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Workforce diversity and employee job satisfaction: Mediating role of organizational climate in the hospitality sector in Kerala

 Suleiman Ibrahim Shelash Mohammad^{1,2*},  Regy Joseph³,  N Raja⁴,  S Jegadeeswari⁵, Asokan Vasudevan⁶

¹*Electronic Marketing and social media, Economic and Administrative Sciences Zarqa University, Jordan.*

²*INTI International University, 71800 Negeri Sembilan, Malaysia.*

³*SJIHMCT, Research Scholar, Karpagam Academy of Higher Education, India.*

⁴*Sathyabama Institute of Science and Technology, (Deemed to Be University), Department of Visual Communication, Chennai, Tamil Nadu, India.*

⁵*Karpagam Academy of Higher Education, India.*

⁶*Faculty of Business and Communications, INTI International University, 71800 Negeri Sembilan, Malaysia.*

Corresponding author: Suleiman Ibrahim Shelash Mohammad (Email: dr_sliman@yahoo.com)

Abstract

Workforce diversity is central to the function of any organization in the 21st century. The workforce is increasingly becoming a mix of individuals from different groups of society. These groups of people from different races, genders, ethnicities, religions, ages, and abilities are forming today's workforce. Job satisfaction is a complex set of attitudes about different factors related to the job. Despite the controversies, there are certain common elements that emerge from most understandings: the psychological or emotional changes in people as their level of satisfaction changes, and emotional responses directed towards the employed staff or the job they perform in work settings. Organizational climate, like company culture, is a business's personality. Organizational climate is the result of the company's structure, leadership style, and strategic goals. Climate is represented by a number of characteristics, including sincere respect for people, minimal governance, and the use of consultative decision-making methods. The present study is an attempt to provide important research findings from the Indian hospitality industry, focusing on the likely influence of various challenges of workplace diversity on employee job satisfaction. The unique contribution of the study lies primarily in identifying the individual mediating function of organizational climate between workplace diversity and employee job satisfaction. A structured questionnaire was used to collect primary data for the present study, and the study can be characterized more as a quantitative study. The questionnaires were handed out to various groups of employees and their supervisors working in different hotels in the hospitality sector in Kerala. It was found that there exists a positive relationship between workforce diversity and employee job satisfaction in the hotel industry in Kerala.

Keywords: Diversity in organizations, global workforce, hospitality sector, human differences, knowledge-based economy, organizational leadership.

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1. Introduction

The study of diversity in the workplace is a recently developed phenomenon. Nowadays, teams with a diversity of skills, talents, and knowledge can better solve complex organizational problems. The world is in a great state of change at this particular time, and the business community has a unified interest in better understanding the differences that exist within the workforce [1]. Organizational leadership has been researching and reflecting critically on diversity in organizations. This interest has evolved as the complexities of culture and the differences in a changing work environment are brought to the forefront of academic and work life. Teams with a diversity of skills, talents, and knowledge can better solve complex organizational problems nowadays [2]. The outcomes are profitability, better products, better service, stronger employee commitment, and excellent customer service. Two complementary forces - workplace diversity and job satisfaction - are considered important antecedents of performance and the overall well-being of employees [3]. In reality, remedies against various workplace diversity challenges can help enhance employees' satisfaction. In today's hotel service context, especially in the hotel service industry, employee job satisfaction enjoys high priority, which, in turn, is expected to strengthen the likelihood of achieving service quality. As such, standardizing lasting employee satisfaction, as a primary immaterial incentive, is crucial from a company viewpoint, which expects support from stakeholders [4]. Diversity is the range of human differences, including but not limited to race, gender, sexual orientation, language, culture, education, abilities, skills, experience, motivation, and age. Companies are dealing with a knowledge-based economy that is demographically and economically changing. Today's workforce and customer base are rapidly changing as well. Gender diversity, as well as a general recognition of the benefits of workforce diversity, is increasing the representation of traditionally excluded groups in the workplace [5]. Employees or workers who are dissatisfied are less committed than their counterparts. Commitment is influenced by performance, heat exposure, new technology, informal groups, retail store image, supervision, firm image, worker well-being, work shifts, security concerns, teamwork, store type, amount of customer traffic, team organization, rewards, and workspaces. One or several job elements—friendliness, fairness, outstanding job prospects, interaction, work expectations, and respect—can influence job satisfaction or satisfaction with the employer without necessarily affecting job performance or commitment [5]. Workers are unhappy with their pay, earnings, job benefits, work hours, internal communication, and management recognition, and they are dissatisfied with their contact with supervisors, violence in the company, favoritism at work, or any practice of family business.

2. Review of Literature

2.1. Workforce Diversity

Adulyarat et al. [6] According to the author, employee diversity has become increasingly important today in the global workforce. As the global public continues to diversify, demographic transformations are also intensifying, consisting of increased numbers of women in countries' workforces, multinational settlers in many additional countries, and a generation of young people who are currently emerging as a more diversified group of employees all over the world [3]. While this diversity can facilitate increased creativity, innovation, and competencies within an organization, it can also lead to increased complexity, such as difficulties in organizing, leading, and managing a diverse range of novel social groupings whose behaviors are dissimilar from the current majority of workers. However, organizations need to face, adjust, and embrace the cultural, technological, and social shifts that are occurring within the contemporary world to sustain their competitive advantage [7]. As noted by the author, a diverse group of workers is expected to contribute to an organization's competitive advantage as it symbolizes its relative capacity to produce products and/or services efficiently or sustainably, which would ensure its long-term financial success. Establishing and managing a diverse workforce is vital in ensuring that they are positively contributing to the organization, as employees from multicultural backgrounds can introduce novel ideas, insights, and perspectives [8]. As pointed out by him, with a more diverse workforce, the rate at which important strategic decisions can be made can, therefore, be increased due to the pooling of talents and experiences represented by the diverse team members. Additionally, a diverse group of workers can attract a large range of customers. By emanating a particular corporate image, it theoretically becomes appealing to a diverse range of customers, who subsequently develop more purchasing power, through which a direct financial benefit is yielded for organizations [9]. In the words of the author, one of the main motivations in developing and maintaining a diverse workforce is that it can give the company a strong advantage in the market. This is because a diverse group of individuals will be more prone to innovative ideas and concepts, effective work performance, and provide better information on consumer choices. In addition, a varied workforce can give an organization a clearer understanding of the financial success that it can attempt and will also give better investment outcomes. This is because a diverse focus can reduce conflicts, increase the acceptance of various viewpoints, and enhance merchandise and services [10]. In order for diversity in the workforce to function, certain aspects need to be taken into account as obstacles. Equal employment committees must not overcome diverse personnel. To create promotion and career continuity, a system must be formulated within the company. One of the primary advantages of having a diverse workforce is the ability to access a wider variety of perspectives and ideas that a more homogeneous employee pool may not pinpoint. When employees with

different backgrounds and experiences come together to work on a project, the potential for innovative ideas and creativity goes up [11]. Discussion is key in a diverse team, bringing together a variety of viewpoints and experiences that lead to a more thorough decision-making process. Employees who can voice their opinions with the confidence that they will be acknowledged are more likely to be engaged and invested in their work. This can lead to better outcomes and workflow, as well as increased employee retention due to the formation of an inclusive atmosphere. Additionally, teams that are diverse, rather than just a few employees, benefit from an inclusive workplace [5]. Organizations can leverage their teams' diverse backgrounds and skill sets when it comes to addressing challenges and problem-solving, which can better position them for success. If two heads are better than one, then imagine how much a team of great minds can provide in terms of organizational progress. Diversity in the workforce can have positive business impacts for organizations. Some of the most successful organizations today have used diversity as a way to enhance innovation and creativity, consequently leading to successful products and services [12]. In cultures where individuals with different personal experiences come together, there tends to be more insight into how an idea or product can be made available to a wider audience. A diverse group of employees will likely generate a wider array of ideas and solutions than would a homogeneous group of employees. It is important to note here that diversity in ethnicity and geography can be helpful when working with individuals of diverse backgrounds and experiences [13]. Organizations that have successfully utilized diversity to enhance innovation and creativity typically employ a diversity of thought, culture, background, representation, and gender. Diverse perspectives can often generate creative ideas that may lead to the development of new, innovative products and services as well as identify new or existing opportunities for business. New, creative, and innovative solutions that come from diverse perspectives have provided successful organizations with a competitive advantage in the marketplace. Teamwork increases the chances of entrepreneurial success and innovative solutions [4]. Expanding participation and diversity increases the potential to exploit adjacent and disruptive innovation. Measures of diversity include using innovation or creativity indices and team problem-solving performance. Positive results from increased diversity can significantly impact a broad array of organizational goals and objectives. To convert diversity into creativity, organizational policies must be in place to cope with the problems of bias, stereotyping, and overcoming communication barriers.

2.2. Employee Satisfaction

Ahmad Shimi, et al. [14] Employee performance forms a critical component of the overall success or failure of an organization. It is no wonder that for so many businesses worldwide, this area is one of the key research and investment topics. Given its importance and some of the complex interrelationships between various employees and between them and the organization, performance has been studied from numerous perspectives and disciplines. Employee engagement boosts productivity, profitability, and customer ratings, and it reduces staff turnover, absenteeism, and safety incidents. When performance is below par, there are obvious negative consequences for businesses. For the employee, these can include a rebuke, the threat of disciplinary action, a warning, being placed on probation, denial of a promotion or a pay rise, or demotion [15]. In the workplace setting, performance can be influenced by factors common to human beings generally and people at work. These also include both employee factors and organizational factors. This thesis involves the investigation of the impact of employee performance based on evidence from human and employment contexts. The research tackles these from various perspectives: organizational viewpoint, employee contexts, the rewards typically associated with excellent employer contributions, and finally employee engagement and the processes behind workplace productivity, in conjunction with business outcomes. The following section of this literature review follows in the next section [16]. The significance of studying the impact of employee satisfaction on organizational performance is crucial. Staff are a part of the organization that plays a major role in implementing the functions necessary to achieve organizational goals. A quality employee can help advance the organization and support its survival in a competitive environment. The satisfaction of these employees is essential for a manager to keep the organization moving forward [17]. Employee satisfaction is also one of the best aspects of human resources in an organization, as it can further increase the organization's efficiency. An employee is more satisfied if the work environment is practical, suggesting that a work environment strategy can be an important variable in attracting prospective workers and retaining employees. In this essay, employee satisfaction as an important aspect of the organization's HR will be analyzed [18]. Consumer satisfaction and employee satisfaction are, for example, two prevailing concepts mentioned in the literature. The stance taken in defining satisfaction is critical since it determines whether satisfaction can be measured. Regarding employee satisfaction, it must be noted that satisfaction is an attitude; it is an internal state of mind (a feeling or emotion) that results from an appraisal of one's job or job experiences. Here, satisfaction is given the following definitions: [19]. Satisfaction is the employee's state of mind. Satisfaction is a result of the employee's job experiences and expectations. Satisfaction is perceived differently by employees. Theoretically, there are two main dimensions in the definition of job satisfaction: the evaluative judgment and the affective or emotional reaction [20]. In the psychological literature, the roots of modern theories of satisfaction are usually accepted as being the work done by various scholars, although philosophers have been discussing these ideas for many centuries. Traditional conceptualizations of job satisfaction, however, are focused mainly on the affective or emotional dimensions of the term. In practice, thinking managers write that theories of job satisfaction should provide constraints for builders, as well as guidance for managers. The characteristics of this framework re-emerge. There has been a heavy emphasis on the cognitive evaluations aspect of the situation and proposes that the effective or emotional reaction to the situation depends on this. This integrates both personal and situational influences on job satisfaction into the model, in line with other constructs in organizational behavior, and applies a systematic or summative stance towards the various components [21]. Organizational performance is the ultimate outcome of the efforts of the system's employees. Studies have supported the contention that employees who are satisfied with their jobs are definitely more productive and perform better. While a direct relationship is difficult to define, employee satisfaction has

been shown to affect customer satisfaction, organizational climate, turnover, and profit margins. Several studies specifically examining various KPIs of organizational performance have found that employee satisfaction has a direct relationship with these KPIs. They have found that satisfied employees are indeed more committed and that companies that treat their employees well and are considered good places to work do outperform others, not just in terms of lower turnover but also in terms of overall corporate financial performance [22]. While the cause-and-effect relationship is not clearly delineated, there is little doubt that the health of a company and its perceived commitment to its employees impact satisfaction levels. A strong linking pin has been reported between satisfaction and customer satisfaction in the case of certain companies and industries; the link is evident and results in customers returning and buying again. The causes of employee satisfaction and organizational performance are complex and multifaceted, impacted not only by job satisfaction but by external factors, level and type of customer base, product and service characteristics, and globalization, among other things. The very complex interaction clearly implies that satisfaction is a strategic issue. Satisfaction is therefore not just a leadership or management issue [23]. Within research, defining the term "employee satisfaction" is sometimes described as trying to predict one part of a two-part variable. Nevertheless, extensive literature is based on the concept that to be satisfied implies a positive emotional response towards a specified aspect of an individual's job or environment. While the concept of job satisfaction or "satisfaction at work" has been studied extensively in the field of organizational psychology, employee satisfaction has been the focus of a great deal of organizational performance research. Based on the study conducted, 195 definitions were identified. These attempt to define employee satisfaction as a combination of emotional characteristics, satisfaction ratings, behavior-descriptive responses, or perceived output [24]. Generally, in agreeing that employee satisfaction involves an emotional response, they have practiced "felt" emotions or affect. Each idiosyncratic conception or assumption of employee satisfaction cannot avoid influencing the form and direction of studies focusing on the related various tactics, politics, and practices. Nevertheless, by understanding several components that contribute to the satisfaction concept, it would provide a contribution for the organization to improve the conditions to make its employees feel satisfied. In classical works, it was said that all men desired to be continuously a satisfied being. This limitation of the satisfaction concept to the foundation of the movement for the time being only on the employee, such as only on the salary or material compensation, serves an important reason for the existence itself. Every individual has various characteristics, so making a satisfaction perception becomes different from one person to another, and also among situations and cultures [25]. While those that have been derived from their array of definitions likewise present a considerable breadth for the satisfaction concept, the common factor was evident, capturing the conceivable links to the emotional responses associated with the worker, the environment in which they work, and social or work relationships. Such aspects of well-being are universal in many organizations. The multidimensional understanding that the literature has of the satisfaction concept reflects the changing and developing theory of employee satisfaction in organizations. Nonetheless, factors such as organizational sector and national culture would have an influence on the treatment of satisfaction in a particular set of organizations. The customer determines the services provided by the company based on employee satisfaction. Only those who exceed customer expectations will be able to retain and increase revenues. On the one hand, employee satisfaction is determined by the increasing needs of the co-existence and development of the potential of the personnel in an organization.

2.3. Organizational Climate

Agbejule, et al. [26] A critical factor contributing to the performance of an employee in a working environment is the organizational climate. The organizational environment has emotional effects on employees working in the organization. Workers are not only concerned with the work itself but also with the results gained from work, the results individuals believe they deserve. Several aspects of the environment play a decisive role in the motivation, satisfaction, and overall behavior of employees. The rewards or costs of responses to the employee determine behavior in an individual and employment setting. In a reciprocal sense, the behavior of positive employees contributes to the product achieved in return. The organizational climate is the typical value content or characteristic attitude characterizing a particular set of departments or systems in an organization. Employee behavior is motivated by a particular form of work atmosphere which, in turn, generates a typical performance culture or behavior characteristic of the climate; hence, the organizational climate is seen internally. In simple terms, the organizational climate is a form of an internal environment [27]. The organizational climate can be distinguished from organizational culture and organizational weather. Organizational culture is a set of consistent values and beliefs, but functional behavior is expected by using the system in the organization, which is founded in organizational culture. The issues usually experienced by organizational workers are produced by the organizational climate. In unfavorable circumstances, it can affect workers' efficiency and motivation. With such significance, understanding the organizational climate is an important link in understanding the conditions under which we work in modern organizations [28]. The present investigation can be very relevant and also timely. It can provide insight into how authorities can work to improve the performance of subordinates by making suitable changes in the climate and using planned interventions. In general, to know how individuals behave in an organization, it is important to consider individual psychology, sociology, anthropology, and a general lifelong perspective. It is in this domain that the organizational climate finds its utility. It represents the observations of the people in the organization [29]. The organizational climate is the perception of and reaction to the organization by individual members. In order to convincingly study and make sense of any relationships between climate and performance, we need to have confidence in our ability to measure the climate. It is important that we have faith in our interpretative ability in order to convince other stakeholders of the veracity of our results. Otherwise, confidence in our theoretical and hypothesized relationships may be artificially deflated because we do not believe our proposed processes can be measured accurately. There are both quantitative and qualitative methodologies used to measure the organizational climate [30]. Quantitative measures generally consist of paper-and-pencil survey methods. The survey quantifies attitudes, behaviors, and

perceptions across a representative portion of the population. Since many items and constructs are measured in such studies, the small amount of data from each member of the population is analyzed using statistical analysis [31]. The primary benefit of quantitative methodologies is the ability to bring in a large number of perceptions in a quick and painless manner. It is relatively cheap to gather this information and can be aggregated with other hard data such as outputs. The primary drawback of these measures is context. Moreover, it cannot provide the reasons behind their responses or why they may have responded differently [32]. Qualitative measures are generally more in-depth and richer in context. They may take the form of in-depth interviews or observations within the organization. One primary advantage is the ability to contextualize broader surveys or outputs. These measures are also particularly useful when you are developing surveys or other measures for the first time. A key disadvantage is that data may be harder to analyze quantitatively [33]. This is becoming less disadvantageous than in the past, as there are now many computer programs that can help in this effort. One other major drawback of these measures is their time and investment. Using qualitative methodologies can also generate skepticism from management or other stakeholders because it involves gathering perceptions that at first glance are less indicative or reliable than hard outputs. Researchers tend to believe that the use of both quantitative and qualitative methodologies can help create a richer picture of the organization. The primary issue to consider is how evidence from both methodologies can be brought together to be meaningful in relation to the research questions under study and the specific organizational culture [34]. In this context, quantitative methodologies were useful for determining the construct of interest to support the theoretical and conceptual framework underpinning the study and sought to determine significant factors relating to climate. On the other hand, interviews were useful in providing support for the quantitative findings as well as rich data to assist in understanding the interplay of factors that are in operation and thus explain what influences climate in the organization through lived experiences. This approach assists in creating a rich picture of the organization and provides useful evidence for informing management practice. Let us now come to the point of how to measure the organizational climate. Measurement of climate should ideally include an assessment of management practices, shared performance standards, membership orientation, and internal support mechanisms.

3. Research Gap

For the survival of any organization, it is essential to have satisfied and contented employees because employees are the face of the organization. A satisfied customer never hesitates to walk the extra mile whenever it is essential. It is well said by Aristotle, "Pleasure in the job puts perfection in the work." Workplace diversity can be a critical contributor in the case of employee satisfaction. Some studies have revealed that diversity in the workplace creates job satisfaction. Diversity brings a variety of ideas, problem-solving abilities, creativity, and innovation, and this will enable the release of the tension and stress caused in the workplace. Organizational climate is likely to have a mediating effect on workforce diversity and employee job satisfaction. Thus, it is necessary to synthesize the factors that influence employee job satisfaction in the workplace. There exists a research gap in understanding the relationship between workforce diversity and employee job satisfaction and their mediating role in the organizational climate in the hospitality industry in Kerala. Hence, this study is done to establish the relationship between workforce diversity and employee job satisfaction and the mediating role of organizational climate in the context of the hospitality industry in Kerala.

4. Objectives

- To know the number of Employees in the hospitality sector.
- To identify job satisfaction among the employees of the hospitality sector.
- To determine the effect of workforce diversity on employee satisfaction in the hospitality sector.
- To understand the mediating role of organizational climate among workforce diversity and employee satisfaction.

5. Theoretical Background

Workforce diversity can be explained as the presence of employees from various backgrounds, including differences in gender, ethnicity, cultural background, educational qualifications, and also at times personal experiences within the organization. The significance of diversity has gained a lot of attention, particularly in an industry like hospitality where customer interaction is maximum. Diversity and inclusion theory prove that a diverse workforce improves innovation and problem-solving abilities [35]. Job satisfaction is the positive emotional state of employees' experiences as a result of their job, influenced by several factors like compensation, working atmosphere, career development opportunities, peer relationships, and work-life balance. Herzberg's Two-factor Theory suggests that job satisfaction is affected by two main factors: hygiene factors like salary and working atmosphere, and motivators like personal benefits and recognition [36]. In the hospitality industry, employee satisfaction is crucial because it directly impacts their engagement with customers, retention rates, and overall guest experience. Organizational climate refers to the shared perception of employees regarding their work environment and the policies, practices, and procedures that shape their daily experiences at work, Kuenzi and Schminke [37]. The organizational climate can be supportive, innovative, or customer-oriented, which will influence employee outcomes like job satisfaction and performance, which will measure the ability to provide quality customer service.

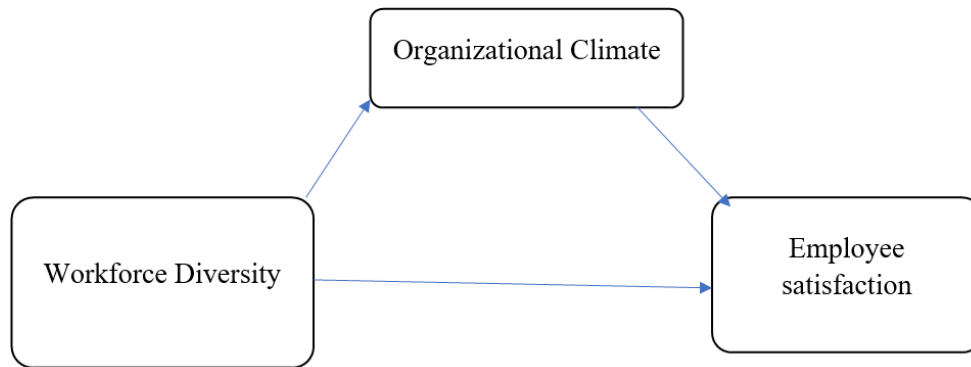


Figure 1.
Proposed Model.

5.1. Hypotheses of the Study

- H₁: There is a significant relationship between workforce diversity and employee job satisfaction.*
- H₂: There is a significant relationship between variables of workforce diversity (Gender, age, culture and education)*
- H₃: There is a significant relationship between workforce diversity and organizational climate.*
- H₄: There is a significant relationship between organizational climate and employee satisfaction.*
- H₅: There is a significant influence of demographic variables on workforce diversity and employee satisfaction.*

6. Methodology

This study aims to test the hypotheses and the relationship between independent and dependent variables with the support of numeric results. An inferential method was used to report the proposed hypotheses. A survey research plan was adopted to analyze the associations between the variables because the survey method is one of the most predominant and effective ways to conduct research Lefever and Matthíasdóttir [38]. To regulate the relationship between study variables, the statistical tools used were Cronbach’s alpha, correlation, regression, independent sample t-test, and ANOVA. The target population for conducting this study is employees working in the hotel industry in Kerala. 150 employees working in the Kottayam district were included in the study. A judgmental sampling method was employed. A planned questionnaire was used to gather data from employees engaged in the hotels in Kottayam. The questionnaire contains two sections. The first section covers the respondents’ demographics, i.e., age, gender, and educational qualification. The second section comprises different questions pertinent to the variables of the study, such as workforce diversity, employee job satisfaction, and organizational climate. The questions relating to workforce diversity used in this study were modified from Luthans [39] with a 5-item scale. The employee performance scale used was adapted from Liñán and Chen [40]. The questions relating to organizational climate was adapted from Nabi and Luthans [41].

7. Data Analysis

7.1. Reliability Analysis

Reliability analysis is a procedure in which the consistency of an instrument is analyzed. Cronbach’s alpha was used to test the reliability.

Table 1.
Reliability Statistics-Workforce diversity.

Reliability statistics-Workforce diversity		
Cronbach’s Alpha	Cronbach’s Alpha based on standard items	No of items
0.946	0.945	13

According to Sekaran [42] and Goh, et al. [43] to admit the reliability, the value of α should be greater than 0.7. In this study, 34 items were used, and the tests were applied to these items. Workforce diversity was measured by 13 items and the Cronbach’s Alpha value is 0.946, which is greater than 0.7; hence, workforce diversity shows good reliability.

Table 2.
Reliability statistics- Employee satisfaction.

Reliability statistics- Employee job satisfaction		
Cronbach’s Alpha	Cronbach’s Alpha based on standardized items.	No of items
0.947	0.947	10

Employee satisfaction was measured by 10 items, and the Cronbach’s alpha value is 0.947, which is greater than 0.7; hence, employee job satisfaction shows good reliability.

Table 3.
Reliability statistics-Organizational climate.

Reliability statistics – Organizational climate		
Cronbach’s Alpha	Cronbach’s Alpha based on standardized items	No of items
0.882	0.881	7

Organizational climate was measured by seven items, and the Cronbach’s alpha value is 0.882, which is greater than 0.7; hence, perceived behavioral control shows good reliability.

7.2. Correlation Analysis

The range of correlation is from -1 to +1. A correlation of "1" shows perfect correlation, while "0" shows no correlation. The sign of the correlation indicates the direction of the relationship among variables. A positive sign depicts a direct correlation, while a negative sign shows the opposite or indirect relationship among the variables.

Table 4.
Correlation-Workforce diversity and employee satisfaction.

Correlation- Workforce diversity and employee satisfaction			
		Workforce diversity	Employee satisfaction
Workforce diversity	Pearson Correlation	1	0.826**
	Sig.(2-tailed)		0.000
	N	150	150
Employee Job satisfaction	Pearson Correlation	0.826**	1
	Sig. (2-tailed)	0.000	
	N	150	150

Note: ** Correlation is significant at 0.01 level (2 tailed).

The correlation coefficient among Workforce Diversity and employee performance is 0.826. It shows a strong correlation. Since the correlation coefficient is positive, it suggests that employees with higher levels of a diverse workforce are more likely to have job satisfaction. Since the p-value is .000, H1 is accepted.

Table 5.
Variables of Workforce Diversity and Employee Satisfaction.

Correlation – Variables of workforce diversity and employee job satisfaction						
		Age	Gender	Culture	Education	Employee satisfaction.
Age	Pearson Correlation	1	0.843**	0.800**	0.629**	0.762**
	Sig.(2-tailed)	0.000		0.000	0.000	0.000
	N	150	150	150	150	150
Gender	Pearson Correlation	0.843**	1	0.868**	0.693**	0.822**
	Sig. (2 tailed)	0.000		.000	0.000	0.000
	N	150	150	150	150	150
Education	Pearson Correlation	0.629**	0.693**	0.742**	1	0.594**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	150	150	150	150	150
Employee satisfaction	Pearson Correlation	0.763*	0.822**	0.768**	0.594**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	150	150	150	150	150

Note: **Correlation is significant at 0.001 level(2-tailed).

From the above table, it is clear that the variables of workforce diversity, gender, age, and culture correlate with employee satisfaction. Among these four variables, age has a strong correlation with employee satisfaction. Hence, H2 is accepted.

Table 6.
Correlations – Workforce Diversity and Organizational Climate.

Correlation-Workforce Diversity			
		Workforce diversity	Organizational Climate
Workforce diversity	Person Correlation	1	.892**
	Sig.(2-tailed)		.000
	N	150	150
Organizational climate	Person Correlation	.892**	1
	Sig. (2-tailed)	.000	
	N	150	150

Note: ** Correlation is significant at 0.01 level (2-tailed).

The correlation coefficient between workforce diversity and organizational climate is 0.892. It indicates a strong correlation. Hence, H3 is accepted.

Table 7.
Correlations – Organizational Climate and Employee Satisfaction

Correlations- Organizational Climate and Employee Satisfaction			
		Organizational climate	Employee satisfaction
Organizational climate	Pearson Correlation	1	.824**
	Sig.(2-tailed)		.000
	N	150	150
Employee performance	Pearson Correlation	.824**	1
	Sig.(2-tailed)	.000	
	N	150	150

It displays an optimistic correlation between workforce diversity and employee satisfaction because the correlation coefficient is .824. Hence, H4 is accepted.

7.3. Regression Analysis

Table 8.
Model Summary.

Model summary				
Model	R	R Square	Adjusted R Square	Std. error of estimate
1	0.826 ^a	0.682	0.680	4.35599

Regression analysis was conducted to check the degree of influence of one variable on another variable. The regression analysis indicates that Workforce Diversity is a substantial predictor of Employee Fulfillment. About 68.2% of the variance in Employee happiness can be explained by variations in Workforce Diversity. This implies that diverse employees are likely to exhibit more job satisfaction.

Table 9.
One-way ANOVA

ANOVA						
		Sum of squares	df	Mean square	F	Sig
Workforce diversity	Between groups	12.202	2	6.101	0.082	0.921
	Within groups	10928.572	147	74.344		
	Total	10940.773	149			
Employee satisfaction	Between groups	41.663	2	20.832	0.349	0.706
	Within groups	8785.910	147	59.768		
	Total.	8827.573	149			

		Sum of Squares	df	Mean Square	F	Sig.
Workforce Diversity	Between Groups	12.201	2	6.101	0.082	0.921
	Within Groups	10928.572	147	74.344		
	Total	10940.773	149			
Employee satisfaction	Between Groups	41.663	2	20.832	0.349	0.706
	Within Groups	8785.910	147	59.768		
	Total	8827.573	149			

The ANOVA results indicate that there is no momentous modification in employee satisfaction among the age groups, as the p-value (0.706) exceeds the conventional threshold of significance (0.05). Also, there is no important modification in workforce diversity among the age groups, as evidenced by the p-value (0.921) falling above the 0.05 threshold level. This recommends that age does not impact workforce diversity and employee performance.

7.4. Independent Sample T-Test

Table 10. Group Statistics – Gender.

	Gender.	N	Mean	Std Deviation	Std. Error Mean
Workforce Diversity	Male	71	26.0141	8.11787	0.96341
	Female	79	30.0633	8.55951	0.96302
Employee Satisfaction	Male	71	19.8028	7.06828	0.83885
	Female	79	21.9747	8.12873	0.91455

		Levene's Test for Equality of Variance.				
		F	Sig.	t	df	Sig. (2-tailed)
Workforce Diversity	Equal variance assumed	0.014	0.907	-2.964	148	0.004
	Equal variance not assumed			-2.973	147.561	0.003
Employee Satisfaction	Equal variance assumed	0.266	0.607	-1.737	148	0.084
	Equal variance not assumed			-1.750	147.847	0.082

In the case of Workforce Diversity, the t-value is -2.964, with a p-value of 0.004, which is less than 0.05. There is a statistically significant change in Workforce Diversity between males and females. Specifically, females have a higher mean Workforce Diversity score than males. The t-value of Employee Satisfaction is -1.737, with a p-value of 0.084, which is greater than 0.05. There is no statistically noteworthy alteration in Employee Satisfaction between males and females, although there is a slight trend where females have a higher mean EI score than males. However, this difference is not statistically significant.

Table 11. Group Statistics – Educational Qualification.

Group statistics -Educational Qualification.

	Qualification.	N	Mean	Std. Deviation	Std. Error Mean	
Workforce Diversity	Degree	104	28.2788	8.65011	0.84821	
	Master's degree	46	27.8478	8.46947	1.24875	
Employee Satisfaction	Degree	104	21.125	7.87609	0.77231	
	Master's degree	46	20.5435	7.34456	1.0829	
		Levene's Test for Equality of Variances				
		F	Sig.	t	df	Sig.(2-tailed)
Workforce Diversity	Equal variances assumed	0.138	0.71	0.283	148	0.777
	Equal variances not assumed			0.286	87.926	0.776
Employee Satisfaction	Equal variances assumed	0.013	0.91	0.425	148	0.671
	Equal variances not assumed			0.437	92.019	0.663

The t-value of Workforce Diversity is 0.283, with a p-value of 0.777, which is greater than 0.05. There is no substantial difference in Workforce Diversity between employees working in the star categories. The t-value of Employee Satisfaction is 0.425, with a p-value of 0.671, which is also greater than 0.05.

8. Findings of the Study

The data collected were tested using Cronbach’s alpha, Correlation, Regression, ANOVA, and Independent sample t-test methods. The association between Workforce diversity and Employee job satisfaction was found to be significant. The study revealed that there is a significant relationship between the variables of Workforce Diversity (Gender, Age, Culture, and Education) and Employee Satisfaction. Organizational Climate mediates the relationship between Workforce diversity and Employee satisfaction. There is no momentous influence of demographic variables on Workforce Diversity and Employee Satisfaction. Hence, the first four hypotheses were accepted. It was found that employees with advanced diversity exhibit a developed level of Job satisfaction.

9. Conclusion

This study was conducted to observe the association between workforce diversity and employee job satisfaction in the hospitality industry. The analysis was done among the hotel employees working in Kottayam. A judgmental sampling method was used, and data were collected using a self-administered structured questionnaire. Diversity and inclusion theory proves

that a diverse workforce improves innovation and problem-solving abilities [35]. It is also found that the organizational climate can be supportive, innovative, or customer-oriented, which will influence employee outcomes like job satisfaction and performance, which will measure the ability to provide quality customer service [37]. The conjectured research model confirms that statistically there is a significant relationship between workforce diversity and employee job satisfaction. This study provides more insights on workforce diversity and employee job satisfaction among hospitality employees in Kottayam district.

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