



CULTURAL DIVERSITY IN THE WORKPLACE AND ITS POSITIVE EFFECTS IN METRO MANILA'S TOURISM AND HOSPITALITY INDUSTRY

Dr. Dahlia P. Dealino-Tanquezon

ORCID No.: 0009-0002-9779-8284

*College of International Tourism and Hospitality Management,
Lyceum of the Philippines University,
Manila City, National Capital Region, Philippines*

ABSTRACT

This study examined the perceived positive effects of cultural diversity in the workplace within Metro Manila's tourism and hospitality industry, focusing on how these perceptions relate to employees' socio-economic profiles. Using a descriptive-correlational design, data were gathered from respondents representing accommodation, food and beverage, and travel agency sectors from December 2023 to February 2024. The demographic profile revealed that the workforce is predominantly young, female, single, college-educated, and Catholic, with most employees earning below ₱30,000 (US\$486) and having less than three years of tenure. Findings across Tables 1–3 showed that respondents consistently rated the impact of cultural diversity as "Very High" in three key areas: improving interpersonal skills, teamwork, and innovation; promoting equal employment opportunities regardless of race, gender, or nationality; and establishing organizational policies that discourage discrimination and encourage intercultural activities. The grand mean of 4.36 confirmed strong endorsement of diversity's benefits across all groups. Correlation analysis in Table 4 indicated that socio-economic variables had no significant association with perceptions, leading to the acceptance of the null hypothesis. This suggests that cultural diversity is universally valued, transcending demographic and socio-economic differences. The study concludes that cultural diversity is a unifying organizational strength in Metro Manila's tourism and hospitality industry. Recommendations include strengthening diversity policies, enhancing training programs, addressing wage and tenure challenges, and leveraging diversity for innovation. Implications highlight the need for HR practitioners, managers, and policymakers to embed inclusivity into organizational culture. Future research should adopt longitudinal

and comparative approaches to explore evolving perceptions and broader regional contexts.

Keywords: *cultural diversity, tourism and hospitality, workplace inclusivity*

INTRODUCTION

The tourism and hospitality industry represents one of the most rapidly growing and dynamic sectors of the global economy, which significantly contributing to gross domestic product and employment opportunities across various skill levels worldwide (Kukoyi et al., 2022). This industry is inherently characterized by its multicultural workforce and diverse customer base, creating a distinctive operational environment where cultural differences intersect with service delivery imperatives (Kunwar et al., 2024). Studies highlight that diverse teams improve service quality and customer satisfaction, which are critical in guest-centered industries (Reyes & Jayme, 2025; Lacalle, 2026). Moreover, workforce diversification strengthens retention and succession planning, ensuring long-term sustainability (Destinations International, 2024). Inclusivity also boosts employee morale and productivity, creating a competitive edge in a globalized market (Harri Insider, 2024). Understanding how this diversity manifests and its relationship to organizational outcomes has become a critical concern for both practitioners and researchers alike.

The concept of workplace diversity extends beyond mere representation; it encompasses differences in age, gender, ethnicity, educational background, religion, and psychological attributes such as learning styles and cultural perspectives (Uchil, 2026). In environments characterized by extreme cultural diversity, particularly within hospitality and tourism settings, the ability to understand and effectively manage the cultural makeup of the workforce has emerged as fundamental to organizational success. Managing culturally diverse employees presents a key challenge, especially in hospitality and tourism industry contexts, where people with diverse cultural backgrounds from all over the world interact with each other continuously in both work and customer-facing environments (Alaa-Eldeen et al., 2022). The significance of understanding and respecting cultural differences has pronounced effects on achieving organizational goals, as the understanding and respecting of cultural differences have significant effects in achieving the goals of an organization that is operating in the hospitality and tourism industry (Colocassides, 2022). Given this context, examining the perceived positive effects of cultural workplace diversity and how these effects correlate with employee demographic profiles becomes essential for organizational development and strategic human resource management in the tourism and hospitality sector.

Research Questions

This study aimed to examine the positive effects of having a culturally diverse workplace in the tourism and hospitality industry, and how are these effects related to the demographic profile of the respondents

Specifically, this study answered the following sub-problems:

1. What is the demographic profile of the respondents in terms of: Age, Sex, Civil status, Highest educational attainment, Years of service in the company, Religion, Employment sector, and Salary bracket?
2. What are the perceived positive effects of having a culturally diverse workplace in the tourism and hospitality industry in terms of:
 - 2.1. Increasing interpersonal skills, teamwork, and innovation
 - 2.2. Providing equal employment opportunities regardless of race, gender, or nationality
 - 2.3. Establishing organizational policies that discourage discrimination and encourage intercultural activities?
3. Is there a significant relationship between the socio-economic profile of respondents and their perceptions of the positive effects of having a culturally diverse workplace in the tourism and hospitality industry?

Theoretical Framework

This study is anchored on **Social Identity Theory** (Tajfel & Turner, 1979), which explains how individuals categorize themselves and others based on shared characteristics, such as age, sex, nationality, religion, and other demographic attributes. These social categorizations can influence individuals' perceptions, interactions, attitudes, and behaviors within the workplace, particularly in culturally diverse environments. The study is also supported by **Intersectionality Theory** (Phoenix & Pattynama, 2006), which emphasizes that individuals possess multiple, overlapping identities—such as gender, socioeconomic status, ethnicity, and other personal characteristics—that may shape their experiences and perceptions in different ways. Together, these theories provide a framework for understanding how employees' demographic characteristics may influence their perceptions of the positive effects of cultural diversity in the workplace. This theoretical perspective is consistent with previous findings indicating that demographic characteristics can influence employees' perceptions and experiences of workplace diversity (Mistry et al., 2023; Hosie et al., 2025). Thus, these theories serve as the foundation for examining the relationship between the demographic profile of respondents and their perceptions of the positive effects of a culturally diverse workplace in the tourism and hospitality industry.

Conceptual Framework

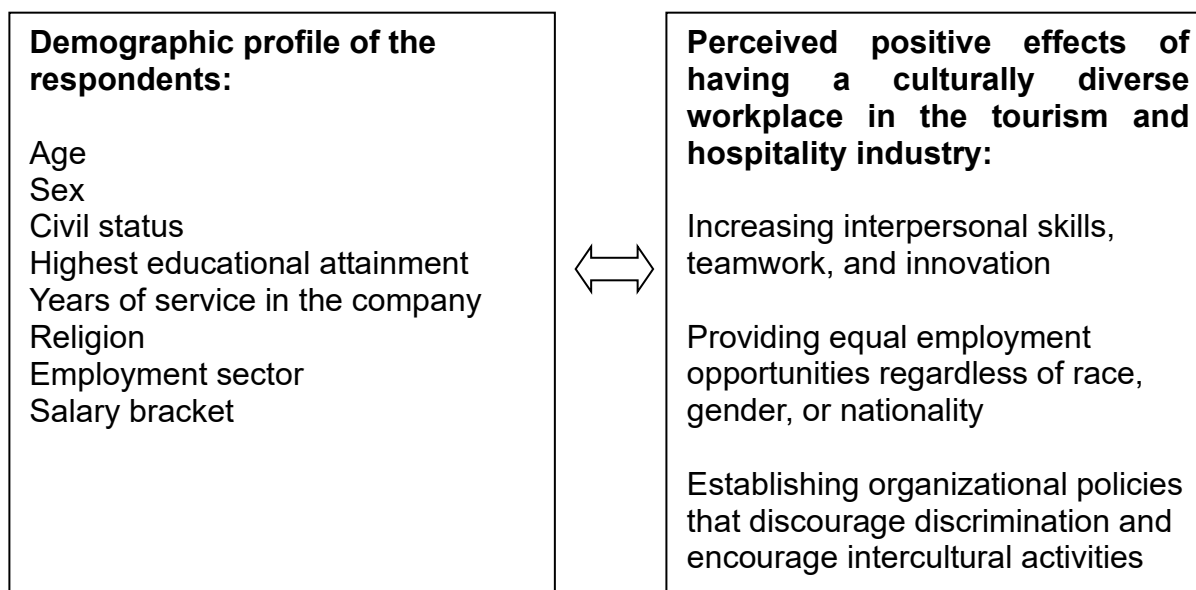


Figure 1. The Conceptual Paradigm of the Study

The conceptual framework of the study illustrates the relationship between the demographic profile of the respondents and their perceived positive effects of having a culturally diverse workplace in the tourism and hospitality industry. The demographic profile serves as the independent variable, while the perceived positive effects of workplace cultural diversity serve as the dependent variable.

The independent variable, or the demographic profile of the respondents, includes age, sex, civil status, highest educational attainment, years of service in the company, religion, employment sector, and salary bracket. These characteristics are considered relevant because employees with different demographic backgrounds may have varying experiences, perspectives, and levels of interaction with culturally diverse individuals in the workplace. Such differences may influence how they perceive and respond to cultural diversity within their organizations.

The dependent variable focuses on the perceived positive effects of having a culturally diverse workplace in the tourism and hospitality industry. These effects are measured in three areas: (1) increasing interpersonal skills, teamwork, and innovation; (2) providing equal employment opportunities regardless of race, gender, or nationality; and (3) establishing organizational policies that discourage discrimination and encourage intercultural activities. These dimensions represent the potential benefits of maintaining a culturally diverse and inclusive workplace.

The framework assumes that the demographic characteristics of employees may be significantly related to their perceptions of the positive effects of workplace cultural diversity. For example, differences in age, educational attainment, years of service,

employment sector, or other demographic characteristics may contribute to differences in how employees perceive teamwork, innovation, equal employment opportunities, and organizational policies related to diversity. Therefore, the study seeks to determine whether a significant relationship exists between the respondents' demographic profile and their perceptions of the positive effects of cultural diversity in the tourism and hospitality workplace.

Overall, the conceptual framework provides a basis for examining whether who the employees are and what their demographic characteristics are associated with how they perceive the benefits of cultural diversity in their workplace. The findings may help tourism and hospitality organizations better understand employee perceptions and develop policies and practices that promote inclusion, equality, collaboration, innovation, and intercultural understanding.

Hypothesis

H₀1: There is no significant relationship between the profile of respondents and their perceptions of the positive effects of having a culturally diverse workplace in the tourism and hospitality industry

Literature Review

Interpersonal Skills, Teamwork, and Innovation

Cultural diversity enhances interpersonal communication and collaboration by exposing employees to varied perspectives. Gaoat et al. (2025) found that diverse teams in hospitality settings foster stronger teamwork and adaptability. Mistry et al. (2023) emphasized that diversity management practices improve creativity and innovation, as employees from different cultural backgrounds contribute unique problem-solving approaches.

Equal Employment Opportunities

Providing equal opportunities regardless of race, gender, or nationality is a cornerstone of diversity management. Reyes & Jayme (2025) highlighted that inclusive recruitment practices in hospitality lead to fairer career advancement and better service quality. Alam & Shin (2020) demonstrated that openness to diversity reduces workplace discrimination and strengthens perceptions of fairness among employees. Liu et al. (2025) further showed that DEI (diversity, equity, and inclusion) strategies in tourism and hospitality are increasingly recognized as essential for organizational competitiveness.

Organizational Policies Against Discrimination

Policies that discourage discrimination and encourage intercultural activities are vital for sustaining diversity benefits. Moreno-Bella et al. (2022) found that organizational economic inequality undermines perceptions of inclusivity, making anti-discrimination

policies critical. Hosie et al. (2025) reported that employees from disadvantaged socioeconomic backgrounds perceive workplace belonging differently, underscoring the need for equitable policies. Inclusive leadership practices, such as cultural intelligence training and flexible management styles, have been shown to reduce turnover and improve morale (FasterCapital, 2025).

METHODOLOGY

Research Paradigm and Approach

The study adopted a positivist research paradigm, which is appropriate for quantitative investigations that seek to examine relationships among variables and evaluate propositions derived from established theoretical perspectives. Positivism assumes that phenomena can be systematically observed, measured, and analyzed using objective procedures, thereby allowing findings to be tested and, where appropriate, generalized. Maksimović and Evtimov (2023) likewise associate quantitative inquiry with positivist assumptions, particularly the measurement of phenomena and the examination of relationships among variables.

Consistent with this paradigm, the study utilized a deductive research approach. The investigation proceeded from an established theoretical framework to the formulation of the research problem and hypotheses, followed by empirical data collection, statistical analysis, and interpretation of the results. In deductive inquiry, existing theoretical propositions are examined using empirical evidence to determine whether the proposed relationships are supported. Streefkerk (2023) describes deduction as an approach primarily concerned with testing existing theory rather than generating theory from observations.

The study was anchored in **Social Identity Theory (SIT)**, particularly the work of Tajfel and Turner on social categorization, group identification, and intergroup relations. The theory provides a useful basis for examining workplace diversity because differences in perceived group membership may influence how individuals view members of their own and other groups. These processes are relevant to understanding issues associated with discrimination, inclusion, cooperation, and the management of diversity within organizations.

Participants and Data Collection

Primary data were obtained from **396** HR managers and employees working in the tourism and hospitality industry. The participants were selected because their work involved regular interaction with individuals from diverse backgrounds. Their responses provided empirical information concerning workplace diversity and the challenges associated with managing differences among employees. The areas examined included the development of interpersonal skills, teamwork, and innovation; the provision of equitable employment opportunities irrespective of race, gender, or nationality; and the

development of organizational policies aimed at preventing discrimination and promoting intercultural interaction.

A correlational analysis was subsequently conducted to determine whether significant relationships existed between the respondents' demographic characteristics and their perceptions of workplace diversity-related challenges. The analysis focused on identifying statistical associations rather than establishing direct causal effects.

Research Instrument

The research instrument was developed following an extensive review of relevant scholarly literature obtained from academic databases and research platforms, including Scopus, Emerald Insight, and ScienceDirect. The literature review provided the conceptual and empirical basis for constructing the survey items and ensuring that the instrument adequately represented the dimensions of workplace diversity examined in the study.

To establish content validity, the instrument was subjected to expert evaluation by professionals with relevant experience in the tourism and hospitality field. Their assessment was used to determine whether the items were appropriate, understandable, and aligned with the objectives of the study. A pretest was also conducted before the main data collection to identify potential problems with the wording, organization, and comprehensibility of the questionnaire. The reliability of the instrument was assessed using Cronbach's alpha.

Following the validation and reliability procedures, the final questionnaire consisted of 21 statements measuring workplace diversity-related challenges. The finalized instrument was administered to the 396 qualified respondents. Trained enumerators assisted in distributing and collecting the questionnaires from various tourism and hospitality establishments from December 2023 to February 2024. Data collection required coordination across multiple establishments because of the difficulty in obtaining an adequate number of respondents who met the study's eligibility requirements.

Statistical Treatment of Data

Descriptive statistics were initially used to summarize the demographic characteristics of the participants. Frequencies and percentages were calculated for categorical profile variables, while the mean and standard deviation were obtained for the study variables at the relevant profile levels. These measures provided an overall description of the respondents and their assessments of the identified workplace diversity challenges.

Prior to the inferential analyses, the distribution of the data was assessed using the Shapiro-Wilk test of normality. The selection of the correlation coefficient was determined according to the measurement level of the variables and the distributional

characteristics of the data. For normally distributed data, Pearson's product-moment correlation was applied to appropriate continuous-variable pairs. Point-biserial correlation was used when one variable was continuous and the other was dichotomous, while beta coefficients were used for relationships involving a continuous variable and a multi-category variable, as specified in the analytical framework.

When the assumption of normality was not satisfied, nonparametric alternatives were employed. These included Spearman's rank-order correlation for appropriate ordinal or non-normally distributed variables and rank-biserial correlation for applicable relationships involving categorical variables. The use of these alternative procedures helped ensure that the statistical techniques were appropriate to the characteristics and measurement levels of the data.

All statistical procedures were performed using JASP version 0.18.3.0, R version 4.3.0, and RStudio version 2023.06.0. Statistical significance was evaluated using a 5% level of significance ($\alpha = .05$). Thus, decisions concerning the null hypotheses were based on whether the resulting probability values met the predetermined significance criterion.

RESULTS

1. Socio-economic Profile of the Respondents

Table 1 summarizes the demographic and employment characteristics of the 396 respondents. The distribution indicates that the sample was predominantly composed of younger, female, single, college-educated, and relatively new employees in the tourism and hospitality industry. Specifically, respondents below 30 years old represented the largest age group (58.33%), while females accounted for 52.02% of the sample. In terms of civil status, 67.42% were single, and 70.96% reported having completed a college degree. Catholic respondents comprised 76.77% of the sample. A substantial majority of the respondents (63.02%) had been employed by their current organization for less than three years, indicating that most participants had relatively short organizational tenure. By employment sector, the largest groups were employed in accommodation establishments (35.10%), followed by food and beverage (21.46%) and travel agency (17.93%) businesses. In terms of monthly income, 46.59% earned less than ₱20,000 (US\$324), while 24.62% reported earnings ranging from ₱20,000 to ₱29,999. These amounts correspond to approximately US\$324 and US\$486, respectively. Meanwhile, approximately one-third of the respondents opted not to disclose their salary information.

Table 1. Summary of the socio-economic profiles of the respondents

Profile	Variables	Frequency (n=396)	Percentage
Age Group	Below 30	231	58.33
	30-39	94	23.74
	40-49	51	12.88
	50 and up	20	5.05

Sex	Female	206	52.02
	Male	190	47.98
Civil Status	Single	267	67.42
	Non-single	129	32.58
Highest Educational Attainment	HS graduate	73	18.43
	College level	19	4.80
	College graduate	281	70.96
	Post-graduate	23	5.81
Years of Service in the Company	Less than 3	242	63.02
	3 to 6	73	19.01
	7 to 10	35	9.11
	11 and up	34	8.85
Religion	Catholic	304	76.77
	Non-Catholic	92	23.23
Employment Sector	Accommodation	139	35.10
	Food and Beverage	85	21.46
	Travel Agency	71	17.93
	Leisure and	49	12.37
	Entertainment	49	12.37
	DOT and Other Agencies	3	0.76
Salary bracket	Human Resource		
	Less than 20000	123	31.06
	20000 to 29999	65	16.41
	30000 to 39999	28	7.07
	40000 to 49999	11	2.78
	50000 or greater	37	9.34
	Prefer not to answer	132	33.33

2. Perceived Positive Effects of Cultural Diversity in the Workplace in Metro Manila's Tourism and Hospitality Industry

Table 2 shows that respondents perceived the positive effects of cultural diversity in the workplace at a very high level, as reflected by the grand mean of 4.36. All three dimensions obtained very high ratings, indicating consistently favorable perceptions of the contribution of cultural diversity to the workplace.

Among the three dimensions, improving interpersonal skills, teamwork, and innovation received the highest overall weighted mean of 4.39, interpreted as Very High. This was followed by equal employment opportunities regardless of race, gender, or nationality and establishing organizational policies that discourage discrimination and encourage intercultural activities, both of which obtained an overall weighted mean of 4.35, also interpreted as Very High.

Table 2. Weighted Mean Summary of Employees' Perceptions on the Positive Effects of Cultural Diversity in Metro Manila's Tourism and Hospitality Industry

Positive Effects of Workplace Diversity	Weighted Mean	Verbal Interpretation
2.1. Improves interpersonal skills, team works and expand innovation		
In a culturally diversity workplace, the company provides a dedicated area that will promote interaction among employees which improves creativity and productivity.	4.47	Very High
One of the benefits of cultural diversity in the workplace is having a talented pool of employees with wider range of skills.	4.43	Very High
In a culturally diverse workplace, employees are encouraged to raise suggestions and recommendations for a better workplace.	4.43	Very High
In a culturally diverse workplace, with the help of the younger employees, the older employees become more adaptable to new technologies in their workplace.	4.43	Very High
The use of modern technology has facilitated communication among employees in a culturally diverse workplace.	4.38	Very High
In a culturally diverse workplace, employees have the ability and willingness to learn new and strange things which can improve cultural insights.	4.35	Very High
In a culturally diverse workplace, honing of basic English and other language is a must to understand each other.	4.27	Very High
In a culturally diverse workplace, honing of basic English and other language is a must to understand each other.	4.27	Very High
Overall Weighted Mean on Improves interpersonal skills, team works and expand innovation	4.39	Very High
2.2. Equal employment opportunities without regard to race, gender or nationality		
The company enhances the productivity of culturally diverse workers to foster a healthy atmosphere in the working place.	4.37	Very High
The company provides all eligible and culturally diverse workers with equal opportunities for self-development and promotion	4.36	Very High

In a culturally diverse workplace, the management effectively ensures a harassment-free workplace to all employees regardless of age, color, marital status, ethnicity, nationality, and gender identity.	4.36	Very High
The company has established mentoring programs which match employees of various culturally diverse backgrounds in order to promote open communication.	4.36	Very High
The company has developed a transparent and equitable process for handling and addressing complaints among culturally diverse workers.	4.33	Very High
The company welcomes other employees with different nationalities by sponsoring lunches other activities that allow them to share their culture and experiences.	4.33	Very High
The company establishes policies that value the cultural differences of workers to avoid the feeling of being unwelcomed.	4.31	Very High
<i>Overall Weighted Mean on Equal employment opportunities without regard to race, gender or nationality</i>	4.35	Very High
2.3. Establishing organizational policies that discourage discrimination and encourage intercultural activities		Very High
The employers ensure that workers with different working hours can participate in activities, particularly those with short post-work periods, are not left out at various times, even during working hours (e.g. Per batch of team building and other events).	4.50	Very High
The company is establishing the structured reporting process to enable culturally diverse workers to disclose discrimination on their workplace.	4.35	Very High
The company is establishing community activities such as the sponsorship or volunteering in a charity to bring together a culturally diverse worker.	4.34	Very High
The company is educating employees on the banning of discrimination in the workplace and clarify the sanctions to offenders.	4.33	Very High
The management is establishing activities which encourage a work-life balance to promote team spirit among culturally diverse workers.	4.33	Very High
The company is establishing the employee council for discriminatory sub-groups such as women,	4.32	Very High

other nationalities, older employees, or other minority groups.		
The company hold regular anti-discrimination training at every level of the organization both for new and current employees	4.30	Very High
Overall Weighted Mean on Establishing organizational policies that discourage discrimination and encourage intercultural activities	4.35	Very High
Grand Mean on the Perceived positive effects of cultural diversity in the workplace in Metro Manila's tourism and hospitality industry	4.36	Very High
Weighted Mean Range and Verbal Interpretation of Perceived Positive Effects: 1.00 - 1.80 Very Low; 1.81 - 2.60 Low; 2.61 - 3.40 Moderate; 3.41 - 4.20 High; 4.21 - 5.00 Very High		

3. Perceived Positive Effects of Cultural Diversity in the Workplace in Metro Manila's Tourism and Hospitality Industry Relative to Respondents' Socio-Economic Profile

Table 3 demonstrates that respondents across all socio-economic profiles consistently rated the positive effects of cultural diversity in Metro Manila's tourism and hospitality workplaces as "Very High." Regardless of differences in age, gender, civil status, education, tenure, religion, employment sector, or income bracket, participants expressed a strong endorsement of diversity's benefits. Specifically, they rated highly its role in improving interpersonal skills, teamwork, and innovation; ensuring equal employment opportunities; and promoting organizational policies that discourage discrimination while encouraging intercultural activities. Sub-group means remained within the 4.21–5.00 interval, confirming the uniformity of these positive perceptions across demographic categories.

Table 3. Weighted Mean Summary of Employees' Perceptions on the Positive Effects of Cultural Diversity in Metro Manila's Tourism and Hospitality Industry by Socio-Economic Profile

Profile	Variables	Positive Effects	Mean	Std. Deviation	Level of Impact
Age Group	Below 30	Improves	4.46	0.510	Very High
	30-39	interpersonal skills,	4.29	0.541	Very High
	40-49	team works and	4.24	0.387	Very High
	50 & up	expand innovation	4.41	0.356	Very High
	Below 30	Equal employment	4.38	0.565	Very High
	30-39	opportunities	4.25	0.557	Very High
	40-49	without regard to	4.31	0.454	Very High
	50 & up		4.54	0.361	Very High

Sex	Age	Below 30	Establishing	4.38	0.593	Very High
		30-39	organizational	4.25	0.530	Very High
		40-49	policies that	4.36	0.498	Very High
		50 & up	discourage	4.49	0.552	Very High
			discrimination and encourage intercultural activities			
	Gender	Male	Improves	4.38	0.514	Very High
		Female	interpersonal skills, team works and expand innovation	4.40	0.495	Very High
		Male	Intercultural	4.37	0.518	Very High
		Female	communication between employees and management	4.32	0.568	Very High
	Equal employment opportunities without regard to race, gender or nationality	Male	Equal employment opportunities	4.40	0.532	Very High
		Female	without regard to race, gender or nationality	4.31	0.594	Very High
Civil Status	Marital Status	Non-Single	Improves	4.33	0.465	Very High
		Single	interpersonal skills, team works and expand innovation	4.42	0.520	Very High
	Intercultural communication between employees and management	Non-Single	Intercultural	4.35	0.497	Very High
		Single	communication between employees and management	4.34	0.567	Very High
	Equal employment opportunities without regard to race, gender or nationality	Non-Single	Equal employment opportunities	4.34	0.526	Very High
		Single	without regard to race, gender or nationality	4.36	0.586	Very High
Highest Educational Attainment	Improves interpersonal skills, team works and expand innovation	HS graduate	Improves	4.47	0.487	Very High
		College level	interpersonal skills, team works and expand innovation	4.24	0.781	Very High
		College graduate	team works and expand innovation	4.39	0.484	Very High
	Equal employment opportunities	Post-graduate	Equal employment opportunities	4.24	0.481	Very High
		HS graduate	Equal employment opportunities	4.44	0.521	Very High
		College level	without regard to race, gender or nationality	4.25	0.557	Very High

	College graduate	without regard to race, gender or nationality	4.34	0.533	Very High
	Post-graduate		4.22	0.700	Very High
	HS graduate	Establishing	4.46	0.514	Very High
	College level	organizational	4.29	0.697	Very High
	College graduate	policies that discourage	4.33	0.553	Very High
	Post-graduate	discrimination and encourage intercultural activities	4.35	0.745	Very High
Length of Service	Less than 3	Improves	4.38	0.543	Very High
	3 to 6	interpersonal skills,	4.49	0.450	Very High
	7 to 10	team works and	4.37	0.437	Very High
	11 & up	expand innovation	4.31	0.387	Very High
	Less than 3	Equal employment	4.30	0.562	Very High
	3 to 6	opportunities	4.41	0.533	Very High
	7 to 10	without regard to	4.50	0.522	Very High
	11 & up	race, gender or nationality	4.37	0.472	Very High
	Less than 3	Establishing	4.29	0.587	Very High
	3 to 6	organizational	4.44	0.557	Very High
	7 to 10	policies that discourage	4.51	0.534	Very High
	11 & up	discrimination and encourage intercultural activities	4.44	0.442	Very High
Religion	Non-Catholic	Improves	4.43	0.472	Very High
	Catholic	interpersonal skills, team works and expand innovation	4.38	0.513	Very High
	Non-Catholic	Intercultural communication	4.37	0.543	Very High
	Catholic	between employees and management	4.34	0.546	Very High
	Non-Catholic	Equal employment	4.36	0.575	Very High
	Catholic	opportunities without regard to race, gender or nationality	4.35	0.565	Very High
Employment sector	Accommodation	Improves	4.33	0.550	Very High
	Travel Agency	interpersonal skills,	4.46	0.472	Very High
	Food & Beverage	team works and expand innovation	4.51	0.447	Very High

Monthly Salary	Human Resource		4.76	0.410	Very High
	Leisure & Entertainment		4.22	0.525	Very High
	DOT & Other Agencies		4.44	0.396	Very High
	Accommodation	Intercultural communication	4.22	0.570	Very High
	Travel Agency	between employees and management	4.33	0.512	Very High
	Food & Beverage		4.52	0.469	Very High
	Human Resource		4.62	0.541	Very High
	Leisure & Entertainment		4.42	0.575	Very High
	DOT & Other Agencies		4.32	0.531	Very High
	Accommodation	Equal employment opportunities	4.24	0.599	Very High
	Travel Agency	without regard to race, gender or nationality	4.39	0.509	Very High
	Food & Beverage		4.49	0.486	Very High
	Human Resource		4.67	0.577	Very High
	Leisure & Entertainment		4.49	0.605	Very High
	DOT & Other Agencies		4.23	0.566	Very High
	Less than 20000	Improves interpersonal skills, team works and expand innovation	4.51	0.453	Very High
	20000 to 29999		4.37	0.532	Very High
	30000 to 39999		4.28	0.507	Very High
	40000 to 49999		4.30	0.620	Very High
	50000 or greater		4.25	0.521	Very High
	Less than 20000	Intercultural communication	4.39	0.564	Very High
	20000 to 29999	between employees and management	4.27	0.584	Very High
	30000 to 39999		4.24	0.605	Very High
	40000 to 49999		4.42	0.525	Very High
	50000 or greater		4.44	0.534	Very High
	Less than 20000	Equal employment opportunities	4.38	0.566	Very High
	20000 to 29999	without regard to race, gender or nationality	4.32	0.569	Very High
	30000 to 39999		4.27	0.677	Very High
	40000 to 49999		4.35	0.614	Very High

50000 or greater 4.41 0.579 Very High

Weighted Mean Range and Verbal Interpretation of Perceived Positive Effects: 1.00 - 1.80 Very Low; 1.81 - 2.60 Low; 2.61 - 3.40 Moderate; 3.41 - 4.20 High; 4.21 - 5.00 Very High

4. Relationships Between Respondents' Profile and Perceived Positive Effects of Cultural Diversity in the Workplace of Metro Manila's Tourism and Hospitality Industry

Table 4 presents the correlation analysis between employees' socio-economic profiles and their perceptions of workplace diversity challenges. The results show that none of the socio-economic variables—such as age, sex, civil status, educational attainment, years of service, religion, employment sector, or salary bracket—exhibited significant correlations with the three identified positive effects of diversity: improving interpersonal skills, teamwork, and innovation; ensuring equal employment opportunities; and establishing organizational policies that discourage discrimination and encourage intercultural activities. Since all correlation values were statistically insignificant, the **null hypothesis was accepted**, indicating that employees' demographic and socio-economic backgrounds did not influence their perceptions of workplace diversity's positive effects.

Table 4. Relationship between the socio-economic profile of respondents and their perceived positive effects of cultural diversity in the workplace in Metro Manila's tourism and hospitality industry

Profile Variables	Positive Effects of a Diverse Workplace	Correlation coefficient	p-value	Interpretation
Age	Improves interpersonal skills, team works and expand innovation	-0.08	0.2115	Not Significant
	Equal employment opportunities without regard to race, gender or nationality	-0.06	0.2653	Not significant
	Establishing organizational policies that discourage discrimination and encourage intercultural activities	-0.03	0.5570	Not significant
Sex	Improves interpersonal skills, team works and expand innovation	0.02	0.6948	Not significant
	Equal employment opportunities without regard to race, gender or nationality	-0.03	0.5898	Not significant
	Establishing organizational policies that discourage discrimination and encourage intercultural activities	-0.07	0.1692	Not significant

Civil Status	Improves interpersonal skills, team works and expand innovation	0.09	0.2194	Not Significant
	Equal employment opportunities without regard to race, gender or nationality	0.03	0.6201	Not significant
	Establishing organizational policies that discourage discrimination and encourage intercultural activities	0.04	0.4563	Not significant
Education	Improves interpersonal skills, team works and expand innovation	-0.08	0.2071	Not significant
	Equal employment opportunities without regard to race, gender or nationality	-0.05	0.3159	Not significant
	Establishing organizational policies that discourage discrimination and encourage intercultural activities	-0.06	0.2839	Not significant
No. of Years of Service	Improves interpersonal skills, team works and expand innovation	-0.11	0.0911	Not Significant
	Equal employment opportunities without regard to race, gender or nationality	0.00	0.9831	Not significant
	Establishing organizational policies that discourage discrimination and encourage intercultural activities	0.08	0.1236	Not significant
Religion	Improves interpersonal skills, team works and expand innovation	-0.03	0.5665	Not significant
	Equal employment opportunities without regard to race, gender or nationality	-0.02	0.6547	Not significant
	Establishing organizational policies that discourage discrimination and encourage intercultural activities	-0.01	0.8397	Not significant
Employment Sector	Improves interpersonal skills, team works and expand innovation	0.01	0.9111	Not significant
	Equal employment opportunities without regard to race, gender or nationality	0.07	0.3013	Not Significant

	Establishing organizational policies that discourage discrimination and encourage intercultural activities	0.11	0.0837	Not Significant
Monthly Salary	Improves interpersonal skills, team works and expand innovation	-0.13	0.0672	Not Significant
	Equal employment opportunities without regard to race, gender or nationality	-0.11	0.0836	Not significant
	Establishing organizational policies that discourage discrimination and encourage intercultural activities	-0.06	0.3508	Not significant

DISCUSSION

1. Socio-economic Profile of the Respondents

The demographic profile in Table 1 highlights that Metro Manila's tourism and hospitality workforce is predominantly young, female, single, college-educated, and Catholic, with most employees earning below ₱30,000 and working in accommodation, food and beverage, or travel agencies. This reflects both the sector's reliance on entry-level labor and the socio-economic realities of the Philippine service industry.

For Age and Civil Status: A majority of respondents are below 30 years old (58.33%) and single (67.42%), showing that the industry attracts younger workers who are often at the start of their careers. Gender: Women make up 52.02% of the workforce, consistent with global hospitality trends where female participation is high in service-oriented roles. Education: Most are college graduates (70.96%), suggesting that higher education is increasingly a requirement for employment in tourism and hospitality. Religion: The dominance of Catholic respondents (76.77%) reflects the Philippines' national religious composition. Years of Service: A large proportion (63.02%) have less than three years of tenure, indicating high turnover and mobility in the sector. Employment Sector: The largest share work in accommodation (35.10%), followed by food and beverage (21.46%) and travel agencies (17.93%), aligning with the core pillars of tourism services. Income: Nearly half earn below ₱20,000 or US\$324 (46.59%), while another 24.62% earn ₱20,000–₱29,999 or US\$324–US\$486, underscoring the prevalence of low wages in hospitality jobs.

These findings mirror national labor statistics. The Philippine Statistics Authority (2026) reported that tourism industries employed 7.7 million workers in 2025, accounting for 15.7% of national employment, with accommodation and food services as major contributors. The Hospitality Labor Market Review (2025) noted that most workers in accommodation and food services are young and underemployed, often seeking

additional income due to low wages. Similarly, PSA data from 2023 showed that 32% of tourism employees worked in accommodation and food services, confirming the sector's dominance in employment. The prevalence of short tenure and low salaries reflects structural challenges in the industry: high turnover, reliance on entry-level labor, and wage stagnation. However, the high proportion of college graduates suggests that workers are increasingly qualified, which may improve service quality and innovation in the long run.

Overall, the demographic profile suggests that the study primarily captured the perspectives of young and relatively new members of the tourism and hospitality workforce, with women and college graduates comprising slightly more than half and a substantial majority of the sample, respectively. The concentration of respondents in accommodation, food and beverage, and travel agency establishments also indicates that the findings are particularly relevant to service-oriented tourism workplaces where employees routinely interact with colleagues and customers from different backgrounds. These characteristics provide important context for interpreting the subsequent findings concerning workplace diversity challenges, because perceptions of diversity may vary according to employees' age, educational background, organizational tenure, employment sector, and socioeconomic circumstances.

2. Perceived Positive Effects of Cultural Diversity in the Workplace in Metro Manila's Tourism and Hospitality Industry

The findings in Table 2 show that employees in Metro Manila's tourism and hospitality industry strongly agree that cultural diversity in the workplace yields very positive outcomes, with a grand mean of 4.36 interpreted as "Very High." This suggests that diversity is not only accepted but also seen as a driver of interpersonal growth, teamwork, innovation, equal opportunities, and anti-discrimination policies.

The **overall weighted means** (4.35–4.39) indicate that respondents perceive cultural diversity as highly beneficial. Specifically: *Improves interpersonal skills, teamwork, and innovation (4.39)* – Employees believe diverse teams foster collaboration and creativity. *Equal employment opportunities (4.35)* – Diversity is linked to fairness in hiring and promotion, regardless of race, gender, or nationality. *Organizational policies against discrimination (4.35)* – Respondents recognize that diversity encourages inclusive policies and intercultural activities. The **grand mean of 4.36 (Very High)** confirms that cultural diversity is widely valued and positively impacts workplace dynamics in the tourism and hospitality sector.

These findings align with recent studies in the Philippine hospitality industry. Reyes and Jayme (2025) found that diversity management practices improve service quality and employee satisfaction, reinforcing the idea that diverse teams enhance innovation and teamwork. Similarly, Sison and Lincod (2026) reported that diversity initiatives foster stronger employee engagement and creativity, though they cautioned that policies must be inclusively implemented to be effective. Aguilar et al. (2022) highlighted that while diversity is beneficial, challenges such as recruitment biases remain, underscoring the

importance of organizational policies that actively discourage discrimination. Taken together, these studies validate the high ratings in Table 2: cultural diversity is perceived as a cornerstone of innovation, fairness, and inclusivity in Metro Manila's tourism and hospitality workplaces, though continuous effort is needed to bridge policy and practice.

3. Perceived Positive Effects of Cultural Diversity in the Workplace in Metro Manila's Tourism and Hospitality Industry Relative to Respondents' Socio-Economic Profile

Across all socio-economic categories, respondents consistently rated the positive effects of cultural diversity in the workplace as "Very High." Regardless of age, gender, civil status, educational attainment, length of service, religion, employment sector, or monthly salary, employees perceived that diversity significantly enhances interpersonal skills, teamwork, and innovation; promotes equal employment opportunities without regard to race, gender, or nationality; and supports organizational policies that discourage discrimination while encouraging intercultural activities. This uniformity of perception highlights that appreciation for workplace diversity transcends demographic and socio-economic differences, reflecting its universal value in the tourism and hospitality industry.

The findings suggest that cultural diversity is widely recognized as a shared organizational strength rather than a benefit limited to specific groups. Reyes and Jayme (2025) emphasized that diversity management practices improve service quality and employee satisfaction across demographic categories, while Aguilar et al. (2022) found that diversity initiatives reduce workplace discrimination and foster intercultural collaboration regardless of employee background. Similarly, Sison and Lincod (2026) reported that inclusive policies enhance creativity and engagement across diverse socio-economic profiles, reinforcing the idea that diversity's positive effects are universally acknowledged.

This consistency across profiles indicates that diversity is not only a driver of innovation and fairness but also a unifying factor that strengthens organizational cohesion in Metro Manila's tourism and hospitality sector. The "Very High" ratings across all groups confirm that employees, irrespective of personal characteristics, perceive diversity as essential to building equitable and innovative workplaces.

4. Relationships Between Respondents' Profile and Perceived Positive Effects of Cultural Diversity in the Workplace of Metro Manila's Tourism and Hospitality Industry

As shown in Table 4, all computed p-values exceeded the 0.05 threshold, indicating no statistically significant association between the respondents' socio-economic profile variables (age, sex, civil status, educational attainment, length of service, religion, employment sector, and monthly salary) and their perceptions positive effects of cultural diversity in the workplace. This result means that regardless of demographic or socio-economic differences, employees shared similar views on the positive effects of workplace diversity. Consistent with the findings in Tables 1 through 3,

respondents rated the positive effects of cultural diversity as “Very High,” particularly in terms of *improving interpersonal skills, teamwork, and innovation; promoting equal employment opportunities without regard to race, gender, or nationality; and establishing organizational policies that discourage discrimination and encourage intercultural activities.*

The absence of significant correlations suggests that perceptions of diversity’s benefits are universal across socio-economic groups, highlighting cultural diversity as a shared organizational value rather than one influenced by personal background. Reyes and Jayme (2025) found that diversity management practices enhance service quality and employee satisfaction across demographic categories, while Aguilar et al. (2022) emphasized that diversity initiatives reduce workplace discrimination and foster intercultural collaboration regardless of employee profiles. Similarly, Sison and Lincod (2026) reported that inclusive policies strengthen creativity and engagement across diverse socio-economic groups, supporting the conclusion that diversity’s positive effects are broadly recognized.

This uniformity underscores that cultural diversity is not only a driver of innovation and fairness but also a unifying factor in Metro Manila’s tourism and hospitality industry, reinforcing organizational resilience and inclusivity across all employee groups.

Summary of Findings

The study established that employees in Metro Manila’s tourism and hospitality industry consistently perceive cultural diversity in the workplace as having a “Very High” impact. Regardless of socio-economic profile—age, sex, civil status, educational attainment, tenure, religion, employment sector, or salary—respondents strongly endorsed diversity’s role in: improving interpersonal skills, teamwork, and innovation, promoting equal employment opportunities, and establishing organizational policies against discrimination.

Correlation analysis confirmed that socio-economic variables showed no significant association with perceptions of diversity, meaning that cultural diversity is universally valued across demographic categories. This reinforces diversity as a shared organizational strength and a unifying factor in the tourism and hospitality sector.

Conclusions

Cultural diversity is widely perceived as a critical driver of innovation, fairness, and inclusivity, transcending socio-economic differences within the workplace. The workforce profile—predominantly young, female, single, and college-educated—highlights the industry’s reliance on entry-level labor, yet perceptions of diversity remain consistently positive across these demographics. Furthermore, the acceptance of the null hypothesis in Table 4 underscores that the benefits of diversity are universally acknowledged, establishing it as a cornerstone of organizational resilience in Metro Manila’s tourism and hospitality industry.

Recommendations

To strengthen diversity in Metro Manila's tourism and hospitality industry, organizations must embed anti-discrimination and intercultural initiatives within their frameworks, ensuring that inclusivity is a core policy. Regular cultural sensitivity and teamwork training programs should be enhanced to reinforce awareness and collaboration among employees. Promoting equal opportunities in recruitment, promotion, and retention strategies is essential to guarantee fairness across the workforce. At the same time, addressing wage and tenure challenges by improving compensation and career pathways can help reduce turnover and foster stability. Leveraging diverse perspectives to drive creativity and service excellence further highlights the innovative potential of cultural diversity. Finally, conducting longitudinal studies to track evolving perceptions of diversity over time will provide valuable insights, ensuring that diversity remains a cornerstone of organizational growth and resilience.

Implications for Practice

In strengthening the tourism and hospitality industry in Metro Manila, HR management must integrate diversity into recruitment, training, and retention strategies, while leadership plays a crucial role in actively championing inclusivity and modeling anti-discrimination practices. At the policy level, regulators should encourage the development of standardized diversity frameworks across the sector to ensure consistency and fairness. To reinforce teamwork and collaboration, employee engagement initiatives such as intercultural workshops and collaborative projects should be promoted. Linking diversity initiatives with compensation and career growth opportunities can further enhance employee loyalty and reduce turnover. Moreover, positioning cultural diversity as a strategic asset for global competitiveness will strengthen international tourism marketing, showcasing inclusivity as a driver of innovation and service excellence.

Limitations

The study is limited to Metro Manila, and therefore its findings may not be generalizable to other regions. Since the research relied on self-reported survey data, there is a possibility of bias that could affect the accuracy of the results. Moreover, the cross-sectional design restricts insights into how perceptions of cultural diversity may change over time. Finally, other influential factors such as leadership style and organizational culture were not examined, which may also play a significant role in shaping employees' perceptions.

Future Research Directions

Future research should prioritize longitudinal studies to assess how perceptions of diversity evolve over time, while also conducting regional comparisons to explore how these perceptions differ across other Philippine regions or within Southeast Asia. Examining organizational culture factors, particularly leadership and management influences, will provide deeper insights into how diversity outcomes are shaped.

Additionally, linking diversity perceptions to performance outcomes such as productivity and customer satisfaction can strengthen the case for diversity as a strategic advantage. Finally, adopting qualitative approaches like interviews or focus groups will capture richer, more nuanced employee experiences, complementing quantitative findings and broadening the understanding of cultural diversity in the workplace.

Compliance with Ethical Standards

The researchers declare that ethical standards were observed throughout the study. Informed consent was obtained from all respondents, who were informed of their right to withdraw from the study at any time. Respondents' anonymity and confidentiality were maintained, and all data were handled in compliance with Data Privacy requirements. The well-being of the participants was safeguarded throughout the research process. The authors further declare that no conflict of interest existed in the conduct of the study. Plagiarism was strictly avoided, and the findings were interpreted objectively and without bias. The results of the study were used solely for research purposes.

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dahliadealino@gmail.com