Employee Perception of A Diverse Workforce and Its Effect on Job Satisfaction: The Mediating Role of Organizational Climate in The Hospitality Sector in Kerala

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Abstract

This research explores the association between a diverse workforce and employee job satisfaction in the hospitality sector. The study is quantitative, and the stratified sampling method is used to ensure the representation of all the departments and employees from the different levels (top, middle, and lower). The study identifies the organizational climate as a mediating variable that is an important factor in job satisfaction. The required data were gathered through a questionnaire, and the analysis was done using SPSS. 223 respondents gave their opinion on the impact of workforce diversity on the satisfaction level of employees. It was found that there is a strong correlation between workforce diversity and employee job satisfaction. When there are individuals with different capabilities, like problem-solving abilities and teamwork, the employee tends to be free from stress. The hotel needs to inculcate this concept in all its properties to boost employee productivity.

1. Introduction

It has been recognized as one of the most critical management topics in the current business scenario. Hoteliers regard all the services as a people process, especially in hotels, and the personal touch of interaction and assistance is imminent. Hotels are labor-intensive. They serve people from diverse spheres of life; thus, employee composition resolves with understanding and capitalizing on existing strengths. (Adulyarat et al., 2024)It has been found that effective usage of a varied labor force has the potential to give the players a distinct competitive advantage. Thus, it is pertinent to examine the existing dimensions of workforce diversity in hotels, how hotel employers perceive these dissimilarities, how they respond to such dissimilarities, and their perceptions about their impact on their institutional gains and their perceived organizational climate. (Ahmad et al., 2023)It refers to the perceptions of the working atmosphere of an individual in an organization. It is crucial in today's dynamic atmosphere, as it has the potential to damage or enhance the well-being of the individual. The climate prevailing in the organization also impacts employees' job satisfaction, and satisfaction theory is being used to understand the impacts of climate. (Ahmad Shimi et al., 2024) Diversity is also linked to the organizational climate - as one increases, the other increases, which indirectly impacts job satisfaction. The impact of employee composition on organizational presentation and skills can only be understood if people's actual awareness, perceptions, and beliefs about their organizational climate are studied. (Albuquerque et al., 2023)In order to facilitate a multicultural environment, managers must instill in employees a shared vision of the hoped-for business results and management philosophies. Discussions indicate the necessity to underpin diversity initiatives with core leadership and clear goals. Many suggest the establishment of an organizational office to develop programs that have both awareness and bottom-line appeal. In the past, some managers and laborers would pursue employment opportunities without considering the views and labor conditions of managers, coworkers, and patrons (Bălaşa et al., 2023). Today's generation of employees is socialized at an early age to seek meaning in their work life. Increasingly, they seek job opportunities that match their personal values. Consequently, a publicized diversity statement is not only important to educate employees but also customers of the wares and services offered regarding a business's long-term goals. Programs like diversity awareness, groups, job fairs, and targeted promotional campaigns can help. Moreover, activities need to be conducted or co-sponsored by the organization that demonstrate the connection of travel and hospitality with the provision of service. (Alegre et al., 2024)Underrepresented groups are often best served through mentorship and sponsorship programs. Total Quality Management, school internships, external training, and college recruiting strategies—all pursued by industry—are essential. Working closely with organizations concerned with attracting this labor pool includes partnership recruitment with fellow employers in hospitality, education programs, sororities, fraternities, unions, church-related and ethnic organizations, and affiliate industry organizations. (Alvarez et al., 2024) In establishing comprehensive, successful efforts in diversity, key strategies for increasing diversity should focus on the retention and promotion of qualified staff. Policies and practices designed to maintain diversity and prevent discrimination in areas of employment, including hiring and

job assignment, conditions of employment, recruitment and promotion, facilities, educational opportunities, and compensation, are crucial. (Mirza et al., 2020)Conveniently, potential employees can check for employers that have developed meaningful programs. The commitment to diversity also means monitoring the diversity climate after an extended period and a change in organizational structure. Ongoing internal self-analysis will show how well current personnel procedures and practices are working and how they could be developed or changed to improve the organization's commitment to developing a diverse, pluralistic workforce. (Rublee et al., 2024)

2. Review of Literature

2.1. Workforce diversity

In today's continually changing global environment, workplace demographics are ever evolving. Population growth, immigration trends, shrinking workforces, and a growing number of women who enter and stay in the workforce have transformed organizational work structures to suit individual needs and responsibilities.(Balakrishnan et al., 2024) Understanding how employees perceive their work environment in the constantly changing workplace is complex and challenging for most organizations, particularly those within the hospitality industry, which is, by nature, a mixture of diverse employees and customers. Effective and successful management of diversity can strengthen organizational performance by ensuring that all employees can be equally engaged in meeting organizational objectives. Results have revealed that positive employee perceptions are associated with heightened employee job satisfaction and lower intentions to leave. (Bullock-Palmer et al., 2024)Given the prevalence of research on many aspects of diversity, both within the hospitality industry and globally, a number of questions arise. Effective, successful organizations prioritize workforce diversity. The hospitality industry has increasingly recognized the need for diversity as hospitality operations are enhanced when employees from different cultures, with various experiences and differing ideas and values, contribute to the organization.(Johnson et al., 2024) Indeed, diverse teams increase creativity, innovation, and the quality of decision-making processes in hospitality operations. Customers whose experiences are enriched by receiving services from diverse employee teams may feel more emotionally and cognitively satisfied. Therefore, these customers are more likely to be repeat customers or willing to offer positive comments, thus enhancing an organization's reputation and increasing market share.(Korhonen et al., 2024) Competitive advantage is gained when an organization is able to attract talented employees from around the world, foster shared goals, and maintain high performance through these inclusive, supportive cultural environments.(H. Y. Liu et al., 2024)Finally, despite the difficulty in handling a diverse workforce, an organization seeking to attract and retain talented individuals must provide a supportive and inclusive working environment. In hospitality, high employee turnover is costly, so managing employee perceptions of diversity, equity, and inclusion is particularly important.(Milhem et al., 2024) Globally, tourism and hospitality operations must appreciate cultural nuances and demonstrate a level of cultural competency. The global nature of the hospitality industry indicates that hospitality enterprises are international in scope and in marketing. International patrons, cultural factors, and globalizing markets provide fuel for the ongoing conversations about diversity in these human resource departments across the developed and developing world.(Rogo et al., 2022)Several factors can shape how employees view diversity in the workforce. The culture of an organization can greatly impact how these employees view their jobs and the people they work with. Another issue that can have an impact on how employees view diversity is how management and leadership communicate their concern about differences or the lack of concern.(Mulder et al., 2024) The attitudes of leaders can shape how the entire staff views differences. Training programs also play a large role in how employees view diversity in the workforce. Employees' personal beliefs and culture can also shape whether they see diversity as being good, bad, important, unimportant, positive, or negative in the workplace. Personal experience can also play a large role in how employees view diversity in the workforce.(Rengers & Warner, 2024)

Personal biases about religion, race, culture, and disability all play roles in the importance of treating people equally. External influences can also play a large role in shaping the views of employees, because of the media and societal norms. The subject of workforce diversity can create a lot of emotions.(Roh & Sung, 2024) Many employees are confused, some are hurt, and others become angry when the subject is discussed. By understanding the reasons that employees may have certain views of diversity, organizations can learn ways to improve these views. An organization can foster the understanding of multiculturalism and diversity by putting in place procedures and practices that are designed to keep track of the feelings and views of employees in relation to diversity. The organization can hold meetings that involve and engage the staff in ways in which their fears, dreams, and concerns are voiced.(Suwarto et al., 2024)The attitudes of key personnel, including top management, toward the benefits of diversity can impact how employees feel about the subject. Prejudices and preconceived notions can stand in the way of creating true diversity, as well as resistance to change. Without commitment toward recognizing diversity, an organization can be doomed from the outset. Besides, some organizations may not be able to recognize subtle diversity and how far back prejudgments have been seated within their companies.(Tamang & Tamang, 2024) While employees hold many opinions on workforce diversity, they can ultimately create a barrier for those who are not wise to read the writing on the wall. Workplace communications foster understanding, but interpersonal dynamics create opinions and views. The inclusion of individuals is not a black-and-white issue, and it cannot be processed that way. In many cases, someone may not notice that they are such because of their "especially significant contribution to the group."(Yunyi et al., 2024)

2.2. Employee job satisfaction

It has been a favored subject in the organizational behavior field and has interested psychology, management, and human resource professionals. At times, job gratification has been an important issue, and its prominence in the organizational landscape remains. (Ahmad Shimi et al., 2024)Job satisfaction is significant for the success of a firm to function and to achieve its attitude and objectives, to enfold a working environment so that individuals can take pleasure in it. The term job satisfaction is derived from the broader term satisfaction. The concept of satisfaction in the fields of economics, politics, psychology, sociology, and social psychology is also inclusive. (Albuquerque et al., 2023)However, in the organizational context, the term job satisfaction is more prevalent. It is expressed in different forms and different formal and linguistic frameworks, such as feelings, a favorable attitude, enthusiasm, contentment, comfort, harmony, pleasure or happiness, acceptance, good or high spirits, well-being, positive affect, liking, good feeling, inner feeling, or contentedness, and a vibrant pleasure that a worker senses. (Bălașa et al., 2023)Job fulfillment views: It has been explored from several different perspectives. Each of these provides its own view of the concept. Early on, much of the research concerning job satisfaction was grounded in a human relations approach and was influenced by needs-hierarchy theory, in particular, the hierarchy of needs. More recent views include a content perspective (such as the affective-cognitive view), a process perspective (such as the interactional or two-factor theory), and the critical perspective. As a result of these views, job satisfaction may be conceptualized in various ways: persons are satisfied (affective view) because job

attributes are viewed positively; workers are satisfied (cognitive view); job satisfaction is the result of needs being fulfilled (motivation view). High job satisfaction results from the presence of intrinsic job content features in conjunction with management practices such as good communication and interpersonal relations with workers, which will increase satisfaction. (Barton & Le, 2023).

Because dissatisfaction plays such a key role in their decision to quit, often cited by employees in exit interviews, research on worker contentment is essential. Researchers, however, have not provided much insight into the work attitudes of hotel employees. Some work conducted in the late 1980s and early 1990s indicated that levels of satisfaction are affected by the frequency with which front-line workers encounter guests as well as the nature of those encounters.(Hammond et al., 2023) It is significant to note that management and organizational issues beyond the interactions with customers are also a concern for hospitality researchers. If all goes well, hotel employees are most satisfied in their work as servers and hosts committed to the care and feeding of travelers in the ever-changing attributes of hotels or motels, from the refined elegance of major metropolitan luxury hotels. Changes in front office operations specifically state that a quality front desk agent cannot respond comfortably to varying customer needs or to management flexibility switches if he is immersed exclusively or even predominantly in automation-oriented activities.(T. Liu et al., 2023) The thrust in automation and systematization over the last 20 years has created work environments that are isolating, inhumane, and depersonalizing, places where workers do not find satisfaction.

Understanding what affects employee job gratification is significant in the hotel industry since highly satisfied staff can reduce the cost associated with employee turnover, and these employees can improve the quality of customer service. In return, improvements in the quality of customer service may promote the hotel's profitability.(Nurhasan et al., 2024) Given a high level of competition in the hotel industry, employee efficiency directly influences the customer's experience, and ultimately an organization's business success. High employee job satisfaction is often equated to high employee morale, where employees take pride and feel empowered to serve their customers, and customers thus receive a quality customer service experience. Satisfied workers are more likely to be content with their lives and committed to their companies. As a result, these employees are more likely to be engaged in their work, therefore producing more work and making the workplace more efficient and pleasant. If hotels can improve employee job satisfaction, this cycle of positive feelings towards work can help the business by creating a profitable customer base and achieving the goal of all organizations: making a profit. (Pinandita et al., 2024)Research should be conducted to better understand employee job satisfaction, as this is a basic feeling experienced by an employee about their work that is important to their psychological health. This study focuses on the features that pay to employee job satisfaction can help hotel management design more effective human resource management policies. With high employee turnover plaguing the industry, we need all the help we can get.(Sun et al., 2023)Over the years, job satisfaction has grown in significance. Employers are particularly interested in the satisfaction of their workers because they believe that without satisfied employees, they would be unable to accomplish their goals. Several factors contribute to gratification. Psychological and environmental variables are among the most significant variables affecting satisfaction. Employee satisfaction is a concern for both employees and organizations. Satisfaction across the board can have a variety of benefits for organizations.(Tabassum et al., 2023) With the rise of service-related work, it has become increasingly necessary to comprehend the inner workings of our service sector. Given all of the complex variables, exploring what influences job satisfaction can be difficult. Employee satisfaction with numerous facets of the job can lead to enhanced productivity, reduced turnover, decreased absenteeism, and improved worker well-being.(Uman et al., 2024) This review is divided into six segments, the first of which discusses the theories that have been put forth as explanations for job satisfaction. The discussion will next transition to a discussion of the methods used to calculate job satisfaction and the specifics of how various researchers have sought to obtain reliable data. (Jain et al., 2023)Of particular interest to management are those features of the work environment that contribute to satisfaction and dissatisfaction. This element of work engagement has become increasingly necessary to managers in recent years.

2.3. Climate of the organization

This was first defined by Kurt Lewin in the 1930s when he was developing organizational theory. Lewin defined organizational climate as "the attitudes and feelings of individuals and groups in an organization and their effect on the behavior of the members." This concept appeared to be like other concepts in previous studies, such as culture, culture climate, and work policy. The climate of an organization is an important managerial function that promotes better voluntary worker adjustment, and hence increasing understanding of organizational climates has the potential to balance the different social environments in which people work across organizations. (Bahrami et al., 2016)Organizational climate has been categorized into antecedents and outcomes. The antecedents cover communication climate, morale, safety climate, motivation, supervisory relationships, organizational support, and organizational characteristics. (Barría-González et al., 2021)Climate outcomes, on the other hand, consist of organizational promise, employee satisfaction, job involvement, citizenship behavior, creativity, job performance, withdrawal, and absenteeism. Consequently, the employees' perception of commitment to the organization as a result of the work policies can be considered as the coherence in changes in specific climates. Social information processing theory states that employees will gauge and interpret change-related social cues provided through the climate of communication in their organization. (Byrne et al., 2000) Such cues are important because they can serve to endorse and aid the organizational change process. Therefore, organizational climates are a conceptual method for studying the dynamics of change in management. (Chua et al., 2024)Organizational climate has been conceptualized as a major variable that has the potential to influence work-related behavior among personnel in both negative and positive ways. Therefore, in order to improve employee productivity, it is important to examine how an organizational climate can influence the behavior of personnel. Hence, the study focuses on how organizational climate can impact subordinates' performance. The study aims to measure how a particular organizational climate impacts subordinates' work attitudes. (Georgiadou et al., 2024)It is important to point out that terms such as organizational climate, organizational culture, organizational personality, and work environment have been employed by researchers and practitioners to refer to what the employees perceive inside their organization. However, the term 'climate' distinguishes itself from the other aforementioned terms through its multi-dimensionality, which at the same time encompasses various organizational factors.(Lan et al., 2020) Weather is one of the most cited metaphors used to develop an understanding of the adjective feature of climate, which could rely on multiple aspects of climate for its daily weather, as is the case with a rainy day that could be described as a cold, damp day. The use of climate in the organizational field is highly apt, as the multiple factors of the organization that affect and influence the members of that organization could be employed to capture the organizational climate of that organization. (Mutonyi et al., 2020) Organizational climate assessments must be expanded from traditional single-culture systems to more multi-level complex workforces. It is not surprising that the way workers experience the dynamics triggered by organizational climate inconsistencies shapes the present culture. (Ogwuche et al., 2018)At its most basic level, organizational climate is the shared perceptions about organizational policies, procedures, practices, and systems as experienced by organizational members, new and old. This general definition is expanded into several more specific individual components. Every organization is made up of several different parts that will have a large impact on employee perceptions and behaviors. For example, when discussing organizational climate in general, it is valuable to understand the roles of communication and different leadership styles that span and connect the larger organizational culture, as well as how much

employees are allowed to be involved in organizational initiatives and how much they believe management is kept removed from company actions. The (Pecino et al., 2019)degree to which individuals believe that certain dimensions of organizational climate are favorable is the temperature at which employees would be experiencing an organizational climate, where the temperature serves as a proxy for the employee's attitudes, job satisfaction, and behavior. Once examining these various dimensions, a more specific understanding of an individualized organizational environment can be achieved. (Puente Riofrío et al., 2024).

Although these components are distinct entities, domain-specific analyses do not always take into account the effects of climate on other dimensions of climate, nor do they consider the ways in which management does or should impact each separate dimension differently. (Shanker et al., 2017)Additionally, cultural and contextual factors will impact the importance intellectual climate holds and the strength of relationships between personnel outcomes and some dimensions of climate. For instance, in some work environments, assistant professors might be rewarded for demonstrating particularly autonomous research programs; in others, this sort of behavior, initiating an exclusive research path, would be avoided and even punished. (Ten Hoeve et al., 2024)The collection of climate dimensions will help one to get a better sense of their climate profile, or the positions your employees are likely to take on issues of management and climate. These definitions serve to operationalize the concept of organizational climate. In the arena of business/structural thinking, the exact definition and makeup of climate is a source of continuing debate, but the generally recognized factors are outlined and discussed in terms of their deleterious or fecund effects on employee performance.

2.4. Statement of the problem

Workforce diversity has gained significant attention in the present time due to the increased influx of diverse customers in the hospitality sector. A diverse workforce is the need of the time; despite this need, many hotels in Kerala have yet to fully embrace workforce diversity as a strategic advantage, as this is the state that owns the maximum number of five-star hotels in India and is the favorite place for domestic and international tourists. when the customers are from diverse backgrounds, to cater to their needs, the hotels need to acclimate diverse employees. A diverse workforce will be more capable of making informed decisions and solving workplace problems. They will also be more productive and creative in all their presentations. This research aims to create more awareness among the organization about the recent trends and practices and the need for a quality workforce. This study seeks to explore employee perceptions of workforce diversity in the hospitality sector in Kerala, examine its impact on job satisfaction, and investigate the mediating role of organizational climate. The findings aim to create greater awareness among hospitality organizations about the premeditated importance of diversity and the need to foster an inclusive climate to enhance employee well-being and organizational performance.
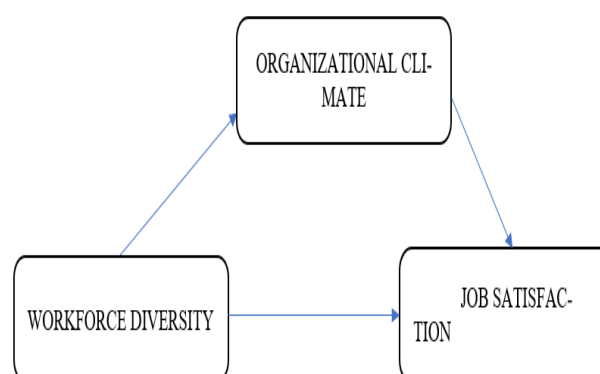
2.5. Proposed model

Fig. 1: Proposed Model.

2.6. Hypothesis

H1: There is a remarkable relationship between workforce diversity and staff job gratification.
H2: There is an important connection between the factors (age, Gender, Education, and experience) of a diverse employee and their job satisfaction
H3: There is a substantial association between workforce diversity and organizational climate.
H4: There is a significant association between organizational climate and employee job satisfaction.
H5: There is a momentous relationship between demographic variables on diverse workforce and job contentment.

3. Research Gap

Inadequate focus on regional studies: Most studies on the diverse workforce and member job fulfillment are considered in the global and national context, but region-specific dynamics are ignored. Many studies are directed, and the results are analyzed, but most of the time, the regional focus is not given due importance. Lack of studies on mediating variable (organizational climate): The second important point is that numerous studies are conducted on workforce diversity and employee job satisfaction, but there aren't many studies where organizational climate plays a mediating role. This has a lot of importance in the context of the hotel industry, where employees directly deal with human beings (customers) and they expect personalized and quality service in all aspects. Under exploration of employee perception: Another area is employee perception. Most of the studies do not focus on employee perception regarding workforce diversity in the organization. If we have to get a better picture of the workforce diversity, it is important to study the feelings of employees and their opinions on this regard, and this study focuses on the importance of region-specific dynamics, the underexplored mediating variable, organizational climate, and how diversity is internalized in the workplace.

4. Objectives

- To assess the current state of diverse workforce initiatives in the hotel industry in Kerala.
- To observe the job gratification of staff in the hotel segment in Kerala
- To regulate the result of a diverse workforce on employees' job satisfaction
- To analyze the mediating role of working atmosphere on a diverse workforce and job gratification.

5. Theoretical Background

The study examines the connotation between a diverse workforce and employee job satisfaction and the influence of organizational climate in the workplace. To discover these relationships, the study magnets on Societal Argument Theory (Blau, 1964), Organizational Climate Theory (Ostroff et al., 2003), and Job Satisfaction Theory (Locke,1976). In the case of Social Exchange Theory, employees weigh the benefits and risks of social relationships. Employees with a high level of understanding of the importance of diversity in the workplace engage in positive exchanges with colleagues and the organization, which leads to job satisfaction. Diversity is a combination of individuals who differ by given key physiognomies such as age, gender, race, education, culture, and cognitive style, among others, and it enhances a group or an organization to be more creative and wiser in decision-making. Research findings suggest that demographic diversity, especially in gender, can potentially influence administrative results such as job satisfaction, structural obligation, and financial improvement. Gender workforce diversity focuses on the relevant dynamics of that diversity pertinent to female participation in the workforce. Individual Level Dimension of Job Fulfillment. The Consumption theory of job approval is based on attention to what these workers see as rewarding. Job fulfillment is conceptualized as the result of the employee's insight into the association between what they value in their job and what they feel they receive from it, which is guided by work on the motivational aspects of the job. In this study, factors of communication, creativity, and team spirit are considered first-order factors and are expected to exert an influence over the employees' acumen on workforce diversity and job gratification. These extra-role aspects are expected to produce an organizational climate that is most closely linked to the individual-level dimensions of job gratification. The research inspects the association between workforce diversity and employee job satisfaction, and the influence of organizational climate in the workplace. To discover these relationships, the study magnets on Social Exchange Theory (Blau, 1964), Organizational Climate Theory (Ostroff et al., 2003), and Job Satisfaction Theory (Locke,1976). In the case of Social Exchange Theory, employees weigh the benefits and risks of social relationships. Employees with a high level of understanding of the importance of diversity in the workplace engage in positive exchanges with colleagues and the organization, which leads to job satisfaction. Social Identity Theory delivers a lens to consider to know how employees' group identities influence their involvement in a diverse work atmosphere, which, in turn, affects their overall satisfaction with their job. These theoretical frameworks will permit you to discover how employees' responsiveness to diversity, coupled with the organizational climate, impacts their job satisfaction in Kerala's hotel industry.

6. Methodology

The research was carried out using primary data. For the study on employee diversity and its effect on shaping employee interest in the organizational climate, the quantifiable exploration strategy is used. 223 employees from various departments, like front office, service, and housekeeping, are selected to get representation for all the areas. A structured questionnaire was distributed among the employees, and it was a closed-ended question, and a Likert scale was used. SPSS was the tool used for processing data. The dependability of the measuring instrument was verified through Cronbach's alpha

6.1. Reliability analysis

Table 1: Reliability Statistics

Reliability Figures – Workforce diversity		
Cronbach's alpha.	Based on Standardized Items.	No of Items
.946	.945	10

Here, the reliability of workforce diversity shows Cronbach's alpha .946 and Cronbach's alpha based on standardized items .945, which is greater than 0.7, so a diverse workforce has good reliability.

Table 2: Reliability Statistics

Reliability Data – Satisfaction of Workforces		
Cronbach's Alpha	Based on Standardized Items	No of Items
.947	.947	10

Employee job 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

Reliability Statistics –Climate of the organization		
Cronbach's Alpha	Based on standardized Items	No of Items
.882	.881	10

Organizational climate was measured by 7 items, and the Cronbach's alpha value is 0.882, which is greater than 0.7; hence, Organizational climate shows a good reliability.
Finding and Analysis.

6.2. Demographic details of the survey participants

Table 4: Demographic Details

Demographic Composition	Participants	Percentage of the participants
Gender of the respondent		
Male	129	57.8
Female	94	42.2
Age of the respondent		
Below 25 Years	40	17.9
26-35 Years	69	30.9
36-45 Years	74	33.3
Above 45 Years	40	17.9
Education of the employee		
SSLC	52	23.3
Plus Two	71	31.8
Degree	38	17.1
Post graduate	62	27.8
Experience		
Below 1 Year	60	26.9
1-5 Years	71	31.8
6-10 years	48	21.5
Above 10 Years	44	19.8

Note: Sample size is 223.

The demographic evidence of the contributors appears in the table, which indicates there were more males (57.8%) than females (42.2%). In the case of age, the majority of participants are between the ages of 26 and 35 (32.7%) and 36 and 45 (31.4%), with fewer people having under 25 (17.3%) and over 46 (18.6%). In terms of education, the largest percentage graduated from higher secondary school (31.8%), then post-graduates (29.4%), holders of the SSLC (21.5%), and degree holders (17.3%). About job experience, the group with the greatest experience has between one and five years (34.5%), then those with less than a year (26.9%), six to ten years (20.7%), and more than ten years (17.9%). The participants' diverse backgrounds are accurately represented owing to this variation

6.3. Relation analysis

6.3.1. Correlation

Table 5: Correlation on Workforce Diversity

Correlation diverse workforce and their satisfaction level.		Diversity.	Job contentment.
Diversity	Pearson's Correlation	1	.825**
	Sig.(2-tailed)		.000
	N	222	222
Job contentment	Pearson's Correlation	.825**	1
	Sig (2-tailed)	.000	
	N	222	222
**Correlation is momentous at the 0.01 level (2-tailed)			

This table shows the Pearson's association investigation among the variables "diversity and Job satisfaction". The relationship constant between diversity and job satisfaction is 0.825. This indicates a strong correlation between the two variables. It suggests that as perceptions of diversity upsurge, job gratification also surges. Means that when there is a higher level of diverse employees, the satisfaction level is also higher among employees. Since the p-value is .000, H1 is accepted.

Table 6: Correlation

Correlation -Workforce diversity and Organizational Climate		Diversity	Organizational Climate
Diversity	Person's correlation	1	.892**
	Sig (2-tailed)		.000
	N	222	222
Organizational climate	Person's correlation	.892**	1
	Sig (2-tailed)	.000	
	N	222	222
**Correlation is important at the 0.01 level (2-tailed)			

Pearson's correlation depicts that the organizational climate and diverse workforce are strongly related (.892**). The table displays that there is a robust correlation between the variable workforce diversity and organizational climate.

Table 7: Correlation

Correlations – Job gratification and Organizational climate			C
Job satisfaction	Pearson's Correlation	1	C
	Sig. (2-tailed)		.000
	N	222	222
Organizational climate	Pearson's Correlation	.824**	1
	Sig. (2-tailed)	.000	
	N	222	222
**. Correlation is noteworthy at the 0.01 level (2-tailed).			

The table clearly shows a constructive correlation between Organizational climate and job satisfaction (.824**).

6.3.2. Coefficient

Table 8: Coefficients

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.465	.238		6.151	.000
	Gender Diversity	.669	.068	.552	9.850	.000

The regression model specifies that Employee presentation is an important forecaster of the dependent variable. The unstandardized coefficient of 0.669 suggests that for every unit surge in Employee performance, the dependent variable upsurges by 0.669 units. The consistent coefficient (Beta) of 0.552 specifies a moderate positive relationship between Employee concert and the dependent variable. Both the constant and the coefficient for Employee performance are statistically significant (p < 0.001), reinforcing the reliability of the model's estimates

6.3.3. Model summary

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825[a]	.682	.680	4.35599

A regression investigation was done to determine the degree of impact of one variable on the dependent variable. The regression analysis suggests that workforce diversity is an important forecaster of Employee job satisfaction. About 68.2% of the modification in Employee job fulfillment can be explained by variations in workforce diversity. This implies that employees with diversity are likely to exhibit job satisfaction.

6.4. Anova

H5: There is a momentous relationship between demographic variables on the diverse workforce and job satisfaction.

Table 10: Anova

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.497	1	31.497	97.022	.000b
	Residual	71.744	221	.325		
	Total	103.241	222			

The ANOVA slab displays that the relapse model meaningfully illuminates the variation in the reliant on variable. The Regression row indicates the variation explained by the independent variable(s), with a sum of squares (SS) of 31.497. The Residual row reflects the unexplained variation, with an SS of 71.744. The Total SS is 103.241, combining both explained and unexplained variances. The degrees of freedom (df) are 1 for regression, 221 for residuals, and 222 in total. The mean squares (MS) are 31.497 for regression and 0.325 for residuals. The F-statistic is 97.022, and the p-value is 0.000, representing that the model is statistically significant as the p-value is much smaller than 0.05.

7. Findings and Suggestions

The study aimed to find out the association between workforce diversity and employee job satisfaction. For testing this hypothesis, Pearson's correlation was used. The correlation between workforce diversity and employee job satisfaction is 0.825, and this indicates a strong correlation. It suggests that as perceptions of diversity upsurge, job gratification also increases. When there is a higher level of diverse employees, the satisfaction level is also higher among employees. Hypothesis three explains a substantial association between a diverse workforce and organizational climate is there. Pearson's correlation depicts that the organizational climate and diverse workforce are strongly related (.892**). The table displays that there is a robust correlation among the variable workforce diversity and organizational climate. There is a significant association between organizational climate and employee job satisfaction. The table clearly shows a constructive correlation between Organizational climate and job satisfaction (.824**). From these, it is clear that a diverse workforce plays a crucial role in shaping employee job satisfaction and the mediating role of organizational climate is also considered. Whenever there is a conducive atmosphere to work, the individual will be more productive, creative, and innovative.

8. Conclusion

The study proposes to excavate an understanding of how employees' perception of workforce diversity impacts job gratification, with specific emphasis on mediating the role of organizational climate within Kerala's hotel sector. The unit of analysis was staff working in the hotel sector in Kerala. In the case of correlation from -1 to +1 shows perfect correlation. Here, the correlation between a diverse workforce and employee job satisfaction is 0.825, which indicates a strong correlation between the variables. It also shows a diverse workforce (age, gender. By determining the relationships, the research focuses on delivering variable acumens for hotel managers and representatives in refining workplace inclusivity and nurturing a constructive organizational climate. A stratified random sampling technique was used to confirm a representative sample from many hotels. Illustration on pertinent theories of organizational behavior counting Ely and Thomas' (2001) exertion on workforce diversity and Spector's (1985) Job Satisfaction Survey, the study discovered the link between employees' understanding of diversity and their job satisfaction, while keeping in mind the role of organizational climate as a mediator. From the study, it is very evident that to be satisfied and contented with work the employees need to understand the environment

well, and that will motivate them to be more committed in their workplace. This can also guide the expansion of approaches that advance employee engagement, retention, and complete job satisfaction in the hospitality sector.

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