of Employees</b>		<b>3542</b>

*Source: own construction (2023)*

As the whole population is the total number of employees in five-star hotels in all of Jordan = Population = 10282, so in order to calculate the sample size, which was based on the Sekaran and bougie (2016) equation which reveals that if the study sample is equal or close to (3500), it can be applied to (346) individuals. In the table below (N) refer to population and (S) refer to sample size. The researcher was able to obtain a number of responses greater than (346), as (353) were obtained.

**Table 8: Sample size for a given population size**

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	180	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10 000	370
150	108	750	254	15 000	375
160	113	800	260	20 000	377
170	118	850	265	30 000	379
180	123	900	269	40 000	380
190	127	950	274	50 000	381
200	132	1000	278	75 000	382
210	136	1100	285	1 000000	384

*Source: Sekaran and Bougie, (2016)*

In this dissertation Sekran and Bougie 2016 sample size for a given population size table used because researchers in the fields of behavior and social science also management and business field are familiar with this formula for determining sample size. This table can be used for any defined population and requires no computations. We recognize that in certain situations, like in tourist research (Ryan, 2020), the unavailability of a sample frame makes it challenging to apply probabilistic sampling techniques (Mumtaz et al., 2017). The sample of the current study was identified among workers in (353) of personnel, this show in the following table.

**Table 9: The distribution numbers of respondents for the study from the chosen Hotels**

<b>Hotel name/Place of work</b>	<b>Frequency</b>	<b>percentage</b>
Amman Marriott Hotel	15	4.3
Amman Rotana Hotel	23	6.5
Bristol Amman Hotel	24	6.8
Crowne Plaza Amman Hotel	25	7.1
Don't like to Mention	82	23.3
Fairmont Amman Hotel	10	2.8
Kempinski Hotel Amman	16	4.5
Land Mark Amman Hotel	35	9.9
Le Royal Hotel	36	10.2
Movenpick Amman Hotel	27	7.7
Sheraton Amman	3	.8
The Boulevard Arjaan by Rotana Suites	30	8.5
Thousand Nights Hotel	10	2.8
W Amman Hotel	17	4.8
Total	353	100.0

*Source: Author's calculation (2023)*

The following table (10) show the characteristics of this sample in terms of (gender, age, educational level, duration of experience, position).

**Table 10: Personal and Occupational Characteristics of the study's sample**

Variable	Categorization	Frequency	percentage
gender	Male	199	56.4
	Female	154	43.6
Age	Less Than 30	106	30.0
	30-39 Years	118	33.4
	40-49 Years	90	25.5
	50 Years and more	39	11.0
Educational level	Diploma	45	12.7
	Bachelors	235	66.6
	Masters	39	11.0
	PhD	14	4.0
	Other, specify	20	5.7
Duration of experience	Less than 5 years	70	19.8
	From 5 – 10 years	70	19.8
	From 10 – 15 years	81	22.9
	15 Years and higher	132	37.4
Position	Department Manager	68	19.3
	Division Manager	49	13.9
	Employee	180	51.0
	General Manager/ Chief Executive Officer	8	2.3
	Managing Director	38	10.8
	Vice president	10	2.8
Years of working in the current hotel	From 0 – 5 years	119	33.7
	From 6 – 10 years	84	23.8
	From 11 – 15 years	88	24.9
	More than 15 years	62	17.6

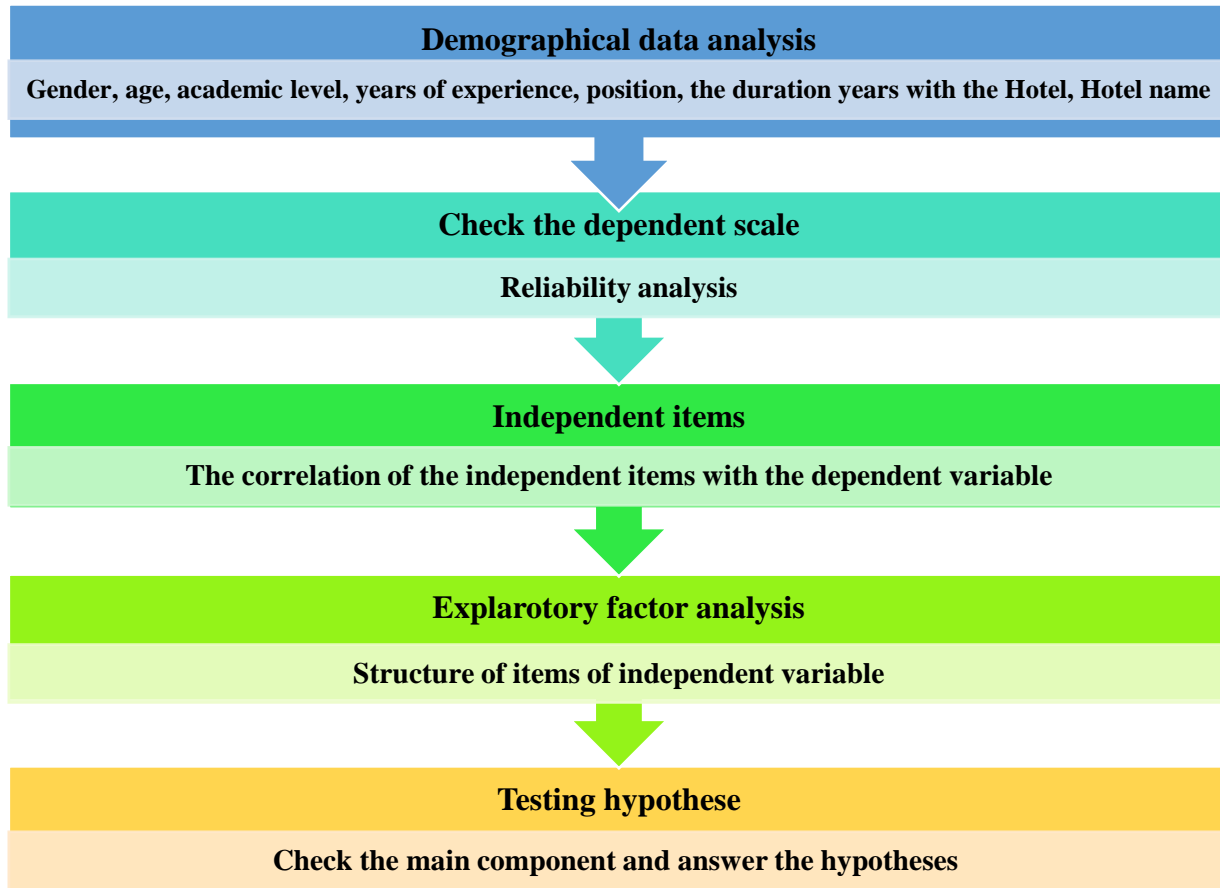
Total	353	100.0
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Source: Author's calculation (2023)

From the above table it is clear to us:

- *Gender*: it was found that (56.4 %) were male, while (43.6 %) were Female; this result shows that the majority sample of the study surveyed is male.
- *Age*: it was observed that (56.4 %) of the sample of the study were less than 30 years, (33.4%) were from 30 to 39 years, (25.5%) were from 40 to 49. Finally, (11%) were 50 and over.
- *Educational level*: we found that (66.6 %) of the respondents had Bachelors, (12.7 %) of respondents had diploma, (11%) of respondents had masters degree, (4%) had PHD degree. finally, (5.7%) had other education.
- *Duration of the experience*: the previous table showed that (37.4 %) of employees had 15 years and over of experience, (22.9 %) of employees their experience ranges from 10 to 15 years, (19.8%) of employees had experience from 5 to 10 years, finally, (19.8%) of employees had less than 5 years.
- *Position*: it was clear that (51%) of the respondents were employees, (19.3%) of respondents were Department Manager, (13.9%) of them were division Manager, (10.8%) were managing director, (2.8%) were vice president. Finally, (2.4%) were General Manager/ Chief Executive Officer.
- *Years of working in the current hotel*: the previous table showed that (17.6 %) of employees had more than 15 years of experience, (24.9 %) of employees their experience ranges from 11 to 15 years, (23.8%) of employees had experience from 6 to 10 years, finally, (33.7%) of employees from 0 to 5 years. 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. Figure (14) below illustrate the scheme of technical statistical analysis systematically:

**Figure 14: The scheme of technical statistical analysis systematically**



*Source: Constructed by the Author*

Table (11) provides a summary of the statistical techniques used in this study.

**Table 11: 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: Constructed by the Author*

### 3.3.3. 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 are reliable. An example of such peculiarities, which require Ridge regression to resolve, is high R2 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.

**Table 12: 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
<i>Inclusion</i>	Workplace social inclusion	3	.245
	Inclusion climate	9	.984
Inclusion		12	.954

<i>The organizational performance</i>	7	.979
<i>Employee engagement</i>	7	.978
Diversity and Equity at workplace	6	.817
The whole tool	69	.968

Source: Author's calculation (2023)

The previous table (12) 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.

### **3.4. Summary of Material and Methods**

The research adopts a mixed-methods approach to investigate the impact of workforce diversity and inclusion on organizational performance in the tourism sector. The study uses a quantitative research design under the positivist philosophy, with a focus on hypothesis testing through survey data collected from a sample of employees. A questionnaire is designed to measure key variables related to diversity, equity, inclusion, and organizational performance. In addition to quantitative methods, qualitative techniques, including interviews and content analysis, are employed to gather deeper insights into employee perceptions. The research also includes a conceptual framework that links workforce diversity and engagement to performance outcomes, and reliability and validity tests ensure the robustness of the data. The sample for the study is carefully selected from the tourism sector, with descriptive and cluster analyses used to interpret the findings.

## 4. RESEARCH FINDINGS AND THE EVALUATIONS

The goal of this chapter is to clearly present the major findings. Quantitative findings will be reported, as well as qualitative results, so the researcher will highlight and comment on the themes generated from the analysis using an appropriate technique. The researcher will use an appropriate technique to emphasize and remark on the themes that emerged from the study, based on the quantitative findings and results that will be reported. This chapter's objective is to illustrate the results of the data collection. The quantitative data analysis will be covered in the first section. 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. The second section will illustrate qualitative data analysis and examine sample characteristics and the outcomes of responding to interview questions.

### 4.1. Quantitative Analysis

#### 4.1.1. Descriptive Statistics of Study's Variables

##### 1. Workforce diversity

To analyze and interpret the independent variable (Workforce diversity) with its dimensions, the researcher used the mean, standard deviation, the importance of the item, and rank as the next:

**Table 13: Mean, Std. D, the relative weight and rank item of the workforce diversity**

No.	Workforce diversity	Mean	Std. D	Relative weight	Rank
1	Age diversity and organization performance	4.16	0.89	83.14	1
2	Gender diversity and organization performance	4.16	0.91	83.28	1
3	the Ethnicity diversity and performance	3.97	0.78	79.50	2
4	Disability diversity	3.97	0.84	79.50	2
N = 353		4.07	0.824	81.3	–

*Source: Author's calculation (2023)*

Table (13) shows the statistics of the mean and the standard deviation of the first variable (Workforce diversity), where the mean dimensions of the Workforce diversity range between (4.16) and (3.97), with a total mean of (4.07), on the fifth Likert scale, which indicate the high level of the Workforce diversity. The highest mean was for both dimensions “the age diversity and organization performance” and “the Gender diversity and organization performance” with a mean (4.16), and standard deviation (0.89), (0.91). Then both dimensions “the Ethnicity diversity and performance” and “Disability diversity” with a mean (3.97), and standard deviation (0.78), (0.84). Moreover, the relative weight indicates the importance of the specified variable in the regression model, and it is measured through the independent variables’ standardized regression coefficient inputs (Johnson, 2000). The numbers in table 12 above represent the level of importance for each variable. In the above table, the first two variables share the same rank (1) as they have equal means, and the same applies to the last two variables, which also share the same rank (2). The previous table shows a decrease in the dispersion ratios in responses of the study sample on the scale of the dimensions of the workforce diversity, which is a reflection of the convergence of the views of respondents. The table also indicates a convergence in the values of the means, and in general. The following tables show the mean and standard deviation for each dimension of the workforce diversity, as follows:

**Table 14: Mean, Std. D, the relative weight and rank item of the Age diversity and organization performance**

<b>Age diversity and organization performance</b>	<b>Mean</b>	<b>Std. D</b>	<b>Relative weight</b>	<b>Rank</b>
Our company employs a lot of senior employees.	3.98	1.18	79.6	8
Our company employs a large number of young people.	4.33	0.96	86.52	1
In our company, senior staff gets along well with youthful staff.	4.31	.879	86.2	2
The quality of the work performance is improved by the personnel combination of youth and elderly.	4.16	1.06	83.12	4
The combination of young and old workers enhances the level of creativity inside our company.	4.20	1.05	84.08	4
Employees of various ages have better learning outcomes experience inside our company	4.23	1.01	84.64	3
Due to the status difference between the young and senior personnel, there are no emotional conflicts and anxiety inside the team.	4.07	1.14	81.42	6

Due to age diversity issues in my workplace I have not been stressed in the past 12 months.	4.06	1.17	81.14	7
N = 353	4.16	0.89	83.14	–

Source: Author's calculation (2023)

From Table (14) above, it is clear to us that the phrase "Our Company employs a large number of young people" got the highest mean (4.33) with standard deviation (0.96), where the phrase "Our Company employs a lot of senior employees" has the lowest mean (3.98) and a standard deviation (1.18). In general, the Age diversity and organization performance get with mean of (4.16) and standard deviation with (0.89).

**Table 15: Mean, Std. D, the relative weight and rank item of the Gender diversity and organization performance**

Gender diversity and organization performance	Mean	Std. D	relative weight	Rank
Employing both genders has improved the organization's innovations and also provided more innovative solutions.	4.34	0.84	86.8	1
The organization's senior job competition has improved with the inclusion of both genders in the workforce.	4.17	1.05	83.34	6
The distribution of gender among senior managers is balanced.	3.24	0.92	64.8	2
Our organization's performance has improved because of gender balance.	4.14	1.05	82.88	8
In our organization, mixed-gender teams support and complement one another.	4.18	1.07	83.62	5
Mixed-gender teams produce better outcomes in terms of rising revenues.	4.16	1.05	83.12	7
The level of leadership in this organization has improved as a result of the inclusion of women in top management positions.	4.17	1.05	83.46	6
The managerial team makes better decisions when both genders are involved.	4.18	1.04	83.62	5
The company performs a fantastic job of hiring female employees.	4.19	1.04	83.8	4
Women in our company have opportunities for development and promotion.	4.23	1.04	84.64	3
Both men and women participate equally in decision-making within the company.	4.19	1.07	83.74	4
N = 353	4.16	0.91	83.28	–

Source: Author's calculation (2023)

From Table (15) above, it is clear to us that the phrase "Employing both genders has improved the organization's innovations and also provided more innovative solutions" got the highest mean (4.34) with standard deviation (0.84), where the phrase "Our organization's performance has improved because of gender balance" has the lowest mean (4.14) and a standard deviation (1.05). In general, the Gender diversity and organization performance get with mean of (4.16) and standard deviation with (0.91).

**Table 16: Mean, Std. D, the relative weight and rank item of the disability diversity and organization performance**

Disability diversity	Mean	Std. D	relative weight	Rank
The employment of people with disability commonly has a favorable influence on efficiency because of traits like tenacity, patience, concern for reduced absenteeism, and an eagerness to advance.	4.21	1.02	84.24	1
People with disability employment commonly has a beneficial impact on efficiency due to talents they have developed as a result of their impairment or due to some skills that make up for lost abilities.	4.21	1.00	84.2	1
Employing people with disability would typically have a long-term, favorable effect on efficiency.	4.18	1.01	83.52	2
Employees with disabilities have good advancement prospects at my company.	4.13	1.05	82.54	3
Working with a disabled colleague requires attention and discipline from colleagues, which is sometimes a burden for those working there.	2.58	1.50	51.62	6
Sometimes it is more difficult to tell an injured person that he made a mistake, which can cause problems and conflicts among colleagues.	2.16	1.27	43.22	8
In the case of insufficiently prepared colleagues, behavioral disturbances may appear within a given community, because they do not know how to relate and behave towards an employee with a change in work ability.	2.35	1.36	47.08	7
Accepting the disabled employee as a community-building force improves work morale and strengthens the commitment of other employees to the company.	4.06	1.14	81.18	5
The organization of the company can also increase by the fact that, in the case of hiring a disabled person, the managers think more about the various workplace processes.	4.15	1.02	83.06	4
N = 353	3.97	0.78	79.50	–

Source: Author's calculation (2023)

From Table(16) above, it is clear to us that the both phrases "The employment of people with disability commonly has a favorable influence on efficiency because of traits like tenacity, patience, concern for reduced absenteeism, and an eagerness to advance" and "People with disability employment commonly has a beneficial impact on efficiency due to talents they have developed as a result of their impairment or due to some skills that make up for lost abilities" got the highest mean (4.21) with standard deviation (1.02), (1.00), where the phrase "Sometimes it is more difficult to tell an injured person that he made a mistake, which can cause problems and conflicts among colleagues" has the lowest mean (2.18) and a standard deviation (1.34). In general, Disability diversity gets with mean of (3.97) and standard deviation with (0.78).

**Table 17: Mean, Std. D, the relative weight and rank item of the ethnicity diversity and performance**

The Ethnicity diversity and performance	Mean	Std. D	relative weight	Rank
Our company has hired people from a diverse of backgrounds and cultural backgrounds.	4.22	1.02	84.44	2
Our company has hired personnel with a variety of lifestyles and diverse tribalistic nature.	4.23	1.00	84.58	1
In this organization Ethnic diversity has resulted in conflicts amongst teams.	2.18	1.34	43.56	8
The organization's level of ethnic diversity fosters creativity and promotes innovativeness in this organization.	4.16	1.01	83.28	7
Employees' sense of belonging is increased by a diverse ethnic background.	4.16	1.03	83.22	7
Diverse ethnic orientation raises employees' levels of resiliency and confidence among employees.	4.17	1.02	83.34	6
Diverse ethnic orientation raises employees' levels of self-esteem between employees.	4.19	1.02	83.8	5
Minorities in our organization have opportunities for development and progress.	4.20	1.03	83.96	4
Minorities in our organization have a chance to grow and advance.	4.21	1.03	84.2	3
N = 353	3.97	0.84	79.38	–

*Source: Author's calculation (2023)*

From Table above (17), it is clear to us that the phrase "Our Company has hired personnel with a variety of lifestyles and diverse tribalistic nature" got the highest mean (4.23) with standard

deviation (1.00), where the phrase "In this organization Ethnic diversity has resulted in conflicts amongst teams" has the lowest mean (2.18) and a standard deviation (1.34). In general, the Ethnicity diversity and performance gets with mean of (4.16) and standard deviation with (0.91).

## 2. The organizational performance

To analyze and interpret the organizational performance, the researcher used the mean, standard deviation, importance of the item, and importance of level as the next table shows.

**Table 18: Mean, SD, Rank item, and relative weight of the organizational performance**

The organizational performance	Mean	Std. D	relative weight	Rank
Creating teamwork with diverse employees will helps to exchange several ideas, knowledge and finding best ways to solve the problem that result a better outcome on tasks.	4.26	0.98	85.26	1
Companies that have wide diversity of employees will result higher profit, productivity and return on investment.	4.25	1.00	85.04	2
your organization's performance is generally impacted by age diversity	4.21	1.03	84.14	3
Gender diversity generally impacts your organization's performance.	4.16	1.07	83.28	5
Your organization's performance is generally impacted by disability diversity.	4.10	1.11	82.04	7
The performance of your organization is generally impacted by ethnicity	4.13	1.08	82.54	6
Workforce diversity contributes to increase the profitability of the company.	4.19	1.03	83.86	4
N = 353	4.19	0.98	83.74	–

*Source: Author's calculation (2023)*

It is clear to us from the previous table (18) that displays the organizational performance, the phrase "Creating teamwork with diverse employees will helps to exchange several ideas, knowledge and finding best ways to solve the problem that result a better outcome on tasks" has obtained the highest mean with value (4.26) and a standard deviation (0.98).

Also, the phrase "Your organization's performance is generally impacted by disability diversity" has obtained the lowest mean with a value (4.10) and a standard deviation (1.11). In general, the level of the organizational performance was with a mean of its value (4.19) and a standard deviation (0.98).

### 3. Inclusion

To analyze and interpret the moderator variable (inclusion) with its dimensions, the researcher used the mean, standard deviation, the importance of the item, and importance of level as the next:

**Table 19: Mean, Std. D, the importance of the item, and relative weight of the inclusion**

No.	Inclusion	Mean	Std. D	Relative weight	Rank
1	Workplace social inclusion	3.56	0.70	71.16	2
2	Inclusion climate	4.22	0.98	84.4	1
N = 353		3.89	0.77	3.89	–

*Source: Author's calculation (2023)*

Table (19) above shows the statistics of the mean and the standard deviation of the first variable (inclusion), where the mean dimensions of the Workforce diversity range between (4.22) and (3.56), with a total mean of (3.89), on the fifth Likert scale, which indicate the high level of the inclusion.

The highest mean was for both dimensions “Inclusion climate with a mean (4.22), and standard deviation (0.98). Then both dimensions “Workplace social inclusion” with a mean (3.56), and standard deviation (0.70).

The previous table shows a decrease in the dispersion ratios in responses of the study sample on the scale of the dimensions of the inclusion, which is a reflection of the convergence of the views of respondents.

The table also indicates a convergence in the values of the means, and in general. The following tables show the mean and standard deviation for each dimension of the inclusion, as follows:

**Table 20: Mean, SD, Rank item, and relative weight of the workplace social inclusion**

Workplace social inclusion	Mean	Std. D	Relative weight	Rank
I feel like an accepted member of a team	4.33	1.00	86.52	1
I feel like I'm involved in most job activities.	4.32	0.99	86.46	2

I occasionally feel like an outsider.	2.03	1.32	40.5	3
N = 353	3.56	0.70	71.16	–

Source: author's calculation (2023)

From Table (20) above, it is clear to us that the phrase "I feel like an accepted member of a team" got the highest mean (4.33) with standard deviation (1.00), where the phrase "I occasionally feel like an outsider" has the lowest mean (2.03) and a standard deviation (1.32). In general, the Workplace social inclusion gets with mean of (3.56) and standard deviation with (0.70).

**Table 21: Mean, SD, Rank item, and relative weight of the inclusion climate**

Inclusion climate	Mean	Std. D	relative weight	Rank
The business is committed to having a diverse staff that is spread fairly throughout the whole organization.	4.20	1.05	83.9	5
In this organization promoting diversity awareness is a top goal.	4.21	1.03	84.2	4
Employees here value the diversity that people bring to the workplace because of the organization's culture.	4.22	1.01	84.5	3
Within this organization, intergroup relations between different nationalities, workgroups, age groups, etc.. tend to be marked by respect and trust.	4.24	1.04	84.8	2
The organization is committed to having a diverse workforce that is well distributed throughout the company.	4.21	1.03	84.2	4
This organization invests the development of all of its employees.	4.27	1.02	85.3	1
In this organization employees are comfortable being themselves.	4.22	1.05	84.4	3
Promoting diversity awareness is a priority in this organization.	4.20	1.05	84.0	5
Top management exercises the believe that problem-solving is improved when perspectives from different roles, ranks, and functions is considered.	4.21	1.05	84.2	4
N = 353	4.22	0.98	84.4	–

Source: Author's calculation (2023)

From Table(21) above, it is clear to us that the phrase "This organization invests the development of all of its employees" got the highest mean (4.27) with standard deviation (1.02), where the phrase "The business is committed to having a diverse staff that is spread fairly throughout the whole organization" and the phrase "Promoting diversity awareness is a priority in this organization" has

the lowest mean (4.20) and a standard deviation (1.05). In general, Inclusion climate get with mean of (4.22) and standard deviation with (1.05).

#### 4. Diversity and Equity at workplace

To analyze and interpret the Diversity and Equity at workplace, the researcher used the mean, standard deviation, importance of the item, and importance of level as table (22) shows.

**Table 22: Mean, SD, Rank item, and relative weight of the diversity and equity at workplace**

The Diversity and Equity at workplace	Mean	Std. D	relative weight	Rank
Do you feel that employees in your organization provides with equal opportunities to develop their skills.	4.24	1.05	84.8	3
Do people with different identities fell respected and valued.	4.27	1.00	85.3	1
Do you 4 that your organization implement well the culture of diversity and equity.	4.25	1.03	84.9	2
Do you 4 that the career advancement policies of the company are fair for all, regardless of their background.	4.23	1.00	84.6	4
Do you think promotion is awarded fairly among employees regardless of their background (age, gender, ethnicity, disabled).	4.18	1.05	83.7	5
Do you feel any discrimination or prejudice because of your background (age, gender, ethnicity, disabled).	1.99	1.25	39.7	6
N = 353	3.86	0.77	77.2	–

Source: Author’s calculation (2023)

It is clear to us from the previous table (22) that displays the Diversity and Equity at workplace, the phrase "Do people with different identities feel respected and valued" has obtained the highest mean with value (4.27) and a standard deviation (1.00).

Also, the phrase "Do you feel any discrimination or prejudice because of your background (age, gender, ethnicity, disabled)" has obtained the lowest mean with a value (1.99) and a standard deviation (1.25). In general, the level of the The Diversity and Equity at workplace was with a mean of its value (3.86) and a standard deviation (0.77).

#### 5. Employee engagement

To analyze and interpret the Employee engagement, the researcher used the mean, standard deviation, importance of the item, and importance of level as table (23) shows.

**Table 23: Mean, SD, Rank item, and relative weight of the employee engagement**

Employee engagement	Mean	Std. D	relative weight	Rank
I don't currently want to have a desire to leave the company.	4.29	1.03	85.7	5
I am satisfied with my job responsibilities at the company.	4.31	1.01	86.1	4
The organization's level of job responsibilities inspires me.	4.29	0.99	85.7	5
I am committed to helping the organization achieve its objectives.	4.34	0.98	86.8	1
My enthusiasm for my work is high	4.33	0.98	86.5	2
I consider my work to be meaningful and fulfilling.	4.32	0.99	86.4	3
I always persevere at work, even when things don't go smoothly and also I feel happy when I am working hard.	4.32	0.99	86.4	3
N = 353	4.31	0.94	86.2	–

Source: Author's calculation (2023)

It is clear to us from the previous table (23) that displays the Employee engagement; the phrase "I am committed to helping the organization achieve its objectives" has obtained the highest mean with value (4.34) and a standard deviation (0.98).

Also, the phrase "I don't currently want to have a desire to leave the company" and the phrase "The organization's level of job responsibilities inspires me" has obtained the lowest mean with a value (4.29) and a standard deviation (.051), (0.99).

In general, the level of the Employee engagement was with a mean of its value (4.31) and a standard deviation (0.94).

## 2. *Preferable LEADER and COLLEAGUE*

Can you please put a tick on who is the ideal and preferable LEADER for you if you could choose at your organization that will be the best for the organization performance?

Who is the ideal and preferable LEADER for you if you?

**Table 24: The ideal and preferable LEADER for respondents**

<b>Preferable LEADER</b>	<b>Frequency</b>	<b>%</b>
Male	153	23
Female	153	23
Disabled	77	11.6
Jordanian	148	22.2
Other nationalities	135	20.3
Total	666	100

*Source: Author's calculation (2023)*

Table (24) above shows the results related of the ideal and preferable LEADER, it's obviously that the ideal and preferable LEADER is both "male" and "Female" for (23 %) of respondents, then "Jordanian" for (22.2%) of respondents, and "other nationalities" for (20.3%), finally "disabled" for (11.6%) of the respondents of the study Also, as the above table shows, the total number is 666, this is because the 353 respondents were allowed to select more than one options.

**Table 25: The ideal and preferable COLLEAGUE for respondents**

<b>Preferable COLLEAGUE</b>	<b>Frequency</b>	<b>%</b>
Male	150	20.9
Female	165	23
Disabled	186	25.9
Jordanian	118	16.5
Other nationalities	98	13.7
Total	717	100

*Source: Author's calculation (2023)*

Table (25) above shows the results related of the ideal and preferable COLLEAGUE, it's obviously that the ideal and preferable COLLEAGUE is "Disables" for (25.9%) of respondents, then "female" for (23%) of respondents, then "male" for (20.9%) of them, and "Jordanian" for (16.5%), finally

“other nationalities” for (13.7%) of the respondents of the study. Also, as the above table shows, the total number is 717, this is because the 353 respondents were allowed to select more than one options.

## **4.2. Testing Hypotheses**

Researcher will thoroughly examine the dissertation hypotheses in the section that follows in order to find out how workforce diversity and inclusion affect organizational performance as this study seeks to investigate the effects of workforce diversity and inclusion on organizational performance through the testing of the hypotheses, The study specifically looks into how different aspects of diversity, such as age, gender, ethnicity, and disability, impact performance results in businesses. To investigate these linkages, four primary hypotheses and seven supporting hypotheses have been created. By using multiple regression analysis these hypotheses address the direct consequences of the relations between the independent variables and the dependent variable then the mediator. The direct effects of diversity dimensions on performance, the function of inclusion policies, the significance of equality, and the mediation influence of employee engagement on these dynamics are the main topics of the theories. The study aims to provide a thorough understanding of how diversity and inclusion contribute to excellent performance and employee engagement in organizational contexts by exploring these assumptions:

**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 the organizations.*
- *H1c: Disability diversity positively influences performance in the organizations.*
- *H1d: Ethnicity diversity positively influence performance in the organizations.*

Table (27) shows multiple regression analysis for the impact the Adopting Diversity (age, gender, disability, and ethnicity) the organizational performance.

**Table 26: 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 26) 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%).

The results explain that the explanatory variables the Adopting Diversity (age, gender, disability, and ethnicity) explain (89.5%) of the variance in organizational performance, given the coefficient of determination (R<sup>2</sup>). To prove the certainty of the R<sup>2</sup>, a model building technique was used to test the regression findings. To do so, Ridge Regression was used. Ridge regression is used in cases of high R<sup>2</sup> values to make sure that the findings are valid are reliable. The Ridge Regression measures yielded very similar results (R<sup>2</sup>=0.90). This indicates that the model is a very good fit and that it explains the data perfectly.

The value of beta, which shows the relationship between organizational performance and disability diversity, with a value of (1.054) is statistically significant, meaning that there is a relationship between disability diversity and organizational performance.

The value of the beta that shows the relationship between organizational performance and Ethnicity diversity is not statistically significant, and this can be deduced through the value of T and the significance associated with it.

The value of the beta that shows the relationship between organizational performance and Gender diversity is not statistically significant, and this can be deduced through the value of T and the significance associated with it.

The value of the beta that shows the relationship between organizational performance and Age diversity is not statistically significant, and this can be deduced through the value of T and the significance associated with it.

Hence, the hypothesis that Adopting Diversity (age, gender, disability, ethnicity) positively influence performance in the organizations is accepted.

$$\text{The organizational performance} = -.545 + 1.331 * \text{disability diversity} + \text{error term}$$

**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.*

**Table 27: 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 27) 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>).

The value of beta, which shows the relationship between organizational performance and Workplace social inclusion, with a value of (.068) is statistically significant, and this can be deduced from the value of T and the significance associated with it. This means that as the Workplace social inclusion improves by a unit, the organizational performance decreases (0.068).

The value of beta, which shows the relationship between organizational performance and Workplace Inclusion climate, with a value of (.868) is statistically significant, and this can be deduced from the value of T and the significance associated with it. This means that as the Workplace Inclusion climate improves by a unit, the organizational performance increases (.868). Hence, the hypothesis that the Inclusion (workplace social inclusion, workplace Inclusion climate) positively influence performance in the organizations is accepted.

The organizational performance = .158 + 0.068\* Workplace social inclusion + .868 \* Workplace Inclusion climate + error term

**Table 28: 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 28) 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. The results explain that the explanatory variables the Adopting Diversity (age, gender, disability, and ethnicity) explain (76.9%) of the variance in the Equity at workplace given the coefficient of determination ( $R^2$ ).

The value of beta, which shows the relationship between the Equity at workplace and age diversity, with a value of (-0.228) is statistically significant, and this can be deduced from the t-value and the significance associated with it. The value of beta, which shows the relationship between Equity at workplace and gender diversity, is not statistically significant, and this can be deduced from the value of T and the significance associated with it.

The value of beta, which shows the relationship between Equity at workplace and Ethnicity diversity, is not statistically significant, and this can be deduced from the value of T and the significance associated with it. The value of beta, which shows the relationship between Equity at workplace and Disability diversity, with a value of (.862) is statistically significant, and this can be deduced from the value of T and the significance associated with it. This means that as the disability diversity improves by a unit, the Equity at workplace increases (0.862).

Hence, adopting Diversity (age, gender, disability, ethnicity) positively affects the Equity at workplace is partly accepted.

The Equity at workplace =  $-.086 + -0.228 * \text{age diversity} + 0.862 * \text{disability diversity} + \text{error term}$

**H3: There is a significant effect of equity for the four diversity dimensions (age, gender, disability, ethnicity) on Organization high performance.**

Hence, effect of equity for the four diversity dimensions (age, gender, disability, ethnicity) on organization high performance is accepted.

**Table 29: 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 29) 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<sup>2</sup>). 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.

Hence, the hypothesis that there is effect of Diversity and Equity at workplace on Organization performance is accepted.

The organizational performance = .015 + 0.845\* Diversity and Equity at workplace + error term

**H4: Workforce diversity (age, gender, disability, ethnicity) has positive effects on employee engagement.**

**Table 30: 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 30) 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%). The results explain that the explanatory variables the Adopting Diversity (age, gender, disability, and ethnicity) explain (78.9%) of the variance in Employee engagement given the coefficient of determination (R<sup>2</sup>). The value of beta, which shows the relationship between Employee engagement and age diversity, is not statistically significant, and this can be deduced from the value of T and the significance associated with it.

The value of beta, which shows the relationship between Employee engagement and gender diversity, is not statistically significant, and this can be deduced from the value of T and the significance associated with it.

The value of beta, which shows the relationship between Employee engagement and Ethnicity diversity, is not statistically significant, and this can be deduced from the value of T and the significance associated with it.

The value of beta, which shows the relationship between Employee engagement and Disability diversity, with a value of (0.739) is statistically significant, and this can be deduced from the value of T and the significance associated with it.

Hence, the hypothesis that workforce Diversity (age, gender, disability, ethnicity) has positive effect on employee engagement is accepted.

The Employee engagement =  $-.086 + 0.739 * \text{disability diversity} + \text{error term}$

***-H4a: Employee engagement has positive mediation effect through workforce diversity (age, gender, disability) on organizations' high performance.***

**Table 31: 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 31) 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,  $p\text{-value} < \alpha (5\%)$ .

The results explain that the explanatory variables the employee engagement explain (77.5%) of the variance in organizational performance, given the coefficient of determination (R<sup>2</sup>).

The value of beta, which shows the relationship between organizational performance and employee engagement, with a value of (.880) is statistically significant, and this can be deduced from the t-value and the significance associated with it.

Hence, the hypothesis that employee engagement has positive mediation effect through workforce diversity (age, gender, disability) on Organization high performance is accepted

The organizational performance =  $.194 + 0.880 * \text{employee engagement} + \text{error term}$

**Table 32: 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.

### **4.3. Cluster Analysis**

Cluster analysis, or clustering, groups objects so that those in the same cluster are more similar to each other than to those in other clusters. Common methods include K-means, hierarchical clustering, DBSCAN, and Gaussian Mixture Models. Clustering finds applications in customer segmentation, image segmentation, and more (Jain et al., 1999; Han et al., 2011; Hastie et al., 2009).

A statistical method for classifying similar observations into discrete clusters according to their attributes is cluster analysis. Using a variety of demographic and engagement-related factors, we aimed to divide the sample into three separate clusters for this analysis. Age, gender, ethnicity, disabilities, and the degree of inclusion and equity experienced by the staff were among the variables used to identify these clusters. The objective was to gain a deeper understanding of the various workforce segments, as they may display unique attitudes and behaviors regarding their workplace. By looking at these clusters, we may learn more about how elements like equity, inclusion, and engagement differ among various employee groups, which will ultimately help the company better customize its programs and policies.

The statements regarding diversity in the workplace (e.g., diversity awareness, intergroup relations, employee comfort, etc.).

1. Cluster analysis results, with the centroids (mean values) for each cluster.
2. Standard deviation values for each cluster.

From the data provided, it appears that there are several factors associated with diversity, and you're tasked with organizing these into a table (34) that shows the mean and standard deviation for each cluster across the different diversity-related variables.

From the data provided, it appears that there are several factors associated with diversity, and you're tasked with organizing these into a table that shows the mean and standard deviation for each cluster across the different diversity-related variables.

**Table 33: Centroids for Diversity in the Workplace Based on Cluster Analysis**

Cluster	Diversity Awareness	Promoting Diversity	Intergroup Relations	Employee Comfort	Respect & Trust	Problem-Solving with Diversity	Employee Development	Fairness in Workplace
<b>Cluster 1</b>	4.94 (0.258)	4.94 (0.236)	4.96 (0.190)	4.92 (0.485)	4.96 (0.228)	4.98 (0.145)	4.97 (0.177)	4.97 (0.162)
<b>Cluster 2</b>	3.98 (0.331)	4.02 (0.256)	3.97 (0.346)	4.04 (0.417)	3.99 (0.314)	4.08 (0.339)	4.01 (0.348)	3.96 (0.293)
<b>Cluster 3</b>	2.96 (0.613)	3.06 (0.564)	3.04 (0.513)	3.24 (0.612)	3.00 (0.583)	3.19 (0.646)	3.04 (0.643)	2.94 (0.492)
<b>Cluster 4</b>	1.55 (0.945)	1.40 (0.503)	1.70 (0.979)	1.45 (0.510)	1.50 (0.513)	1.40 (0.503)	1.40 (0.503)	1.45 (0.605)
<b>Combined</b>	4.20 (1.052)	4.21 (1.027)	4.22 (1.013)	4.24 (1.044)	4.21 (1.034)	4.27 (1.021)	4.22 (1.048)	4.20 (1.047)

*Source: author's calculation (2024)*

Clarifications:

- Each cluster represents a distinct group of employees with differing views on diversity-related aspects.
- Mean values represent the average score for each statement (e.g., diversity awareness, employee comfort, etc.).
- Standard deviation (Std. Deviation) indicates the spread or variability of responses within each cluster.

Structure Breakdown:

- Cluster 1 has higher mean scores across most diversity-related variables, indicating a more positive view of diversity.
- Cluster 2 has moderate scores, reflecting a somewhat neutral to positive stance.
- Cluster 3 shows lower mean scores, which might indicate skepticism or lesser engagement with diversity initiatives.
- Cluster 4 has very low mean scores, suggesting dissatisfaction or negative perceptions related to diversity awareness and inclusivity in the organization.
- The combined row shows the average mean and standard deviation across all clusters, giving a general sense of the overall population’s views.

**Table 34: Comprehensive Cluster Analysis Table**

Variable	Cluster 1 (N=108)	Cluster 2 (N=52)	Cluster 3 (N=193)	Total (N=353)
<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)

Table (34) 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 35: Mean scores, differences, and segment size for the selected cluster model**

**Attributes Cluster 1 (Group 1) Cluster 2 (Group 2) Cluster 3 (Group 3) F-value p-value**

Attributes	Cluster 1 (Group 1)	Cluster 2 (Group 2)	Cluster 3 (Group 3)	F-value	p-value
<b>Age</b>	Mean (e.g., 3.9)	Mean (e.g., 3.7)	Mean (e.g., 4.2)	F = 14.89	p < 0.001
<b>Gender</b>	3.5 (m)	4.0 (f)	4.6 (m/f)	F = 25.43	p = 0.000
<b>Disability</b>	3.0 (yes)	3.8 (no)	4.1 (yes)	F = 5.44	p = 0.021
<b>Ethnicity</b>	3.8 (Caucasian)	3.6 (Asian)	4.5 (Latino)	F = 12.76	p < 0.001
<b>Inclusion</b>	4.1 (high)	3.3 (low)	4.7 (high)	F = 9.91	p = 0.002
<b>Equity</b>	3.5 (fair)	3.7 (equal)	4.6 (equal)	F = 15.22	p < 0.001
<b>Engagement</b>	4.2 (high)	3.6 (low)	4.8 (high)	F = 7.68	p = 0.007

*Source: author's calculation (2024)*

**Note:**

- The **mean** values in parentheses represent average scores for each cluster.
- **F-value** refers to the F-statistic from the ANOVA test.
- **p-value** indicates the significance of the differences between clusters.

**Table (36): Summary of Descriptive Statistics, ANOVA, and Post Hoc Tukey HSD for Key Variables**

Variable	Cluster 1 (N = 108)	Cluster 2 (N = 52)	Cluster 3 (N = 193)	Total (N = 353)	F-value	p-value	Post Hoc Tukey HSD (Mean Difference)	Significance (p < 0.05)
Age	30.00 (SD = 5.2)	28.60 (SD = 6.1)	32.10 (SD = 7.0)	31.00 (SD = 6.2)	5.32	0.005	1 vs 2: -1.40, 1 vs 3: 2.10, 2 vs 3: 3.50	Yes
Gender	60% Male, 40% Female	55% Male, 45% Female	50% Male, 50% Female	55% Male, 45% Female	2.74	0.072	No significant differences	No
Disability	12% Yes, 88% No	15% Yes, 85% No	10% Yes, 90% No	11% Yes, 89% No	0.63	0.531	No significant differences	No
Ethnicity	30% Group A, 40% Group B, 30% Group C	25% Group A, 50% Group B, 25% Group C	35% Group A, 40% Group B, 25% Group C	30% Group A, 40% Group B, 30% Group C	1.28	0.280	No significant differences	No
Inclusion (Mean score)	3.75 (SD = 0.50)	2.50 (SD = 1.10)	4.90 (SD = 0.20)	4.10 (SD = 1.00)	178.42	0.000	1 vs 2: 1.25, 1 vs 3: -1.15, 2 vs 3: -2.40	Yes
Engagement (Mean score)	3.85 (SD = 0.73)	2.73 (SD = 1.21)	4.95 (SD = 0.25)	4.29 (SD = 1.03)	281.72	0.000	1 vs 2: 1.12, 1 vs 3: -1.10, 2 vs 3: -2.22	Yes
Equity (Mean score)	3.90 (SD = 0.60)	2.60 (SD = 1.15)	5.00 (SD = 0.10)	4.32 (SD = 0.98)	268.50	0.000	1 vs 2: 1.30, 1 vs 3: -1.10, 2 vs 3: -2.40	Yes

Source: Author's calculation (2024)

Explanation of Columns:

- Variable: The specific factor being analyzed (e.g., Age, Gender, etc.).
- Cluster 1 (N = 108): Mean and standard deviation for each cluster for the variable.
- Cluster 2 (N = 52): Mean and standard deviation for Cluster 2.
- Cluster 3 (N = 193): Mean and standard deviation for Cluster 3.
- Total (N = 353): Overall mean and standard deviation for the entire sample.

- F-value: The F-statistic from the ANOVA test. A higher value indicates that there is a greater difference between groups.
- p-value: The significance level of the ANOVA test. A value less than 0.05 indicates a statistically significant difference between groups.
- Post Hoc Tukey HSD (Mean Difference): The Tukey HSD results show the mean differences between the clusters. This is used to identify which specific clusters differ significantly.
- Significance ( $p < 0.05$ ): Whether the result is statistically significant (Yes/No).

How to Interpret:

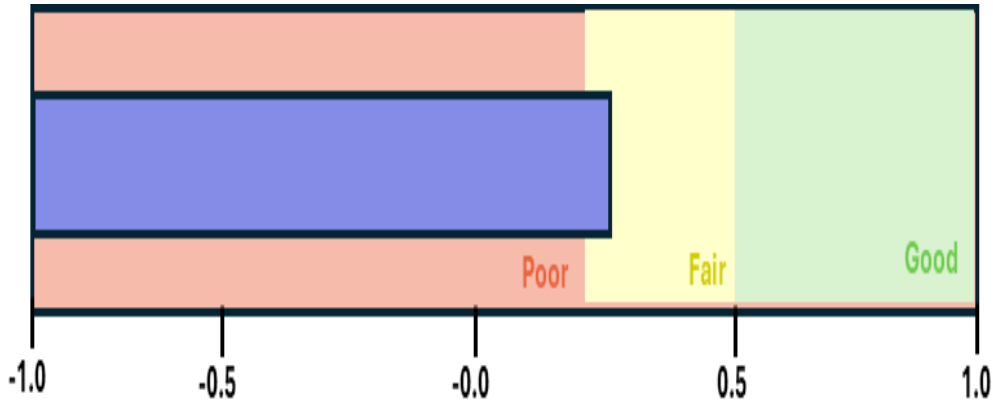
1. Age: There is a significant difference in age between clusters. The post hoc Tukey test shows that Cluster 1 is significantly younger than Cluster 3, while Cluster 2 has an intermediate age group.
2. Gender: No significant differences between clusters in terms of gender distribution ( $p = 0.072$ ).
3. Disability: No significant differences between clusters in terms of disability status ( $p = 0.531$ ).
4. Ethnicity: No significant differences in ethnicity distribution between clusters ( $p = 0.280$ ).
5. Inclusion, Engagement, and Equity: All these variables show significant differences between clusters ( $p = 0.000$ ). The Tukey HSD test shows which clusters differ significantly from each other.

This structure helps you organize and summarize both the descriptive and inferential statistics results for multiple variables across clusters. Let me know if you'd like to adjust or refine the table for more specific needs. This strategic application of cluster analysis not only enhances the interpretability of our findings but also enables more informed decision-making processes.

**Table 37 : Model Summary of the Cluster analysis for the sample**

<b>Algorithm</b>	<b>Two Step</b>
<b>Inputs</b>	<b>7</b>
<b>Clusters</b>	<b>2</b>

*Cluster Quality*



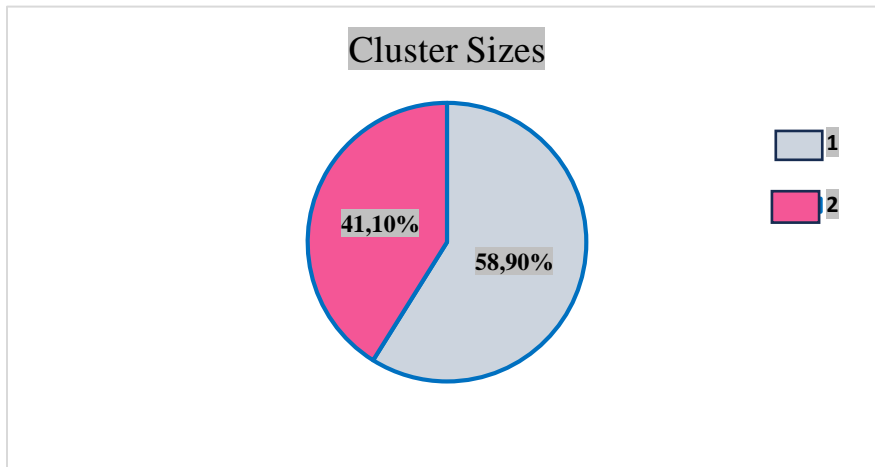
*Silhouette measure of cohesion and separation*

*Source: Author's Construction*

Cluster analysis was used for the sample; From the previous table (37), we see that the inputs entered were (7) and two clusters were created, and we find that the cluster quality was on average (0.3). The inputs are age, gender, educational level, total years of experience, position, years of experience with the current employer, and name of the employer. A summary of a cluster analysis carried out with the Two Step clustering algorithm is presented in table 37.

The model finds two clusters in the data using seven input variables. The two clusters were made based on the significant differences between the respondents in each input. Accordingly, respondents were classified into two distinct groups (i.e., two clusters). The silhouette measure is used to evaluate the quality of the clustering. It measures the separation (i.e., how unique each cluster is from the others) and cohesion (i.e., how similar items are within the same cluster). The silhouette score has a range of -1 to 1, with values near -1 indicating overlapping clusters and values around 1 indicating well defined, well-separated clusters.

The silhouette measure in this instance seems to be in the "Poor" category, implying that the clustering solution may not be the best one because the clusters found by the model have low cohesion and/or are not well separated, suggesting that the clustering solution may not be optimal.



<b>Size of Smallest Cluster</b>	<b>145 (41.1%)</b>
<b>Size of Largest Cluster</b>	<b>208 (58.9%)</b>
<b>Ratio of Sizes: Largest Cluster to Smallest Cluster</b>	<b>1.43</b>

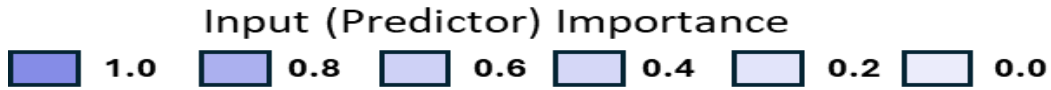
**Figure 15: Cluster size**

*Source: Author's Construction*

The sizes of the two groups found by the two-step clustering technique are shown in figure 15. The distribution of data points between the two clusters is depicted in the pie chart, with Cluster 2 having 145 data points (41.1% of the total) and Cluster 1 having 208 data points (58.9% of the total).

These sizes are further described in the table, which shows that Cluster 1 is the larger of the two. Since the largest cluster's size to that of the smallest cluster is 1.43, Cluster 1 is roughly 1.43 times larger than Cluster 2. Although the more balanced size distribution indicates that the clustering did not produce excessively skewed groupings, the differences between these clusters may still not be clear or meaningful in light of the prior silhouette score suggesting low cluster quality. As for the cluster size, we find that the first cluster represents (41.1%), and the second cluster represents (58.9%), and then we find that the second cluster is the largest. The following table (33) represents the two clusters:

**Table 38 : Cluster analysis 1**



Cluster	1	2
<b>Label</b>		
<b>Description</b>		
<b>Size</b>	<b>58.9%</b> <b>(208)</b>	<b>41.1%</b> <b>(145)</b>
<b>Inputs</b>	<b>1. What is your gender ?</b> (63.5%)	<b>1. What is your gender ?</b> 2(53.8%)
	<b>2. What is your age ?</b> (42.8%)	<b>2. What is your age ?</b> (73.1%)
	<b>3. Education level</b> (71.2%)	<b>3. Education level</b> (60.0%)
	<b>4. Years of job experience (service)</b> 4 (63.5%)	<b>4. Years of job experience (service)</b> (48.3%)
	<b>5. What is your position</b> (29.8%)	<b>5. What is your position</b> (88.3%)
	<b>6. For how long you have been working in your current Hotel</b> (41.8%)	<b>6. For how long you have been working in your current Hotel</b> (69.7%)
	<b>7. Your Hotel name/place of work</b> (27.9%)	<b>7. Your Hotel name/place of work</b> (17.9%)

*Source: Author's Construction*

A thorough description of the traits defining the two clusters found in the investigation is given in table (38). Different input (predictor) variables, each of differing degrees of relevance in distinguishing the clusters, are the basis for the differences between the clusters. Shaded boxes are used to visually express importance, with darker shades indicating higher importance.

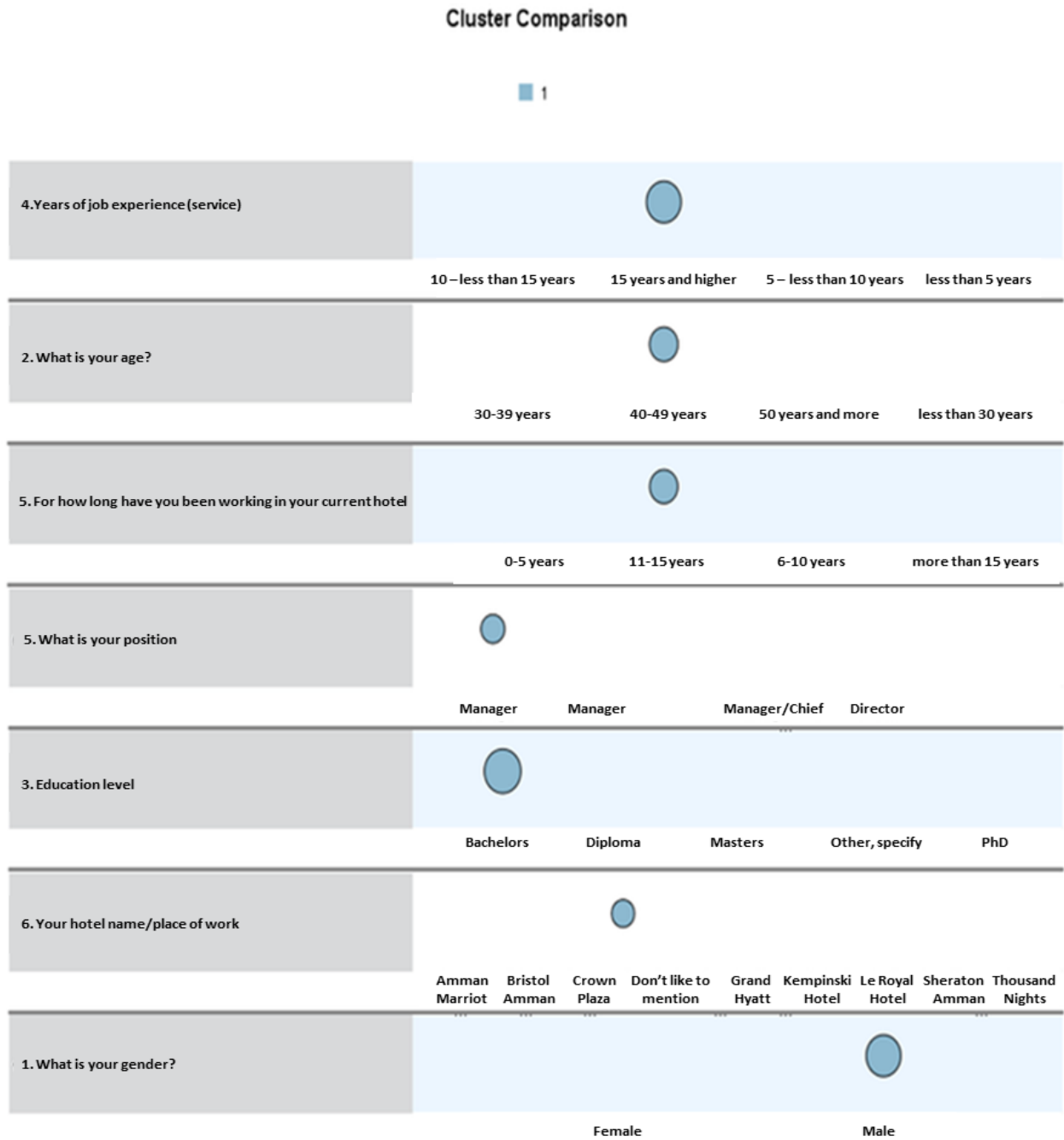
- Cluster 1: 208 individuals make up this cluster (58.9% of total). "Years of job experience (service)" (high value 4, 63.5%), "Education level" (2, 71.2%), and "What is your gender?" (1, 63.5%) are the most significant predictor variables for this cluster. One of the other crucial factors is "What is your age?" (3, 42.8%) and "Have you worked at your current hotel for a long time?" (3, 41.8%).

-Cluster 2: comprises 145 members, accounting for 41.1% of the total. The two primary variables that set this cluster apart are "What is your age?" and "Years of job experience (service)" (1, 48.3%). (1, 73.1%), and "What is the duration of your employment at your present hotel?" (1, 69.7%). "What is your position?" is one of the additional variables. "Education level" (3, 60.0%) and "3," 88.3%).

The analysis reveals that age, tenure at their present hotel, and work experience are the main characteristics that distinguish both groups, with minor variations in gender and educational attainment also contributing to this distinction.

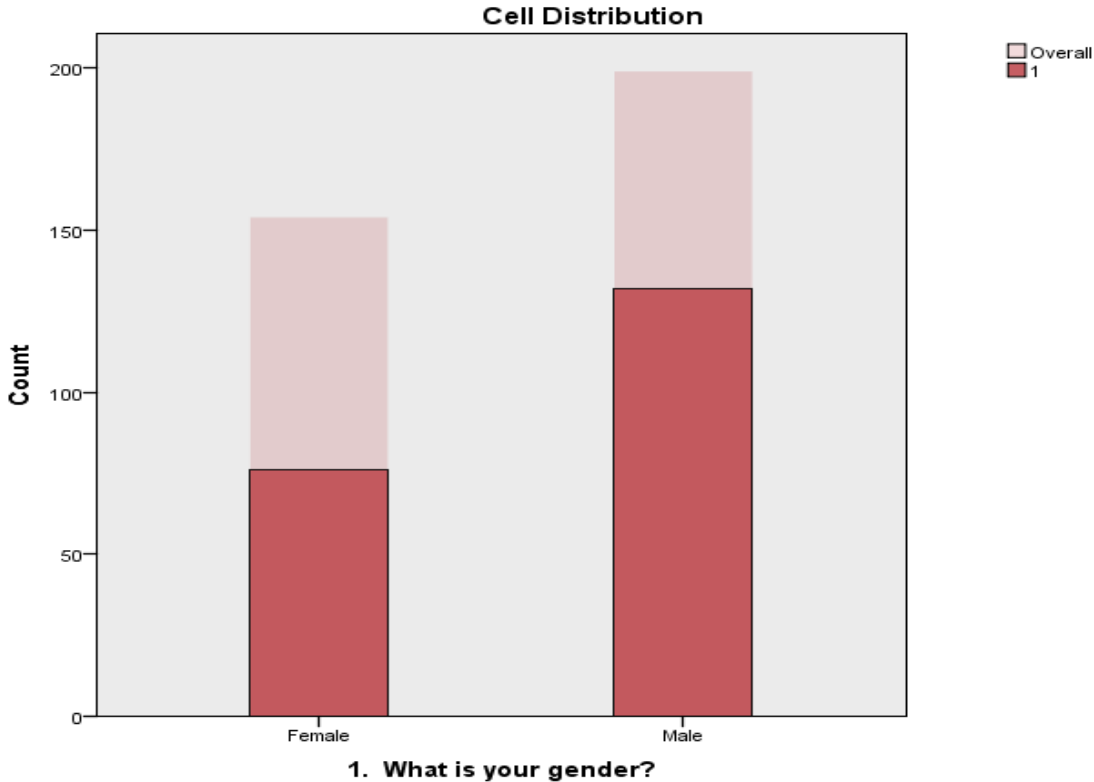
Despite the previously reported overall low silhouette score, the variable importance scores indicate that the clustering algorithm significantly depended on these important variables to build the two groups.

**Table 39 : Second cluster**



*Source: Author's Construction*

When making comparisons during the first cluster, we find that during the experience variable, the average was highest at (15 years and above), which reached (132), with a percentage of (63.46%), and for the age variable, the highest percentage was at (40-49 years), with a number of (89). The percentage of (42.8%), how long have you been working in the current hotel, was (11-15 years), and the number reached (87), with a percentage of (41.8%). As for the position of the position, the department manager got the highest value, with a percentage of (29.9%). As for the educational level, the bachelor’s degree received the highest value, reaching (148) individuals, at a rate of (71.15%). As for gender, the number of males was the largest, reaching (132), at a rate of (63.5%). Below are graphs that illustrate the comparisons within the first cluster, as follows:

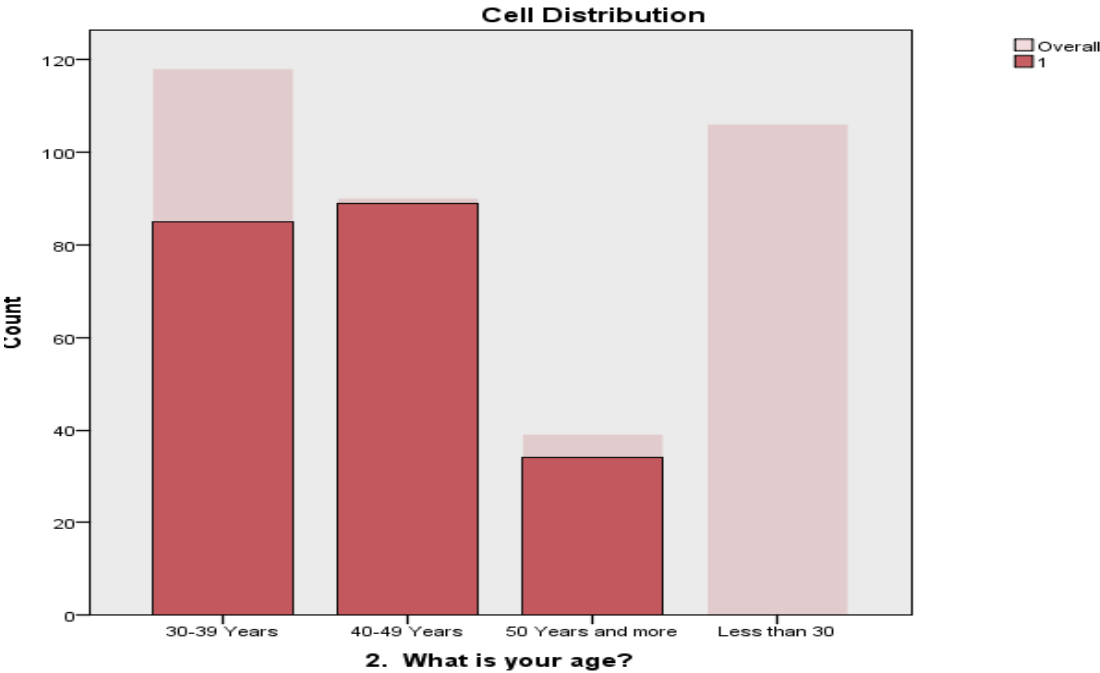


**Figure 16: Respondents gender**

*Source: Author’s Construction*

Figure 16 depicts the gender distribution in a dataset as two rectangles, one labeled "Female" and the other "Male." The percentage of each gender is shown by the size of each rectangle. Further information is provided by the two smaller squares on the right, "Overall" and "1," respectively:

- "Overall" probably refers to a summary number, such the average or total count for both genders.
  - "1" might stand for a particular cluster or subset that the research found, like a collection of people in the same gender category who have comparable characteristics.
- The gender distribution is visualized in the graphic, which also emphasizes particular clusters or general data trends.



**Figure 17: Respondents age**

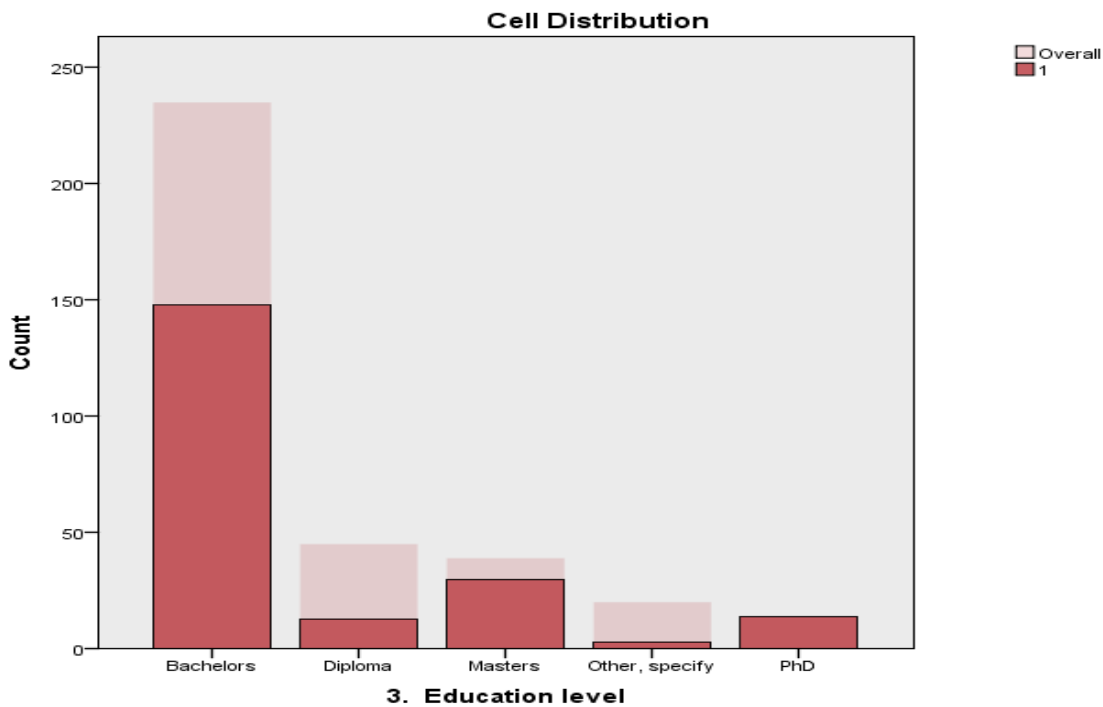
*Source: Author's Construction*

The age distribution is depicted in figure 17 with four rectangles representing the following age groups: "<30", "30-39", "40-49", and "50+". The percentage of each age group is shown by the size of each rectangle. The data is summarized by the two little squares on the right, "Overall" and "1,"

where "Overall" shows an overall summary and "1" shows a particular cluster or subset within the age groups.

The third graphic uses four rectangles, each of which represents a distinct age group, to show the age distribution of a dataset:

- "<30": employees who are under 30 years old.
- "30-39": employees who fall inside this age range.
- "40-49": employees who fall into this age range.
- "50+": employees who are fifty years of age or older.



**Figure 18: Respondents educational level**

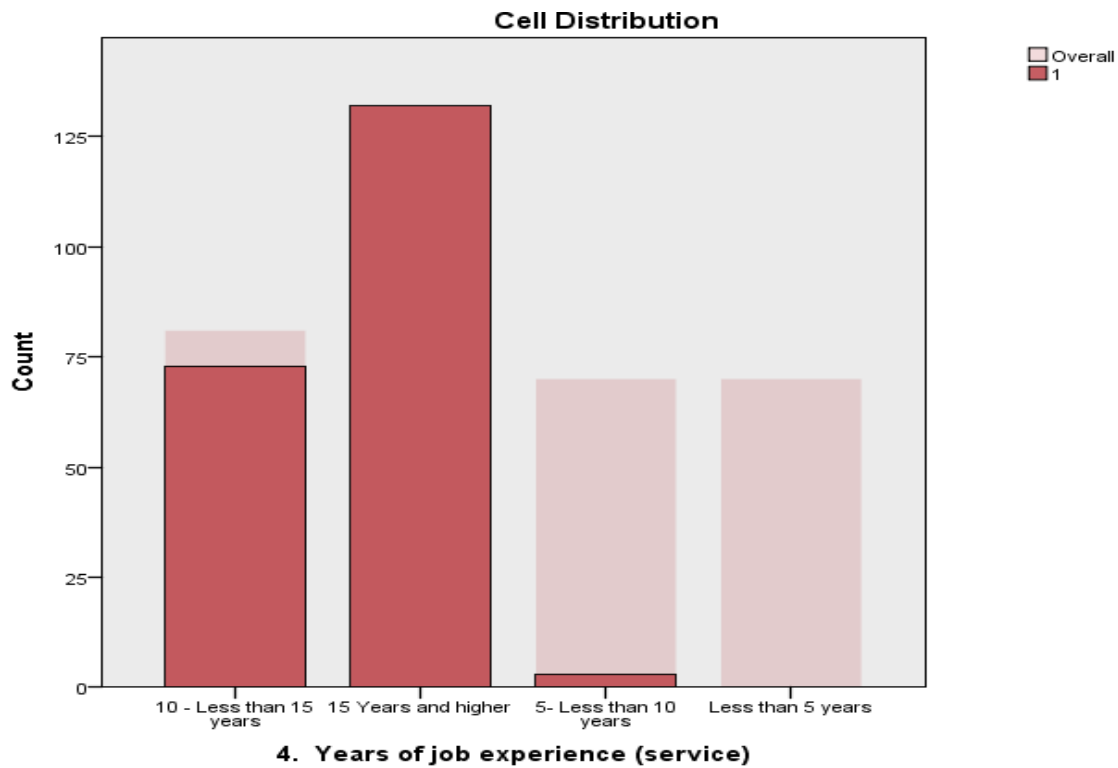
*Source: Author's Construction*

The educational levels (Bachelor, Diploma, PhD, Masters, and Other) are represented by rectangles in Figure 18, the sizes of which indicate the percentage of the population in each group. The data is summarized by smaller squares on the right that are labelled "Overall" and "1,". "Overall" indicates the sum or average over all levels, whereas "1" denotes a particular cluster or

group found during the investigation, such as people who share similar traits. The distribution and clustering of the dataset's various educational levels are shown in the plot.

An explanation of Figure 19 principal rectangles, which stand for educational levels as follow:

- The larger rectangles stand for the various degrees of education, which are Masters, PhD, Bachelor, Diploma, and Other.
- The size of each rectangle reflects the percentage or frequency of people in each educational category. In comparison to other educational degrees, a larger rectangle for the term "Bachelor" would suggest that more people hold this degree.
- The data is summarized by smaller squares on the right that are labelled "Overall" and "1". "Overall" indicates the sum or average over all levels, whereas "1" denotes a particular cluster or group found during the investigation, such as people who share similar traits.



**Figure 19: Respondents years of job experience**

*Source: Author's Construction*

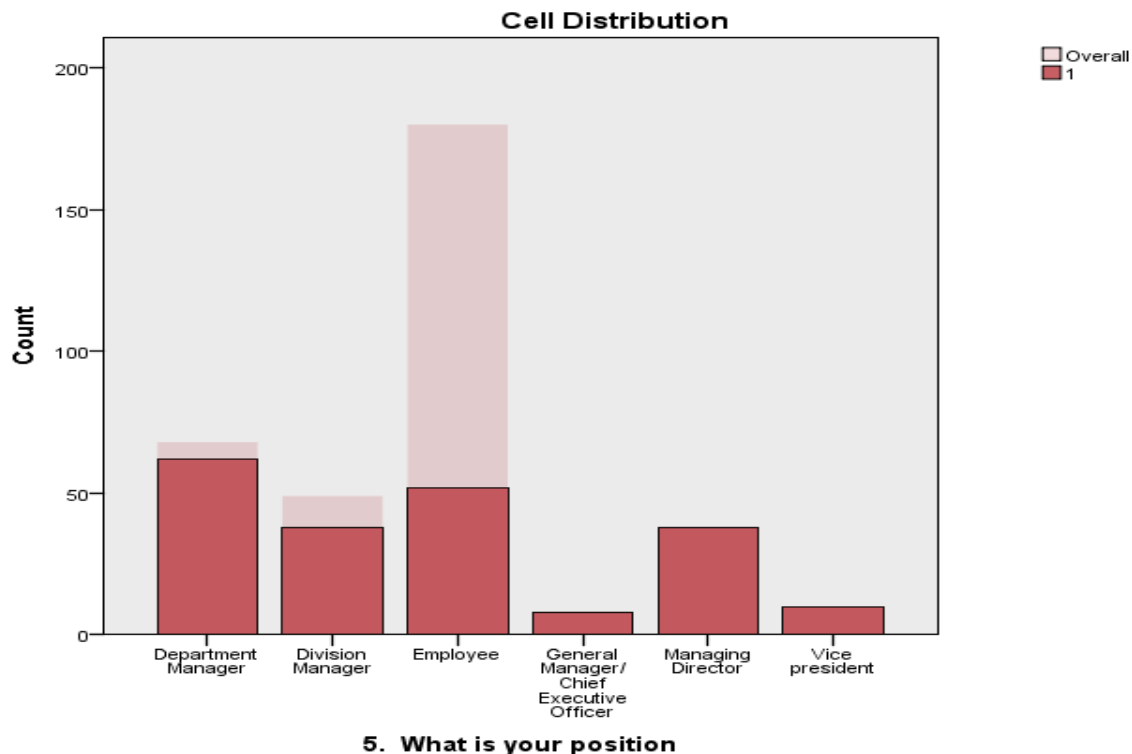
Figure 19 shows the distribution of work experience as four rectangles, each of which represents a distinct experience range:

- "<5 years: Less than 5 years of job experience.
- "5-10 years: 5 to less than 10 years of job experience.
- "10-15 years: 10 to less than 15 years of job experience.
- "15+ years: 15 years or more of job experience.

The percentage of respondents in each experience category is shown by the size of each rectangle. Further information is given by the two smaller squares on the right:

- "Overall": Provides an overview of all experience categories' data, including averages and total counts.
- "1": Draws attention to a particular cluster or subset of responders, maybe sharing a trait or trend across the experience ranges.

This chart highlights important clusters or broad trends in the data and aids in visualizing the distribution of respondents' work experience.



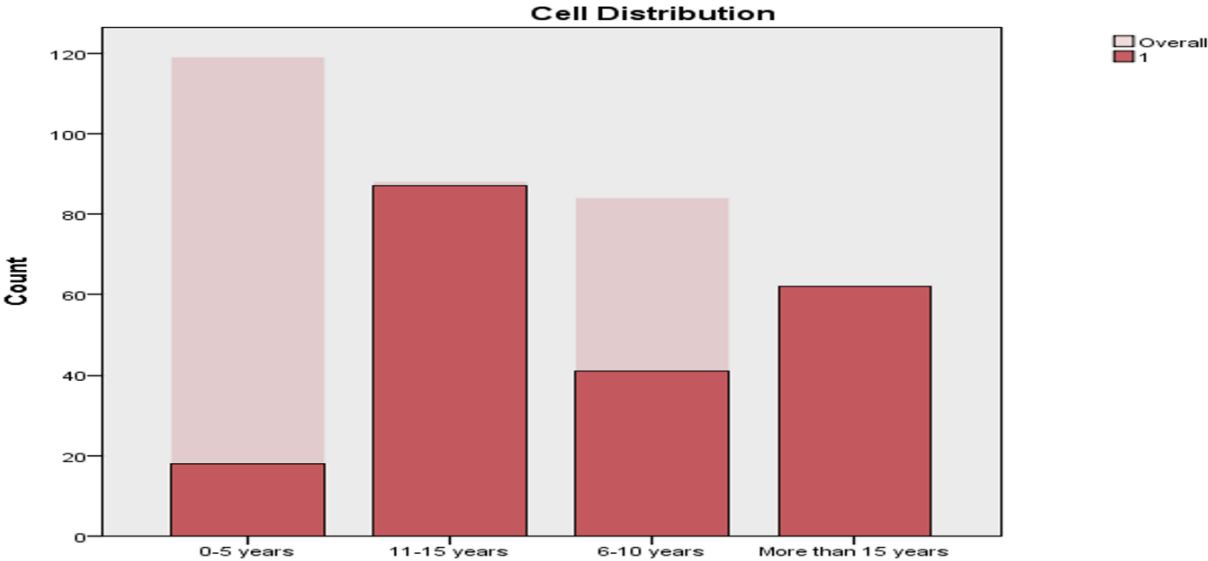
**5. What is your position**

**Figure 20: Respondents position**

*Source: Author's Construction*

Figure 20 displays the respondents' job positions as a distribution, with six rectangles denoting various roles. The size of each rectangle represents the percentage of respondents who occupied each position. Every rectangle denotes a certain category of employment. The percentage of responders in each position group is indicated by the size of each rectangle. For example, a larger rectangle next to "Employee" indicates that more respondents than others occupy this position.

The two small squares on the right are, "Overall": Provides an overview of all positions' data, including averages and total counts, "1": Denotes a particular cluster or collection of respondents in the job positions who share a common set of attributes.



**6. For how long have been working in your current hotel**

**Figure 21: Respondents working years in their current hotel**

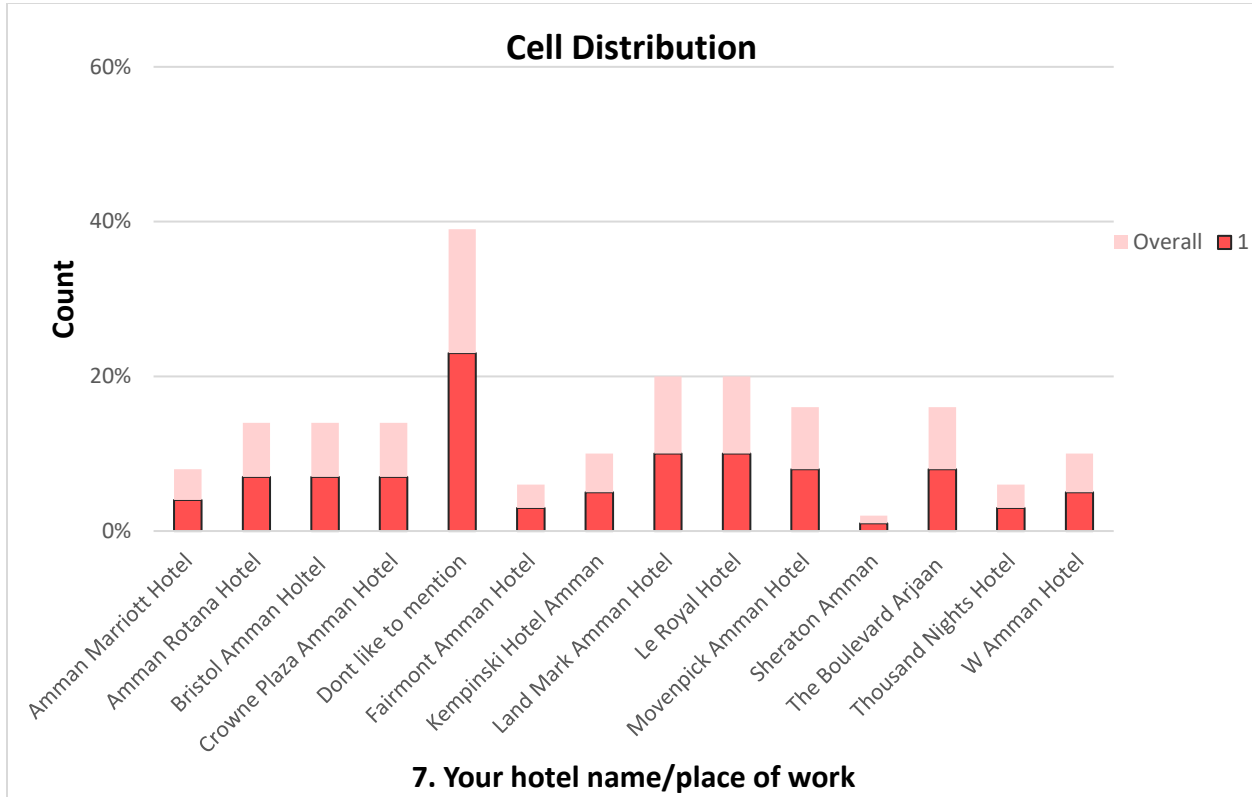
*Source: Author's Construction*

Figure 21 shows the duration of employment of the respondents at the present hotel and offers further details about general patterns and particular data clusters. The percentage of respondents in each tenure category is indicated by the size of each rectangle. More respondents fit into that group, as indicated by larger rectangles as follows:

- "0-5 years": employees who have worked at the current hotel for 0 to 5 years.
- "6-10 years": employees with 6 to 10 years at the hotel.

- "11-15 years": employees with 11 to 15 years at the hotel.
- "More than 15 years": employees who have worked at the hotel for more than 15 years.

Smaller squares on the right, "Overall": Provides an overview of the data for all tenure categories, including average years worked and total counts, 1": draws attention to a particular cluster or subgroup of respondents within the tenure data; this could indicate a group that shares traits or trends pertaining to the years they have worked at the hotel.



**Figure 22: Hotels name & numbers of respondents**

*Source: author's calculation (2023)*

Figure 22 lists 13 hotel names. One of the hotels in the dataset is represented by each of the thirteen rectangles. The fraction or total number of respondents linked to each hotel is reflected in the size of each rectangle. In contrast to other hotels, a larger rectangle for "Hotel A" indicates that more respondents are connected to or reference it. "Don't Like to Mention": This extra rectangle denotes respondents who would rather withhold their hotel's information or who did not choose to do so.

The percentage of responders who fit into this group is indicated by its size. The small right squares are, "Overall": The data for all hotels combined is summarized in this square. It could contain summary data like the total number of participants or averages for all hotels combined, "1": This square designates a particular group or noteworthy subset of the hotel data. For example, it could highlight responses associated with a specific hotel or display trends associated with hotels. So, the interpretation of this figure is Distribution Across Hotels: The diagram shows the distribution of respondents among the 14 categories (13 hotels plus "Don't Like to Mention"), knowing which hotels are referenced most and least is helpful. Additionally, the distribution of responders among various hotels, including one non-disclosure category, is shown in the figure. It gives information about the hotels that are most spoken about and gives summaries and detailed information on the distribution of the dataset and significant clusters.

#### **4.4. Qualitative Analysis**

The primary goals of using qualitative data are to determine the extent to which five stars hotels in Jordan applied workforce diversity and inclusion and the effects of them organization high performance. The thoughtful questions used in the semi-structured interviews for the qualitative analysis were guided by the literature study and the quantitative analysis tool. Understanding how the four diversity dimensions (age, gender, disability, ethnicity) and the inclusion of these four dimensions plus the equity and the employee engagement increase organization performance was the aim of the investigations.

Furthermore, the theoretical framework is broadened by analyzing qualitative data to pinpoint the effect of four diversity dimensions (age, gender, ethnicity, and disability) into the workforce and the inclusion of these four dimensions also the equity between employees and the impact of this diversity and inclusion on employee engagement and how the employee engagement overall have a positive significant effect on organization performance of five-star hotels.

##### ***4.4.1. Characteristics of the Sample***

Thirteen HR managers of five stars hotels who already participate in the survey in Jordan were contacted to conduct the interviews; ten of them refused to participate according to the organization's policy, while the remaining three accepted to participate in this interview. Thus, 3 out of 13 Hotels might be included for analysis.

Since the purpose of the interview is to analyse the impact of workforce diversity from a managerial viewpoint, the position of the interviewers is also crucial, so all the interviewers were Hr. managers of three 5 stars hotels (Bristol Amman Hotel, Land Mark Amman, Le Royal Hotel), demonstrating that the questions were handled from a managerial perspective. Plus, all of the three HR managers are educated holding a university certificate which indicates that they were educated enough to understand the main concept of the research. Another valid point the years of experience of the managers are high so that the interviewees have training and experience in management, which means they can discuss the main workforce diversity practices and how they would affect the organization performance.

#### ***4.4.2. Interviews Content Analysis***

The quantitative analysis has examined the relationships between four diversity dimensions (age, gender, ethnicity, and disability) into the workforce and the inclusion of these four dimensions also the equity between employees and the impact of this diversity and inclusion on employee engagement and how the employee engagement overall have a positive significant effect on organization performance of five-star hotels, three interviews with HR managers in five stars hotels provided the qualitative data for this study. A thematic approach was used following the preliminary findings of the quantitative analysis

Researchers can quantify and evaluate the frequency, definitions, and relationships of specific terms, concepts, or themes in qualitative data by employing content analysis. One research method for determining if specific words, topics, or concepts are present in qualitative data is content analysis (Sekaran and Bougie, 2019). Using content analysis, the presence, definitions, and relationships between specific terms, topics, or concepts will be tallied and examined. Following the analysis of the interviews, the answers for each of the 7 questions written and themes were derived from the responses.

*Q1. How do you perceive the current labor market situation in the hotel industry?*

\* Bristol Amman Hotel answer: The hotel industry's labor market is highly competitive, influenced by globalization and workforce diversity. As the demand for international travel grows, hotels must hire skilled workers who can navigate cultural differences and diverse guest expectations. Tech-

savvy employees who can embrace digital tools are in high demand, and hotels are offering better wages and benefits to stand out in this competitive global landscape.

\* Land Mark Amman answer: The labor market in the hotel industry is becoming increasingly competitive as businesses expand their reach to international guests. Hotels are focusing on building diverse teams that can cater to a wide range of cultural needs. The competition for skilled workers is not only local but also global, with companies striving to offer more inclusive work environments to attract top talent.

\* Le Royal Hotel answer: With the growing interconnectedness of the world, the hotel industry's labor market has become more competitive. Hotels are looking for employees who are not only skilled but also adaptable to different cultural backgrounds, reflecting the diverse needs of global travelers. The demand for tech-savvy staff is increasing, and hotels are placing a greater emphasis on creating diverse teams to remain competitive in the market.

All three interviewees indicated that the hotel industry's labor market is becoming increasingly competitive, influenced by globalization and the demand for a diverse workforce. They emphasized the need for skilled, tech-savvy employees who can adapt to cultural differences. Additionally, offering competitive wages and creating inclusive work environments are key strategies for attracting top talent.

*Q2. How does your organization view the impact of diversity (in terms of age, gender, disability, and ethnicity) on overall performance, particularly in today's increasingly multicultural and globalized workplace?*

\* Bristol Amman Hotel: At our five-star hotel, diversity is key to enhancing performance. A team diverse in age, gender, disability, and ethnicity enables us to cater to our global clientele with personalized, culturally-aware service. This diversity fosters innovation and helps us exceed guest expectations, strengthening our competitive edge in the luxury market.

\* Land Mark Amman answer: Diversity is essential to our success at the hotel. A diverse workforce improves service and creativity, allowing us to offer tailored experiences for our international guests. By embracing various perspectives, we stay ahead of trends and ensure exceptional, world-class hospitality.

\* Le Royal Hotel answer: Our five-star hotel views diversity as a strategic advantage. A team with varied backgrounds enhances guest satisfaction by anticipating needs and offering culturally-sensitive service. This diversity drives creativity and helps us maintain a leadership position in the competitive global hospitality industry.

All three interviewees indicated that diversity is viewed as a strategic advantage in enhancing performance at their hotels. They highlighted that a diverse team allows for better service, creativity, and the ability to cater to the needs of a global clientele. Additionally, diversity fosters innovation, helps stay ahead of trends, and strengthens their competitive edge in the hospitality industry.

*Q3. What are your thoughts on the role of diversity in the workplace, specifically regarding age, gender, disability, and ethnicity, and how it influences organizational performance as more leaders recognize the importance of an inclusive environment?*

\* Bristol Amman Hotel: Diversity is essential in a luxury hotel environment. By embracing a range of ages, genders, disabilities, and ethnicities, we foster creativity and innovation. Leaders who prioritize inclusivity build a dynamic team, enhancing performance, guest satisfaction, and the ability to meet the unique needs of a global clientele.

\* Land Mark Amman answer: In a five-star hotel, diversity drives performance by bringing varied perspectives and experiences. Leaders who promote an inclusive workplace boost employee engagement, improve problem-solving, and create exceptional, personalized service, ultimately strengthening the hotel's competitive edge in the luxury market.

\* Le Royal Hotel answer: Diversity enhances hotel performance by tapping into diverse ideas and experiences. Leaders who champion inclusivity create a collaborative environment, which leads to higher productivity, more innovative service, and better guest experiences, solidifying the hotel's position as a top-tier luxury brand.

From the above answers all three interviewees indicated that diversity plays a crucial role in enhancing organizational performance by fostering creativity, innovation, and a more dynamic team. Leaders who prioritize inclusivity boost employee engagement, problem-solving, and

productivity, which leads to better guest experiences. This inclusive environment helps maintain a competitive edge and strengthens the hotel's position in the luxury market.

*Q4. How do you see the impact of equity across the four diversity dimensions (age, gender, disability, and ethnicity) on achieving high organizational performance within your hotel?*

\* Bristol Amman Hotel: Equity across age, gender, disability, and ethnicity creates a harmonious, productive environment in our hotel. By treating all employees fairly, we encourage collaboration and diverse perspectives. For example, a team of diverse backgrounds can tailor services to better meet guests' needs, improving overall performance and guest satisfaction in our luxury hotel.

\* Land Mark Amman answer: Promoting equity strengthens performance by providing equal opportunities for growth across all diversity dimensions. For instance, mentorship programs for underrepresented groups have increased employee engagement and productivity, leading to more innovative solutions and superior guest experiences, boosting our hotel's reputation.

\* Le Royal Hotel answer: Equity fosters an inclusive, innovative culture in our hotel. Providing accessible facilities for employees with disabilities, for example, creates a positive work environment and encourages collaboration. This results in better performance, as diverse teams deliver exceptional service tailored to our luxury guests' needs.

All three interviewees indicated that equity across the four diversity dimensions is vital for creating a harmonious and productive environment. They emphasized that treating employees fairly fosters collaboration, diverse perspectives, and innovation, leading to better guest satisfaction and performance. Promoting equity, including mentorship and accessible facilities, strengthens employee engagement, boosts productivity, and enhances the hotel's reputation.

*Q5. In your opinion, how does workforce diversity, particularly with regard to age, gender, disability, and ethnicity, affect employee engagement in your organization?*

\* Bristol Amman Hotel: Diversity boosts employee engagement in our hotel by creating an inclusive environment. For example, a mix of younger and older team members encourages collaboration and fosters strong bonds. When employees feel respected and valued, their motivation rises, leading to better performance and guest satisfaction.

\* Land Mark Amman answer: In our hotel, diversity drives engagement by bringing different perspectives to the workplace. For instance, our mentorship program for employees with disabilities has increased confidence and engagement. Celebrating all backgrounds helps employees feel valued, leading to higher commitment and success.

\* Le Royal Hotel answer: Workforce diversity strengthens engagement by fostering inclusion. For example, celebrating cultural events and promoting gender equality boosts morale and productivity. When employees feel recognized for their unique contributions, it enhances teamwork and creativity, leading to better hotel performance.

All three interviewees indicated that workforce diversity significantly boosts employee engagement by fostering an inclusive environment where all team members feel respected and valued. They highlighted that diverse teams, such as those with varying ages, genders, and backgrounds, encourage collaboration, creativity, and stronger bonds. Promoting inclusion through programs like mentorship and cultural celebrations increases morale, commitment, and performance.

*Q6. What is your perspective on the relationship between workforce diversity (age, gender, disability) and organizational performance, and how do you think employee engagement might play a role in mediating this relationship?*

\* Bristol Amman Hotel answer: Workforce diversity positively impacts organizational performance by bringing together a variety of perspectives and skills. For example, a mix of ages, genders, and abilities leads to more creative problem-solving and innovation. Engaged employees, who feel valued and included, are more productive and motivated, helping the organization perform at its best.

\* Land Mark Amman answer: Diversity across age, gender, and disability enhances performance by encouraging a range of viewpoints that drive innovation. Employee engagement is key in this relationship—when employees are engaged and feel empowered, they contribute more effectively. For instance, our inclusive workplace initiatives have led to higher motivation, which directly translates to better guest experiences and operational success.

\* Le Royal Hotel answer: A diverse workforce brings diverse ideas, which ultimately boosts organizational performance. Employee engagement plays a crucial role in this dynamic—when

employees feel respected and supported, their commitment to the organization increases. For example, fostering an inclusive environment has led to higher job satisfaction and better team collaboration, driving performance across all areas of the hotel.

According to the above answers all three interviewees indicated that workforce diversity positively influences organizational performance by bringing diverse perspectives, which drives creativity and innovation. They emphasized that employee engagement plays a crucial role in mediating this relationship, as engaged employees are more productive, motivated, and committed. By fostering an inclusive environment, hotels can enhance job satisfaction, collaboration, and ultimately, performance.

*Q7. What advice would you give to companies that are not prioritizing or focusing on diversity, and how do you think technology will shape future trends in this area?*

\* Bristol Amman Hotel answer: My advice to companies not prioritizing diversity is to recognize that diverse teams bring fresh perspectives, innovation, and improved performance. For example, having a diverse leadership team can drive better decision-making. Technology, such as advanced collaboration tools, will help connect diverse teams across the globe, creating more inclusive work environments and enhancing organizational success.

\* Land Mark Amman answer: I would urge companies to understand that diversity is essential for growth and long-term success. For instance, diverse teams can better understand and respond to global market demands. Technology will support this by providing platforms for remote work and inclusive virtual collaboration, breaking down geographical and cultural barriers to build more diverse teams.

\* Le Royal Hotel answer: For companies not focusing on diversity, my advice is to view it as a strategic asset that enhances creativity and performance. In terms of technology, innovations like improved virtual meeting platforms and global networking tools will make it easier to create inclusive teams, enabling businesses to connect with talent from diverse backgrounds and enhance collaboration across cultures.

Thus, all three interviewees indicated that companies not prioritizing diversity should recognize it as a strategic asset that drives innovation, creativity, and better decision-making. They advised that

diverse teams are essential for understanding global market demands and improving performance. Technology, such as virtual collaboration tools and remote work platforms, will play a key role in fostering inclusive environments and connecting diverse talent across geographical and cultural boundaries.

By summarizing the main important results for the interviews, the interviewees consistently emphasized the growing importance of diversity and equity in the hotel industry, noting how it positively impacts performance and guest satisfaction. Diversity, in terms of age, gender, disability, and ethnicity, is seen as a key driver for innovation, creativity, and problem-solving. It enables hotels to cater to a global clientele by offering culturally-aware, personalized service. Employee engagement plays a significant role, with inclusive workplaces leading to increased motivation, collaboration, and productivity. Technology is expected to further shape the future of diversity, enabling more inclusive teams through remote work and advanced collaboration tools.

## 5. CONCLUSIONS AND RECOMMENDATIONS

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 through 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.

### 5.1. Discussion

-The impact of diversity (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.

## **5.2. Conclusions**

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. Despite regulators and firms increasingly paying attention to diversity and inclusion, research in workforce diversity is scarce and often contradictory. Based on my research, diversity, inclusion

and equity are essential for improving employee engagement in the tourism sector. When employees feel that their contributions are valued and that they have equal opportunities, they are more motivated and perform better. To achieve this, organizations should invest in policies that promote fairness, inclusion, and equal access to career advancement opportunities. This will lead to enhanced employee satisfaction and improved organizational outcomes. According to the cognitive resource diversity theory, a more diverse company is better able to solve issues, come up with innovative ideas, and maximize solutions as a result companies with a more diversified staff are more likely to innovate and compete successfully, which boosts their bottom line. and compete effectively, which results in higher organizational performance.

The managers and employees responded to survey items related to their understanding of diversity and inclusion as well as the influence of workforce diversity on organizational performance, the results revealed that managers and employees had positive opinions toward diversity, and they tended to support its significant influence. Thus, to further develop and examine managers' viewpoints as well as answer the study question, qualitative research was conducted. The following conclusions can be drawn from these studies. According to the results of the hypotheses workforce diversity and the inclusion of this diversified workforce is essential to the organization's performance. The data analysis's findings indicate that Jordan's five stars hotels performing the workplace diversity. This suggests that the hotels industry in Jordan is recognizing the significance impact of workplace diversity in maximizing organization performance, which ultimately leads to the acknowledgement of the importance of the role played by applying workplace diversity in the Jordanian hotel sector to drive high performance.

So, this dissertation focuses on understanding the effect of diversity, inclusion, equity on organization performance mediated by employee engagement, additionally the findings extend a crucial aspect of diversity by examining the role of diversity in developing fostering inclusion of diversity and equity among the employee while also enhancing employee engagement which ultimately has a positive impact on the organizational performance.

The study revealed the inclusion significant impact of age, gender, disability, and ethnicity diversity on the organization performance plus the equity of this diversity considering also the mediation of employee engagement and their effect together on the organization performance in the five star-

hotels in Jordan. Hence, the results affirm and indicate the benefits of the four diversity dimensions (age, gender, disability and ethnicity) on organizational performance.

Overall, the study's findings demonstrate the value of diversity in the workplace in driving high organizational performance. The future of diversity research looks bright with the advent of strong diversity adoption, meaningful variable selection, and robust methodology.

### **5.3. 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. Provide ongoing diversity training: It is imperative to offer all employees continuous education and training programs that address diversity concerns, unconscious biases, and the significance of inclusive actions. To ensure that employees understand the significance of diversity and how it contributes to organizational performance, this training should be specifically focus on diversity aspects such as age, gender, disabled, and ethnicity.

6. 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 thought which employees can freely express concerns and offer input on matters pertaining to diversity.

8. Promote diversity in leadership roles: Organizations should actively promote diversity in leadership positions by implementing strategies to identify and develop talented individuals from underrepresented groups. This may include mentorship programs, leadership development initiatives, and setting diversity targets for senior management positions. Diverse leadership teams bring different perspectives and ideas to the table, driving innovation and improving decision-making.

9. Celebrate diversity and inclusion successes: Organizations should recognize and reward individuals and groups who positively impact fostering an inclusive workplace culture, organizations this helps reinforce achievements in diversity and inclusion. This can help reinforce positive behaviors and cultivate a culture where diversity is embraced and celebrated as a core value.

In today's diverse and dynamic business world, organizations can enhance their performance and achieve sustainable success by implementing these guidelines into practice and leveraging the positive effects of diversity dimensions, inclusion, equity, and employee engagement.

#### **5.4. Limitations of the study**

One other possible concern that needs to be taken into consideration is that a number of five stars hotels declined to participate in the study due to internal policies, which resulted in exclusion them from the data gathering phase. This means that half number of five stars hotels participated in the study overall. Due to the inability to go again to the hotels and communicate remotely with the other half of the hotels that refused to cooperate and participate in the survey, the data collection phase became longer and more difficult. Therefore, the time allocated for the study did not allow the researcher to distribute more questionnaires.

On the other hand, the methods this study looks at are some of the most widely used in practice and research. Another valid point here is due to the difficulty of reaching other cities that have five-star hotels because they are a long distance from the capital also due to the difficulty of communicating by phone. Because communicating by phone is an unconvincing means it is necessary to visit the human resources managers in these hotels to take their approval to participate in the research survey they were excluded from the research .

Furthermore, in this study the researcher couldnt consider all the dimensions of diversity also available in the choosen five stars hotels like culturl diversity, diversity, sexual orientation, educational level, educational background, geographic location, religion, work experience, appearance, income, personal status, and marital status because if we want to include all the diversity dimension it will cause long questionnaire and difficulties in data analyses also difficulties in including a lot of dependent variables then connect them to the independent variable and the mediator , in addition that some diversity dimensions have a special case in terms of the sensitivity of asking some questions about it, and therefore because of some cultures, customs and traditions that exist in Eastern society, there will be reservations in answering them.

## **6. MAIN CONCLUSION AND NOVEL FINDINGS OF THE DISSERTATION**

### **6.1. 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.

## **6.2. 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, 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. Exploring these additional dimensions would allow for a broader understanding of how diversity impacts various facets of organizational and individual outcomes, offering a more comprehensive view of diversity's role in the workplace. 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. Research in this area could highlight the unique challenges and opportunities presented by diversity in different sectors within the tourism industry. 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 diversity management practices across various industries in Jordan, shedding light on sector-specific trends and best practices.

## 7. PRACTICAL RECOMMENDATIONS

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 lead 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. In addition , while the positive impact of workforce diversity on organizational performance in five-star hotels is clear, challenges such as resistance to change and limited resources may arise. These hotels, known for their high standards and competitive environments, may face pushback from staff and management resistant to altering established practices. To address this, gradual and well-communicated diversity initiatives, along with dedicated training programs, are essential. Allocating sufficient resources to these efforts and emphasizing the long-term benefits of diversity can help five-star hotels effectively integrate inclusion into their culture.

## SUMMARY

My recent position as a superintendent at a national carrier Royal Jordanian Airlines a national carrier in Jordan, which is characterized by its diverse workforce has been a significant source of internal motivation for writing this dissertation and the primary factor in my decision to choose this topic. Moreover, I wanted to link this dissertation to my experience as I worked in a company with a large workforce diversity team. The primary goal of this thesis is to Investigate the effects of diversity is that consist of inclusion, equity and employee engagement on organizational performance in the Jordanian five star-hotels. Additionally, to design the questionnaire, I reviewed 73 publications to analyze the relationship between the workforce diversity aspects and their impact on organizational performance in order to develop the questionnaire after analyzing the literature review of diversity, inclusion, equity, employee engagement and organization performance. I choose to utilize the Five Likert scale for the questionnaire because it is frequently used by publications. In the year 2023, the questionnaire distributed on five stars hotels in Amman the capital of Jordan. A number of 353 respondents were collected from 13 Jordanian five stars hotels out of 353 in total. Data was collected and analyzed from thirteen five stars, General Manager/ Chief Executive Officer, vice president, managing director, department manager, division manager, and employees were participated to fill the questionnaire. Demographic data analysis regarding the General Manager/ Chief Executive Officer, vice president, managing director, department manager, division manager, and employees was discussed. Normality test has been conducted for the independent and dependent variables. Exploratory factor analysis was done to clarify the validity and reliability of instrument design for independent variables calculating communalities. Moreover, interviews with three HR managers in 3 five stars hotels were conducted to enrich the overall research objectives, then employing content analysis of the interviews to get the results.

This dissertation consists of six chapters of which covered the theoretical and analytical aspects of research and provided findings and conclusions. At first, the introduction addressed the research phenomenon by presenting a concise background about the research topic, highlighted the research topic and defined the gaps in which the research aims to fill. Chapter one has translated those topics into specific aims, objectives, and research questions to be the ground base that guides the research further phases and helps in evaluating the research result. Besides, a concise description of the

research methodology and hypotheses were provided. The technical literature review occupied the second chapter. It sought to offer a thorough synopsis of the subject of the study as well as earlier contributions to the literature. The conceptual framework for the research was introduced in the third chapter, the study constructs and the proposed connections between the research variables were visually represented by the framework. Additionally, after defining the research variables, look at how they have appeared in earlier works and their significance effect in adopting diversity at workplace The research was conducted among HR leaders in the 13 five stars hotels in Amman the capital of Jordan, and the data were collected through an online questioner. A total of 353 valid responses were received and further analyzed. The fourth chapter provided a detailed description of the research statistical data analysis, and research findings. A number of quantitative data analyses have been carried out, involving the manipulation, transformation, and assessment of data using SPSS software in order to yield significant findings that address the study issues. Initially, the sample demographics were presented in order to enhance comprehension of the sample attributes. Factor analysis was done to look at the underlying structure of the study variable items and alpha value to look at the reliability of the instrument as more analyses were carried out to evaluate its validity and reliability. After the reliability and validity of the data were established, the suitability of the data for regression analysis was verified by measuring the homoscedasticity, multicollinearity, and normalcy of the data. As a result, multiple regression analysis was employed to assess the research hypotheses, and the findings were reported. Finally, the study results were then analyzed and synthesized in relation to previously published literature enhancing understanding and drawing conclusions. Chapter five presented an interpretation of the research findings offering conclusions that addressed the study's goals and research questions along with recommendations and limitations. The last chapter (chapter 6) provided the future research direction and novel findings of this dissertation. After analyzing the four dimensions of diversity and inclusion, their effects on organizational performance were assessed analyzed. The results revealed that the four diversity dimensions (age, gender, disability, ethnicity) positively influenced organizational performance, along with inclusion and employee engagement. According to the analysis of diversity and its relation to organizational performance, four diversity dimensions were examined: dimensions age, gender, disability, ethnicity. The results showed that all four diversity dimensions have a strong and positive influence on hotels performance. Additionally, as a result

of analysis, the inclusion of these four diversity dimensions also positively impact on hotels performance, Finally the result indicated out that the Jordanian hotel sector is focused on achieving high performance and they consider diversity dimensions.

The finding of the research led to several recommendations based on the analysis of the results obtained from the questionnaire survey conducted with five star- hotels in Amman Jordan the results highlights the importance of having (age, gender, disability, ethnicity) diversity, inclusion, equity along with employee engagement in driving positive organizational performance.

In conclusion, we found a significant relationship between diversity, inclusion and organizational performance through employee engagement. Moreover, we recommend that the hotels adopt diversity in the workplace gives its benefits in enhancing organizational performance.

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### List of publications related to the dissertation

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1. **Nweiser, M. T. A.**, Dajnoki, K.: The Interactive Effects of Disability, Age, and Gender on Organization Performance at Telecommunication Sector Companies.  
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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.  
*Anali Ekonomskog fakulteta u Subotici*. 60 (52), 153-171, 2024. ISSN: 0350-2120.  
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3. **Nweiser, M. T. A.**, Dajnoki, K.: Ethnicity as an aspect of workplace diversity at organizations and international societies.  
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4. **Nweiser, M. T. A.**, Dajnoki, K.: The importance of diversity management in relation with other functions of human resource management - a systematic review.  
*Cross-cultural management*. 24 (1), 17-27, 2022. ISSN: 2286-0452.
5. **Nweiser, M. T. A.**, Dajnoki, K.: The importance of workforce diversity management as a global imperative: a systematic review.  
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## LIST OF ABBREVIATIONS

D&I	Diversity and Inclusion
DEI	Diversity, Equity, Inclusion
DM	Diversity Management
EE	Employee Engagement
GDP	Gross Domestic Product
HR	Human Resources
HRM	Human Resources Management
HRD	Human Resource Development
PWD	People with Disabilities
UN	United Nations
WPD	Workplace diversity
Who	World Health Organization

# APPENDIX 1

## Questionnaire

**Dear Employee, I am a Ph.D. student in the field of business and management at the University of Debrecen (Hungary). Please help me in collecting data for my Ph.D. dissertation by filling out the following questionnaire. It will not take longer than 10 minutes, and there is no right or wrong answer. The information obtained in this survey is just for scientific purposes and the participant is anonymous. If you have any questions about this study, feel free to contact me at [mishlin77@yahoo.com](mailto:mishlin77@yahoo.com)**

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**Thank you in advance for your participation, it is deeply appreciated.**

### **Part 1: Demographic questions**

This part seeks to collect general information about the organization and respondents.

1. What is your gender?

Male	
Female	

2. What is your age?

Less than 30	
30-39 Years	
40-49 Years	
50 Years and more	

3. Education level:

PhD	
Masters	
Bachelors	

Diploma	
Other, specify	

4. Years of job experience (service):

Less than 5 years	
5- Less than 10 years	
10 - Less than 15 years	
15 Years and higher	

5. What is your position?

General Manager/ Chief Executive Officer	
Vice president	
Managing Director	
Department Manager	
Division Manager	
Employee	

6. For how long have you been working in your current hotel?

0-5 years	
6-10 years	
11-15 years	
More than 15 years	

7. Your hotel name/ place of work

Don't like to mention	
Amman Rotana Hotel	
Bristol Amman Hotel	
Crowne Plaza Amman Hotel	

Grand Hyatt Amman Hotel	
Hilton Hotel	
Le Royal Hotel	
Land Mark Amman Hotel	
Movenpick Amman Hotel	
The Boulevard Arjaan by Rotana Suites	
W Amman Hotel	

**Part 2: Workforce diversity dimensions Questions**

This part aims to collect information about the dimensions of diversity (age, gender, disability, ethnicity). Use the Likert scale which ranges from 1 -5 where strongly agree= 5, agree = 4, neutral = 3, disagree = 2 and strongly disagree = 1

*In this section, circle the number that corresponds to your opinion for most questions, as in the example below*

*In this section, circle the number that corresponds to your opinion for most questions, as in the example below.*

<b>Example:</b>					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Our company employs a lot of senior employees.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**2.1. Age diversity and organization performance**

For each of these statements on age diversity, kindly indicate the extent of you agree on how it affects performance in your organization.

no.	Statement	1	2	3	4	5
1	Our company employs a lot of senior employees					

2	Our company employs a large number of young people.					
3	In our company, senior staff get along well with youthful staff.					
4	The quality of the work performance is improved by the personnel combination of youth and elderly.					
5	The combination of young and old workers enhances the level of creativity inside our company					
6	Employees of various ages have better learning outcomes experience inside our company					
7	Due to the status difference between the young and senior personnel, there are no emotional conflicts and anxiety inside the team.					
8	Due to age diversity issues in my workplace I have not been stressed in the past 12 months.					

## 2.2. Gender diversity and organization performance

Kindly indicate the extent of your agreement on gender diversity and its influence on organizational performance.

no.	Statement	1	2	3	4	5
9	Employing both genders has improved the organization's innovations and also provided more innovative solutions					
10	The organization's senior job competition has improved with the inclusion of both genders in the workforce.					
11	The distribution of gender among senior managers is balanced.					
12	Our organization's performance has improved because of gender balance.					
13	In our organization, mixed-gender teams support and complement one another.					
14	Mixed-gender teams produce better outcomes in terms of rising revenues.					
15	The level of leadership in this organization has improved as a result of the inclusion of women in top management positions.					
16	The managerial team makes better decisions when both genders are involved.					
17	The company performs a fantastic job of hiring female employees.					

18	Women in our company have opportunities for development and promotion.					
19	Both men and women participate equally in decision-making within the company.					

### 2.3. Disability diversity and organization performance

Kindly indicate the extent of your agreement on disability diversity and its influence on organizational performance.

no.	Statements	1	2	3	4	5
29	The employment of PWDs commonly has a favorable influence on efficiency because of traits like tenacity, patience, concern for reduced absenteeism, and an eagerness to advance					
30	PWD employment commonly has a beneficial impact on efficiency due to talents they have developed as a result of their impairment or due to some skills that make up for lost abilities					
31	Employing PWD would typically have a long-term, favorable effect on efficiency.					
32	Employees with disabilities have good advancement prospects at my company.					
33	Working with a disabled colleague requires attention and discipline from colleagues, which is sometimes a burden for those working there.					
34	Sometimes it is more difficult to tell an injured person that he made a mistake, which can cause problems and conflicts among colleagues.					
35	In the case of insufficiently prepared colleagues, behavioral disturbances may appear within a given community, because they do not know how to relate and behave towards an employee with a change in work ability.					
36	Accepting the disabled employee as a community-building force improves work morale and strengthens the commitment of other employees to the company.					
37	The organization of the company can also increase by the fact that, in the case of hiring a disabled person, the managers think more about the various workplace processes.					

### 2.4. Ethnicity diversity and organization performance

For each of these statements on ethnicity employee diversity, kindly indicate the extent of your agreement on its impact on organizational productivity.

No.	Statement	1	2	3	4	5
20	Our company has hired people from a diverse of backgrounds and cultural backgrounds					
21	Our company has hired personnel with a variety of lifestyles and diverse tribalistic nature					
22	In this organization Ethnic diversity has resulted in conflicts amongst teams					
23	The organization's level of ethnic diversity fosters creativity and promotes innovativeness in this organization					
24	Employees' sense of belonging is increased by a diverse ethnic background.					
25	Diverse ethnic orientation raises employees' levels of resiliency and confidence among employees					
26	Diverse ethnic orientation raises employees' levels of self-esteem between employees					
27	Minorities in our organization have opportunities for development and progress.					
28	Minorities in our organization have a chance to grow and advance.					

**Part 3: Organization performance**

This section contains items to examine organizational performance (effectiveness, efficiency, service delivery and innovativeness) Kindly indicate the extent of your agreement.

no.	Items	1	2	3	4	5
38	Creating a teamwork with diverse employees will helps to exchange several ideas, knowledges and finding best ways to solve the problem that result a better outcome on tasks.					
39	Companies that have wide diversity of employees will result higher profit, productivity and return on investment					
40	your organization's performance is generally impacted by age diversity					
41	Gender diversity generally impact your organization's performance					

42	Your organization's performance is generally impacted by disability diversity					
43	The performance of your organization is generally impacted by ethnicity					
44	Workforce diversity contributes to increase the profitability of the company					

**Part 4: Inclusion**

**4.1. Workplace social inclusion**

This section contains items to examine social inclusion in your hotel. Kindly indicate the extent of your agreement.

no.	Statements	1	2	3	4	5
45	I feel like an accepted member of a team					
46	I feel like I'm involved in most job activities.					
47	I occasionally feel like an outsider					

**4.2. Inclusion climate**

This section contains items to examine inclusion climate in your hotel. Kindly indicate the extent of your agreement.

no.	Statements	1	2	3	4	5
48	The business is committed to having a diverse staff that is spread fairly throughout the whole organization.					
49	In this organization promoting diversity awareness is a top goal.					
50	Employees here value the diversity that people bring to the workplace because of the organization's culture					
51	Within this organization, intergroup relations between different nationalities, workgroups, age groups, etc. tend to be marked by respect and trust.					
52	The organization is committed to having a diverse workforce that is well distributed throughout the company.					
53	This organization invests in the development of all of its employees.					

54	In this organization employees are comfortable being themselves.					
55	Promoting diversity awareness is a priority in this organization.					
56	Top management exercises the believe that problem-solving is improved when perspectives from different roles, ranks, and functions is considered.					

### **Part 5: Employee engagement**

Please use a tick (√) or across (×) on the following scale to indicate the level of agreement. with the following statements 1= Neither agree nor disagree 2= Strongly Disagree 3= Disagree 4= Agree 5= strongly agree

no.	Statements	1	2	3	4	5
57	I don't currently want to have a desire to leave the company.					
58	I am satisfied with my job responsibilities at the company.					
59	The organization's level of job responsibilities inspires me.					
60	I am committed to helping the organization achieve its objectives.					
61	My enthusiasm for my work is high.					
62	I consider my work to be meaningful and fulfilling.					
63	I always persevere at work, even when things don't go smoothly and also I feel happy when I am working hard					

### **Diversity and Equity at workplace**

This section contains items to examine equity climate in your hotel. Kindly indicate the extent of your agreement.

no.	Statements	1	2	3	4	5
64	Do you feel that employees in your organization provides with equal opportunities to develop their skills					
65	Do people with different identities feel respected and valued					
66	Do you agree that your organization implement well the culture of diversity and equity					
67	Do you agree that the career advancement policies of the company are fair for all, regardless of their background					

68	Do you think promotion is awarded fairly among employees regardless of their background (age, gender, ethnicity, disabled)					
69	Do you feel any discrimination or prejudice because of your background (age, gender, ethnicity, disabled)					

**Can you please put a tick on who is the ideal and preferable COLLEAGUE for you if you could choose at your organization that will be the best for the organization performance**

Male	
Female	
Disabled	
Jordanian	
Other nationalities	

**Can you please put a tick on who is the ideal and preferable LEADER for you if you could choose at your organization that will be the best for the organization performance**

Male	
Female	
Disabled	
Jordanian	
Other nationalities	

**Appreciate your participation in this survey,  
Thank you for your time and effort.**

**Background information:**

No.	Variable	Source	Used scale
1	Age	Anjiri, V. (2018). Joseph, R. D. (2014).	5-point scale (1-not at all, 5-to a very large extent)
2	Gender	Anjiri, V. (2018). Chew, et al (2011)	5-point scale (1-not at all, 5-to a very large extent)
3	Disability	Qgega, M. R. (2020). Dajnoki,K.(2012) Dajnoki,K.(2011) Dajnoki,K.(2015)	5-point scale (1-strongly disagree, 5-to strongly agree)
4	Ethnicity	Anjiri, V. (2018). Chew, et al (2011)	5-point scale (1-not at all, -to a very large extent)
6	Organization performance	Anjiri, V. (2018).	5-point scale (1-strongly disagree, 5-to strongly agree)
5	Inclusion (workplace social inclusion)	Pearce, J. L., & Randel, A. E. (2004).	5-point scale (1-strongly disagree, 5-to strongly agree)
	Inclusion climate	Nishii, L. H. (2013).	5-point scale (1-strongly disagree, 5-to strongly agree)
7	Diversity and equity	Chew, et al (2011) Muthee, L. (2021)	5-point scale (1-strongly disagree, 5-to strongly agree)
8	Employee engagement	Muthee, L. (2021).	5-point scale (1-strongly disagree, 5-to strongly agree)

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9. Nishii, L. H. (2013). The benefits of climate for inclusion for gender-diverse groups. *Academy of Management journal*, 56(6), 1754-1774.
10. Muthee, L. (2021). Influence of workplace diversity on employee engagement at International Rescue Committee Kenya (Doctoral dissertation, Strathmore University).

## APPENDIX 2

### Interviews Questions

<i>Q. No.</i>	<i>Questions</i>
1.	How do you perceive the current labor market situation in the hotel industry?
2.	How does your organization view the impact of diversity (in terms of age, gender, disability, and ethnicity) on overall performance, particularly in today's increasingly multicultural and globalized workplace?
3.	What are your thoughts on the role of diversity in the workplace, specifically regarding age, gender, disability, and ethnicity, and how it influences organizational performance as more leaders recognize the importance of an inclusive environment?
4.	How do you see the impact of equity across the four diversity dimensions (age, gender, disability, and ethnicity) on achieving high organizational performance within your hotel?
5.	In your opinion, how does workforce diversity, particularly with regard to age, gender, disability, and ethnicity, affect employee engagement in your organization?
6.	What is your perspective on the relationship between workforce diversity (age, gender, disability) and organizational performance, and how do you think employee engagement might play a role in mediating this relationship?

## APPENDIX 3

### Five Stars Hotels in Amman

#	Name of the Hotel	City
1	Amman Marriott Hotel	Amman
2	Amman Rotana Hotel	Amman
3	Bristol Amman Hotel	Amman
4	Crowne Plaza Amman Hotel	Amman
5	Fairmont Amman Deluxe Hotel	Amman
6	Four Seasons Hotel Amman	Amman
7	Grand Hyatt Amman Hotel	Amman
8	Jordan Intercontinental Hotel	Amman
9	Kempinski Hotels Amman	Amman
10	Land Mark Amman Hotel	Amman
11	Le Royal Hotel	Amman
12	Hilton Hotel	Amman
13	Movenpick Amman Hotel	Amman
14	Sheraton Amman Al Nabil Hotel & Towers	Amman
15	The Boulevard Arjaan by Rotana Suites	Amman
16	The House Boutique Suites	Amman
17	Thousand Nights Hotel	Amman
18	W Amman Hotel	Amman
19	The St. Regis Amman Deluxe Hotel	Amman
20	Amman International Boutique Hotel	Amman
21	Ritz -Carlton Deluxe Amman / Deluxe	Amman
22	Crown Plaza Resort Dead Sea	Dead Sea
23	Hilton Dead Sea Resort & Spa	Dead Sea
24	Holiday Inn Resort Dead Sea	Dead Sea
25	Jordan Valley Marriott Resort & Spa	Dead Sea
26	Kempinski Ishtar Resort & Spa	Dead Sea
27	Movenpick Resort & Spa Dead Sea Hotel	Dead Sea
28	Hayat Zaman Hotel & Resort	Petra
29	Movenpick Nabatean Castle & Hotel	Petra
30	Movenpick Resort Petra	Petra
31	Old Village Hotel	Petra
32	Petra Marriot Hotel	Petra

## APPENDIX 3

### Five Stars Hotels in Aqaba

#	Name of the Hotel	Place
1	Movenpick Resort & Residences Aqaba	Aqaba
2	Movenpick Resort & Spa Tala Bay Aqaba	Aqaba
3	Oryx Hotel Aqaba	Aqaba
4	Intercontinental Aqaba Hotel	Aqaba
5	Grand Tala Bay Resort	Aqaba
6	Kempinski Hotel Aqaba	Aqaba
7	Double Tree By Hilton Aqaba	Aqaba
8	Hyatt Regency Aqaba Ayla Resort	Aqaba
9	Al Manara Aqaba Hotel, The Luxury Collection Hotel, Saraya	Aqaba

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Mishlin