

# Perceived Knowledge, Attitude and Practices of Employees Towards Diversity and Inclusivity in the Workplace

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## Abstract:

In a 21st-century setting, employees from diverse backgrounds, mindsets, needs, interests, desires, and individual viewpoints are recognized as the primary source of innovative concepts that enhance profitability and growth. To understand employees' experiences in Iligan City's hospitality sector concerning diversity and inclusivity, this study investigated their knowledge, attitudes, and practices across various demographic factors such as age, gender, educational attainment, religion, and disability. The authors conducted a quantitative study investigating employees' awareness of diversity and inclusivity in Department of Tourism (DOT) accredited accommodations and restaurants. A stratified random sampling was used to collect data using survey questionnaires. The findings reveal that employees possess a high level of awareness and comfort working with colleagues from diverse backgrounds in age, gender, educational attainment, religion, and disability. They also show knowledge of pertinent laws promoting equality. Significant relationships between demographic factors such as age, and educational attainment attitudes, and practices regarding diversity were identified. The study also underscores the interconnectedness of knowledge, attitude, and practices in fostering an inclusive workplace culture. It concludes that DOT-accredited establishments in Iligan City embraced diversity and inclusivity positively. Furthermore, this study suggests the need for comprehensive strategies to enhance organizational effectiveness and inclusivity.

**Keywords: Knowledge, Attitude, and Practices, Diversity, Inclusivity**

## CHAPTER I

### INTRODUCTION

#### 1.1 Background of the Study

A diverse and inclusive workplace is essential for achieving organizational success in the contemporary business environment. A workplace that embraces diversity and inclusivity benefits its employees and enhances business performance. However, there is a notable lack of thorough research regarding employees' knowledge, attitude, and practices regarding diversity and inclusivity, particularly within the hospitality industry, specifically in Iligan City. This study sought to fill this gap by investigating the

perceptions of employees working in DOT-accredited accommodation and restaurant establishments in Iligan City regarding diversity and inclusivity. The significance of this research lies in its capacity to offer insights into the challenges experienced by employees and how these challenges impact their performance. It aimed to underscore the importance of establishing a diverse and inclusive workplace that elucidates the advantages it yields for both the organization and its employees.

The studies of Monks, K. (2007), Flynn, G. (1995), van Knippenberg, D. L. (2007), and European Commission, Employment & Social Affairs. (2003) have reached a consensus that a diverse and inclusive workplace improves employee performance, and increases creativity, and innovation. As supported by the study of Waters, H., Jr. (1992), and Anderson, J. A. (1993), factors such as gender and age within demographics affect how an individual thinks, cognitive processes, and beliefs, while diversity shapes an individual's understanding and interpretation of various aspects. Having a variety of perspectives and views on how tasks are performed result from having a diverse workforce in an organization. Essentially, better performance is the result of boosting one's confidence, as highlighted by O'Donovan (2015) and Ferdman (2003), who emphasize that it enhances how individuals perceive their abilities. Furthermore, as individuals' confidence grows, they become more inclined to trust in their ability to surpass expectations and tackle tasks beyond their usual duties. Companies that prioritize diversity and inclusivity tend to draw in and retain high-caliber talent, enhance customer satisfaction, and boost revenue. Therefore, this study intended to determine the perceived knowledge, attitude and practices towards experiences of employees within the DOT-accredited accommodations and establishments in Iligan City.

In summary, the unresolved issue that this study aims to address is the need for employers and employees to understand diversity and inclusivity in the hospitality industry in Iligan City by determining the employees' knowledge, attitude, and practices towards diversity and inclusivity. It aimed to provide practical recommendations on creating a more inclusive and supportive workplace, promoting better employee performance, and benefiting the organization.

Through a thorough examination of these problems, this research seeks to provide a comprehensive understanding of the factors influencing employee experiences related to diversity and inclusivity in Iligan's hospitality sector. Addressing these issues not only contribute to academic knowledge but also offer practical insights for the hospitality industry, policymakers, and stakeholders to enhance workplace conditions and promote a more inclusive and equitable industry environment.

## 1.2 Statement of the Problem

Despite the significance of diversity and inclusivity in fostering a positive work environment, there is a gap in knowledge regarding the experiences of employees within the accommodation and restaurant establishments within Iligan City. This study aimed to answer the following key issues:

1. What is the employees' perceived knowledge, attitude, and practices on diversity and inclusivity in their workplace in terms of:
  - A. Age
  - B. Gender
  - C. Educational Attainment
  - D. Religion
  - E. Disability
2. Is there a significant relationship between the respondents' perceived knowledge attitude, and practices towards diversity and inclusivity in their workplace?

### 1.3 Objectives of the Study

This study primarily aimed to determine employees' level of awareness of diversity and inclusivity in the hospitality industry in Iligan City. This study provided recommendations on creating a more inclusive and supportive workplace. Moreover, it determined the potential benefits of promoting diversity and inclusivity in the workplace for both employees and the organization. Furthermore it will:

1. Determine the perception of the respondents on diversity and inclusivity in their workplace in terms of
  - A. Age
  - B. Gender
  - C. Educational Attainment
  - D. Religion
  - E. Disability
1. Determine the respondents' perceived attitude regarding diversity and inclusivity in the workplace.
2. Determine the perception of the respondents on the practices regarding diversity and inclusivity in their workplace.
3. Determine if there is a significant relationship between the respondents' perception of knowledge, attitude, and practices towards diversity and inclusivity in their workplace.

### 1.4 Significance of the Study

The study focused on its potential to contribute to understanding employees' level of awareness of DOT-accredited accommodation and restaurant establishments in Iligan City. With the data gathered in this study, it would be beneficial to the following individuals, groups, and organizations:

1. **Hospitality Industry within Iligan City** - This study is very important especially for accommodation and restaurant establishments because it digs into how employees feel and their experiences. Figuring out what employees think about fairness, diversity, and inclusivity gives an inside scoop on what's happening with the different organizations within the industry. This study could help the hospitality industry's members make better rules, training, and plans to create a work environment where everyone feels included and happy, making work better for everyone.
2. **Department of Labor and Employment (DOLE)** - This study helps the Department of Labor and Employment (DOLE) with its goal of making work fair and inclusive. By learning about the perceptions of employees of the selected hospitality sector, it allows DOLE to give more specific advice and helps to deal with issues of fairness, diversity, and inclusion in the local hospitality industry. The things that the researchers discover in this study could be used to create rules that focus on taking care of employees and giving everyone a chance to move forward in their careers, no matter where they come from.
3. **Department of Tourism (DOT)** - This research study is of significant importance to the Department of Tourism (DOT) as it directly addresses diversity and inclusivity within DOT-accredited accommodations and restaurants in Iligan City. By examining employee awareness in these establishments, the study offers insights to inform DOT policies. Understanding employee experiences is crucial for ensuring welcoming environments. The findings guides the development of targeted programs, guidelines, and training modules, fostering a culturally diverse tourism industry that promotes inclusivity and equal opportunities, aligning with the DOT's commitment to excellence in hospitality and service quality.

4. **Department of Hotel and Restaurant Management** - This study is relevant for the Department of Hotel and Restaurant Management Program, serving as a practical application of academic learning in real-world settings. By engaging with industry stakeholders and addressing pressing issues such as diversity and inclusivity, the study enriches the educational experience of students and faculty alike. The findings inform curriculum development, experiential learning opportunities, and industry partnerships, ensuring that graduates are equipped with the knowledge and skills to navigate contemporary challenges in the hospitality sector effectively.
5. **Community of Minorities** - This study help people from minority communities. By talking about the experiences of minority workers, this study gives a voice to their challenges and achievements. The things the researchers findings are used to support efforts that push for fair and inclusive job practices in the hospitality industry, making sure everyone gets the same chances.
6. **Future Researchers** - This study helps future researchers to dig deeper into fairness, diversity, and inclusivity at work. It is their starting point for more studies that looks at things over time, compare different situations, and find ways to make work better. Focusing on specific things that affect how employees see and understand fairness, giving a better picture of what's going on in the hospitality industry.

### 1.5 Scope and Limitations

The study was focused exclusively on Iligan City and its DOT-accredited and selected accommodation and restaurant establishments. Any establishment located outside this geographical boundary was not included in the scope of the study. The study concentrated on individuals employed or engaged in various occupations in the accommodation and restaurant establishments within Iligan City whose names were listed and shown in Table 1.1 Those who were not actively employed or involved in economic activities were not part of the study. The study excluded tourists or individuals visiting Iligan City temporarily. The focus was on the investigation of knowledge, attitude, and awareness of employees on their demographics such as gender, age, educational backgrounds, disability, and religion. While aiming to provide insights into individuals' diverse perceptions and engagement across these dimensions, the study acknowledges certain limitations. It did not comprehensively explore other dimensions of diversity like socioeconomic status, and findings may have been specific to the geographic confines of Iligan City. The study relied on employees' self-reporting, introducing potential bias, and was restricted to a defined time frame, excluding awareness changes beyond this period. Despite these limitations, the study sought to contribute valuable insights into the multifaceted nature of the industry's awareness within the specified diversity dimensions.

**Table 1 List of DOT-Accredited Accommodations in Iligan City**

Accommodations (13)
Ohana Pension House
Friendz Pension House
Highpark Pension House
Celadon Pensione House

Lanao Monlan Corporation - Monlan Suite
Happy Choice Guest House
Alya Vista Lounge
Famous Pension House - 2
Kingsway Iligan Hotel
Cheradel Suites
The Loft Hotel and Resort Collection Inc.
Woodland Suites
Stayllight Suites

**Table 2** *List of DOT-Accredited Restaurant Establishments in Iligan City*

Restaurants (9)
Ams Chicken Haus, Inc.
SS Coffee Shop
Fev’s Diner
FDRS Arcadia Food Ventures, Inc., - Sunburst Iligan
Pater Al-Kuwait Foods Corporation
Tatay’s Bistro
Oasis Bistro
Serbasa Bar and Grill
Pater Al-Kuwait Food House

**Definition of Terms**

**Diversity** - the condition of being different or having differences. Differences among people concerning age, class, ethnicity, gender, health, physical and mental ability, race, sexual orientation, religion, physical size, education level, job and function, personality traits, and other human differences. Some describe organizational diversity as social heterogeneity.

**Disability** - the physical or mental condition, the perception of a physical or mental impairment or a history of having had a physical or mental impairment that can affect an individual’s life in one or more major life activities

**Inclusivity** - the act of creating an environment in which any individual or group will be welcomed, respected, supported, and valued as a fully participating member. An inclusive and welcoming climate embraces and respects differences.

**Knowledge** - the information, understanding, and awareness that an individual possesses about a particular topic

**Awareness** - the state or ability to perceive, feel, or be conscious of events, objects, or sensory patterns.

**Attitude** - a positive or negative evaluation of an objective

**Practice** - how someone demonstrates their knowledge and attitude through observable actions, behaviors, or conduct of individuals about a particular topic or issue which involves assessing whether individuals are applying the knowledge they possess and whether their attitudes are reflected in their actions

**Religion** - human beings' relation to that which they regard as holy, sacred, absolute, spiritual, divine, or worthy of especial reverence.

**Educational Attainment** - the highest level of education completed by a person, shown as a percentage of all persons in that age group.

**Age** - a period of human life, measured by years from birth, usually marked by a certain stage or degree of mental or physical development and involving legal responsibility and capacity

**Gender** - the characteristics of women, men, girls and boys that are socially constructed. This includes norms, behaviours and roles associated with being a woman, man, girl or boy, as well as relationships with each other

**Disability** - A physical or mental impairment that substantially limits one or more major life activities of an individual; a record of such an impairment or being regarded as having such an impairment (from the Americans with Disabilities Act of 1990).

**LGBTQ** - An abbreviation for lesbian, gay, bisexual, transgender, and queer.

## CHAPTER II

### REVIEW OF RELATED LITERATURE AND STUDIES

The review of related literature serves as an important component of research. This chapter presents a thorough analysis of similar studies that the researchers looked at to determine the gaps in the literature and establish the requirements for the current investigation. This section provides an overview of the relevant studies, research, thoughts, and ideas about the research problem. This chapter is organized into three sections: The theoretical section presents concepts and theories related to this study; the empirical section discusses and reviews the methods of related studies along with a summary of their research findings; the policy section refers to the collection of other studies, journals, and articles related to the study. These related literature aim to provide a comprehensive overview of existing research related to diversity and inclusivity awareness among employees in the hospitality industry of Iligan City.

### REVIEW OF RELATED LITERATURE

#### 2.1 Diversity

Diversity is a theoretical paradigm examining a distinct shift towards equality within the traditional workplace (Bright & Cortes, 2019). Diversity involves accepting and respecting others, understanding that each person is unique, and acknowledging our differences. These distinctions can take many different forms, such as differences in color, ethnicity, gender, sexual orientation, age, financial status, physical

capabilities, political views, religion, or other ideologies. These distinctive characteristics are inherent within a community, organization, or group. It is about understanding one another and going beyond tolerance to welcome and embrace each person's unique features.

The Latin word "divertere," which means "to turn aside," is where the word "diversity" comes from (McCarter, 2005). In contrast, diversity in the workplace is defined as the incorporation of individuals from different ethnic backgrounds, cultural backgrounds, and other demographic characteristics like age, gender, religion, and educational background into a business or organization.. According to Joplin and Daus (1997), variety is the sum of the different ways in which people are different from each other. This emphasizes the notion that individuals can vary greatly from one another. This underscores the idea that people can differ from each other in numerous ways. Moore (1999) defines diversity as a complex concept that can be viewed from different angles. One way to look at it is through the lenses of selectivity, context-dependency, and relativity. The selectivity of diversity means that some characteristics are given more weight than others in determining how diverse a group is. For instance, accent, physical abilities, and cultural background are considered to be stronger indicators of diversity than other traits. Context dependency refers to the fact that diversity cannot be defined in isolation. People are only considered diverse when compared to others in their environment. In other words, diversity is relative to the context in which it is measured. The Diversity and Inclusion strategy is based on the belief that individuals are fundamentally unique and have fixed physical attributes, as well as age, race, gender, and sexual orientation. However, everyone has equal rights, including the right to work, education, communication, creativity and social activities. According to the current literature, diversity policies consider a number of factors in addition to ethnicity and gender, such as individual skills, cultural heritage, education and generational differences (Council of Europe, 1988). Finally, diversity is relative because it is ambiguous and can be interpreted differently by different people. For example, two physiologically male-looking individuals can be identified differently based on their gender identity.

Similarly, two people of the same age may have different perceptions of their age, with one considering themselves young while the other considers themselves old. Diversity encompasses apparent and unapparent characteristics (Morley, M. et al., 2004). This implies that some aspects of diversity are more visible and therefore easier to label, express or study. These aspects can include physical characteristics such as gender appearance, skin color, clothing, age or physical abilities (Moore S, 1999). However, defining diversity can be subjective, as individuals tend to categorize others as similar or different from themselves, resulting in different perspectives (Bechtoldt, M. et al., 2007).

Jackson and Joshi (2011) further explored the idea of diversity in an organizational context by examining workplace or work group diversity. They introduced four types of diversity: Relations-oriented Diversity, task-oriented diversity, readily detected diversity, and underlying diversity. Relations-oriented diversity focuses on characteristics that shape interpersonal relationships but have no visible effect on task performance, such as gender, age, and religion. characteristics that influence how well a worker performs a task at work, such as experience, education, and cognitive ability. When team members differ in obviously identifiable ways, such as age or ethnicity, it's referred to as "readily detected diversity." The underlying variety is predicated on characteristics, such personality or attitudes, that emerge through interaction. Furthermore, Moorhead and Griffin (2006) provided a more precise definition of diversity in the context of a workplace. They stated that it involves recognizing and appreciating the differences and similarities between employees in terms of age, gender, ethnicity, physical abilities, disabilities, race, and sexual orientation.

### 2.1.1 Diversity in the Workplace

Diversity in the workplace refers to incorporating individuals with diverse backgrounds and perspectives. This concept has garnered substantial attention due to its demonstrated positive effects on organizational outcomes. A diverse workforce is identified as a catalyst for creativity and innovation, fostering novel problem-solving strategies through the amalgamation of varied experiences. Moreover, the literature highlights the crucial role of diversity in enhancing customer understanding and service, ultimately contributing to increased customer loyalty and organizational profitability. The impact of diversity extends to talent attraction and retention, as organizations valuing diversity are more likely to attract top talent in a competitive job market. Employee retention is positively influenced by a diverse workplace culture that values and engages individuals. The literature emphasizes the need for organizations to consciously cultivate an inclusive culture through active recruitment, training, and the establishment of fair policies to fully realize the myriad benefits of a diverse workforce and ensure organizational success (Kiradoo, 2022). Furthermore, according to a study by Croitoru et al. (2022), management's attitude toward diversity can directly impact employee attitudes, work, and productivity. The more positive the attitude of managers towards diversity, the more satisfied the team members at all levels of the hierarchy and the stronger the organizational commitment. Regarding managerial implications, the analysis raises the question that in the four processes studied - motivation, innovation, leadership and social responsibility - managers and leaders could begin by integrating diversity into the workplace at an individual level to improve organizational effectiveness. This involves developing a strong and engaged leadership perspective, similar to the one-on-one interactions observed in customer relationship management. Diversity can be implemented more effectively through techniques like transparency, communication, collaboration, knowledge exchange, expertise sharing, empathy, and teamwork. While the way to this goal is not yet completely clear, encouraging research results show that progress is being made in this area. Organizational benefits include improved company culture, more creativity, higher employee morale, higher retention rates, and the opportunity to attract exceptional applicants based on performance criteria rather than discriminating reasons. Furthermore, diversity promotes developing and disseminating skills and information, particularly through multidisciplinary collaboration and differentiation techniques (Croitoru et al., 2022).

The studies have also shown that due to the increasing diversity of the workforce, diversity management is an important and modern part of HR management in organizations, especially in the long term (Baporikar, 2020). Studies have indicated that the way employees perceive inclusion and exclusion in work processes can have a more significant impact on productivity, engagement, and retention than actual diversity (Agbontaen, 2019). In some cases, an organization's or its workers' perception of cultural diversity may unintentionally act as a barrier. Even when management claims to have implemented diversity policies successfully, employees may still feel that their organizations need to implement different diversity strategies and policies.

The necessity to foster a globally competitive environment in the workplace is emphasized by Mazibuko & Govender (2017) and Verniers & Vala (2018). This means promoting diversity, inclusivity, knowledge of unconscious bias, company values, and discrimination laws. Gender equality and businesses may suffer from biased decision-making due to gender bias (Chang & Milkman, 2020). In the Philippines, workplace diversity fosters a positive company culture and fortifies the equality lens. (Hechanova & Caringal-Go, 2018; Llantos, 2021). In addition, Kasan et al. (2016) and McCann & Kohntopp (2017) contend that although discrimination does occur in the Philippines, it can be addressed and prevented in the future by



implementing a gender equality policy that works within companies. Gender equality and businesses may suffer from biased decision-making due to gender bias (Chang & Milkman, 2020). In the Philippines, workplace diversity fosters a positive company culture and fortifies the equality lens. (Hechanova & Caringal-Go, 2018; Llantos, 2021). In addition, Kasan et al. (2016) and McCann & Kohntopp (2017) contend that although discrimination does occur in the Philippines, it can be addressed and prevented in the future by implementing a gender equality policy that works within companies. Consequently, the study of David (2015) demonstrates that productive work performed by individuals of different genders may boost employee morale, minimize workplace conflicts, and increase productivity.

Diversity encompasses various differences among individuals within social groups, reflecting variations in objective and subjective characteristics. It extends beyond traditional categories such as race and gender, as emphasized by various scholars. Advocates for a more comprehensive understanding of diversity suggest encompassing a variety of traits. Diversity is outlined as a multidimensional concept comprising primary characteristics like nationality, age, ethnicity, and gender, along with secondary attributes such as educational background, work experience, and personality (Kapoor, 2011). Effective diversity management involves organizational initiatives aimed at fostering inclusivity in the workplace. This includes fair human resources policies and programs designed to accommodate the diverse workforce prevalent in today's organizations. Effective diversity management is imperative in the hospitality industry, where demographic shifts underscore the importance of a diverse labor force. However, it's crucial to note that merely aiming for diversity without addressing inclusion barriers can be counterproductive (Sabharwal, 2014).

### **2.1.2 Age Diversity**

The term age diversity refers to an organization's ability to welcome individuals from various age groups.

### **2.2.3 Gender Diversity**

Gender diversity encompasses the varying gender identities of individuals, including men and women, and encapsulates the emotional differences and societal experiences associated with each gender within any given organization (Zhao et al, 2017).

### **2.2.4 Education Diversity**

Educational diversity refers to differences in knowledge, training, skills, experience, and qualifications among persons (Zhen et al., 2017).

### **2.2.5 Ethnic Diversity**

Ethnic diversity encompasses variations in religion, language, and cultural heritage.

### **2.2.6 Disability Inclusion**

Disability inclusion entails establishing a workplace that fosters a sense of belonging and comfort, where individuals are acknowledged, valued, and appreciated for their unique contributions. It's not about disregarding differences, but rather embracing them. Nobody desires mere tolerance or pity in the workplace. Individuals with disabilities, like their counterparts without disabilities, aspire to be acknowledged for their skills and achievements.

## **2.3 Inclusivity**

Inclusion is a measure of how much people feel accepted and treated fairly in their workplace. It provides a physical indication of a company's commitment to diversity. Employee inclusion and fair treatment demonstrate that the organization recognizes and values its workforce's diversity (Principles of Management, 2019). This not only fosters a positive work environment but also contributes to the overall

success and effectiveness of the organization. Inclusive workplaces not only enhance employee morale and productivity but also contribute to improved company performance. Beyond selecting diverse people, inclusion entails creating an environment that encourages open communication, collaboration, and mutual respect among employees, assuring equal opportunity for success. Training programs for all employees, regardless of background or expertise, help to ensure inclusion. Workplace inclusiveness favors employee morale, productivity, and job performance, which benefits the company's bottom line. Furthermore, inclusive workplaces foster employee retention, which reduces turnover and recruitment costs. Therefore, workplace inclusion is an essential component of modern culture, fostering a varied and respectful atmosphere that improves employee satisfaction and performance and has a favorable impact on a business' overall success.

An inclusive environment complements a company culture that promotes workplace equality (Moon & Christensen, 2020). According to Lussier and Hendon (2019), "every organization has a culture, and success depends on the health and strength of it." As a result, it is critical that leadership continually tries to create and nurture an observable inclusive culture. Employees learn acceptable and undesirable behavior by imitating the behavior of other employees, which contributes to the development of the pre-established culture. "Fostering the correct organizational culture is one of management's most essential roles, because "creating shared values, beliefs, and assumptions" (Lussier & Hendon, 2019) produces standards that show employees how they should behave in the workplace. Riccò and Guerci (2014) argued that diversity programs are only effective when integrated processes are implemented at strategic, tactical, and operational levels. The mere assertion of diversity is not enough to set such standards. Instead, management must actively work to develop an organizational culture that values inclusion (Moon and Christensen, 2020).

Essentially, inclusion is critical for firms seeking to provide a friendly and supportive environment for all employees through workplace design and planning. In fact, Grant et al. (2013) found that inclusive work environments improve employee motivation, satisfaction, engagement, and retention. Organizations must promote inclusiveness in workplace design and planning to guarantee that their employees feel appreciated and supported. Armstrong (2019) highlighted that genuine inclusion entails the active participation of persons and/or groups who have historically been excluded in various organizational processes, activities, and decision/policy making. This should be done to encourage power sharing while ensuring equal access to resources and opportunities.

## **2.4 Sustainable Development Goal #5**

Gender inequality is a major issue worldwide, and women are disadvantaged in several ways when compared to men. However, according to UN Women (2020), sustainable development necessitates equal rights for everyone, free from any form of discrimination and violence. Though some progress has been made in certain areas of discrimination such as more girls attending school, fewer girls being forced into marriage, and more women holding leadership positions, there is still a gender bias in policy decisions concerning health, education, and other fields (Morgan et al., 2020). A system that denies almost half of the population equal opportunity, equal voice in decision-making, and equal access to resources, education, and employment severely impact sustainable development and global prosperity (Dugarova, 2018).

Gender inequality has been identified as a major obstacle in achieving SDG5, essential to achieving the other SDGs. However, it can also act as an SD accelerator, speeding progress towards the 2030 Agenda

through a positive multiplier effect (UNSDG, 2018). Gender equality and women's empowerment are essential for human development. Gender must be addressed across all SDGs for significant progress (Odera & Mulusa, 2020).

SDG 5 aims to achieve gender equality and empower all women and girls. It consists of nine (9) targets and fourteen (14) indicators. The goal of SDG 5 is to attain true and sustained gender equality in all areas of women and girls' lives. This includes eliminating gender disparities, ending violence against women and girls, putting an end to early and forced marriage, ensuring equal opportunities for participation and leadership, and providing universal access to sexual and reproductive rights.

### **2.5 Knowledge, Attitude, and Practices (KAP)**

The KAP model consists of a systematic, standardized questionnaire given to a specified demographic to assess their level of knowledge, attitudes, and practices on a specific subject. Through this model, data collected can pinpoint areas of knowledge deficiency, barriers in attitude, and trends in behavior, all of which contribute to better comprehension and response to specific issues. Furthermore, supplementing the survey with qualitative approaches like interviews can improve its robustness and trustworthiness.

#### **2.5.1 Knowledge**

The ability to imagine and perceive is an essential quality. While knowledge of healthy behavior is beneficial, it does not guarantee corresponding behavior. Gumucio's (2009) methodology is a valuable tool for assessing knowledge levels and identifying areas where additional information and education may be necessary. In the context of employee knowledge, refers to the information and understanding that employees are well-informed about the company's policies, practices, and expectations related to diversity and inclusivity, including aspects such as gender, age, educational attainment, disability, and religion. This includes familiarization with relevant laws, policies, and organizational culture regarding diversity and inclusivity.

#### **2.5.2 Attitude**

According to Kaliyaperumal (2004), people's feelings and prior notions about the subject influence their understanding. This is not just a matter of personal opinion, it's about how thoughts and behaviors collectively shape the workplace. Attitudes set the tone for interactions. Positive attitudes don't just make for a more pleasant atmosphere, they contribute to a workplace where diversity is celebrated, and inclusivity is a shared value. This highlights how awareness can influence their interactions and attitudes towards others, contributing to a more inclusive workplace culture.

#### **2.5.3 Practice**

Practice pertains to how people demonstrate their knowledge and attitudes through their behaviors (Kaliyaperumal, 2004). Knowing, being aware, or having a positive attitude is not enough. These principles must be embodied in their daily actions. This element encapsulates the tangible, observable behaviors that manifest the commitment of organizations to making the workplace truly diverse and inclusive.

## **REVIEW OF RELATED STUDIES**

### **2.6 Diversity**

A study of David (2015) shows that there might be an increase of work productivity, and a decline of workplace tensions in a workplace composed of employees from different genders. It entails that a diverse

workforce promotes employee morale.

Scholars have explored various approaches to managing cultural diversity but have not identified a singular optimal method. Instead, cultural diversity management practices should be tailored to suit each organization's specific needs. Research indicates that cultural diversity correlates positively with team performance, particularly among members inclined toward learning approaches (Aytemiz Seymen, 2006). Moreover, McKay et al, (2008) found a climate of diversity has been associated with improved employee job performance and organizational performance. In the hospitality industry, literature on diversity management typically focuses on role evaluation and best practices. Strategic training initiatives within diversity management programs have shown promise in enhancing employees' perceptions of diversity's importance. Effective diversity management practices include fostering effective communication, respecting employees' capabilities and beliefs, and accommodating language preferences (Mistry et al., 2023).

Primary diversity management practices, such as diversity councils and training programs, have been recognized alongside initiatives supporting minority groups and promoting cultural awareness (Madera, 2013). Expanded practices include intergenerational programs, disability benefits, and veteran benefits. Recent research in the hospitality field has shifted towards investigating diversity management outcomes, revealing a positive correlation between organizational attractiveness and the quality of diversity management programs. A comprehensive diversity management measurement scale tailored to the hospitality industry identifies two key factors: diversity management initiatives and inclusive human resources management practices. The former pertains to proactive efforts in managing workforce diversity, while the latter describes fair and inclusive HR policies (Mistry, 2019).

### **2.6.1 Age Diversity**

In recent times, age diversity issues have gained prominence due to professionals opting to extend their careers past retirement age, and young adults pursuing part-time work while completing their studies (Oliveira and Cabral-Cardoso, 2017). Many organizations view this trend positively, recognizing the value of experienced professionals alongside young talent possessing innovative perspectives, which can ultimately enhance organizational performance (Barros, 2019). However, due in large part to cultural norms founded in respect for elders, young people in Pakistan face more discrimination in the labor market than older workers (Turi et al., 2022).

### **2.6.2 Gender Diversity**

Research indicates that a moderate level of gender diversity can enhance competitive advantage, but excessive gender diversity may harm organizational performance. Conversely, studies emphasize that organizational success hinges on achieving gender equality and equity. While many Western organizations have made strides toward gender equality, Pakistan lags significantly behind in this regard (Zahid et al, 2020). Within the Pakistani workplace, gender-based inequities persist due to entrenched personal biases and stereotypes, which perpetuate the perception of men's superiority over women (Mun & Jung, 2018). Consequently, many organizations exhibit a preference for hiring male employees under the assumption that they are superior performers (Turi et al., 2022)

### **2.6.3 Education Diversity.**

Some organizations hesitate to hire highly educated employees, believing that academic credentials may not always correlate with greater productivity at work. Conversely, other organizations view employees with lower levels of education, skills, and training as underperformers (Mun & Jung, 2018). In Pakistan, the amount of education directly impacts rural workers' incomes, with those with higher education levels

earning more in cities, particularly among the elderly. Organizations leverage educational diversity to develop a blend of soft and hard tech skills in their workforce, recognizing the importance of various educational backgrounds in improving project outcomes and organizational effectiveness. Employees also recognize that educational variety considerably boosts their chances of landing desired job opportunities. The integration of age, gender, ethnicity, and educational diversity enhances the synergistic dynamism of projects and organizations alike (Turi, et al., 2022). The findings of Hassi et. al. (2015) which examined how workers in Morocco perceive diversity concerning their demographics and organizational characteristics found that factors such as education, industry, and nationality play a role in shaping employees' views on diversity within Moroccan organizations. They highlighted that employees with higher levels of education tend to have a more positive perception of diversity.

#### **2.6.4 Ethnic Diversity**

When employees from diverse backgrounds collaborate within the same organization, they bring forth a wealth of different lifestyles, cultural perspectives, beliefs, and skills that can enhance strategic decision-making (Dahanayake et al., 2018). Recognizing these valuable attributes and the trends of globalization, many organizations are actively promoting diversity initiatives. However, numerous companies encounter challenges in developing and implementing policies aimed at mitigating ethnic discrimination, which can have adverse effects on organizational performance (Khan, 2019).

While Pakistani laws advocate for equality among all citizens regardless of religion, language, gender, or caste, achieving this equality remains elusive for minorities in Pakistan. According to data from the Equal Employment Opportunity Commission (EEOC), violations related to ethnic diversity cost companies approximately \$112.7 million annually, underscoring the financial ramifications of such violations (Turi, et al., 2022).

Furthermore, Plaut et al. (2009) argue that an organization's diversity practices, including actual policies and actions, are more important than simple ideological declarations. Their research shows that there is a positive relationship between diversity practices and employee engagement not only within minority groups but also across all employees. Despite previous claims of employee resistance to diversity programs, the study found that perceptions of diversity policies tend to improve rather than degrade employees' well-being. Furthermore, the study shows that building an environment of trust is an essential means by which diversity practices positively foster engagement. This is the first study to empirically establish this partial mediation relationship, as opposed to other studies that show trust as a mediator between broader HR practices and positive outcomes such as performance.

#### **2.6.5 Disability Inclusion**

Individuals with disabilities face significant challenges while trying to find and keep a job. Data from the US reveal a significant gap: just 34.9% of those with disabilities are employed, compared to 76% of those without impairments. This inequality appears to be growing with time (Houtenville & Ruiz, 2012; Kraus, 2017; Lauer & Houtenville, 2017). There are comparable variations in employment rates in other developed countries. For instance, in Canada, 49% of working-age individuals with disabilities are employed, while 79% of individuals without disabilities do the same (Turcotte, 2014). According to Eurostat (2017), the corresponding percentages within the European Union are 47.3% and 66.9%. Even while the World Health Organization (WHO, 2011) reports that employment rates vary by nation, the general truth is that people with disabilities have substantially worse work chances than people without impairments (Heymann, Stein, & de Elvira Moreno, 2014).

The findings of several scientific studies show that a lack of information about disability is one of the main causes of negative social perceptions of people with disabilities, and hence a barrier to their successful inclusion. Employers' perceptions of PwD in the workplace are critical to their inclusion. It is because the latter makes the final decision on who gets a job. However, people's perceptions of individuals with disabilities are influenced by the conditions that exist in a given country, such as appropriate legal solutions, support systems, social environment, state policy in this regard, and topic knowledge. According to Grześkowiak (2021), the perspective of people with disabilities (PWD) might vary among countries due to cultural factors, such as the dimensions of culture.

This study is significant because it seeks to completely assess the extent to which local establishments actively engage in and promote inclusion for people with disabilities. This study seeks to provide a detailed view of the existing landscape by investigating many aspects of disability inclusion, such as accessible measures, accommodation rules, employment practices, and overall attitudes toward people with disabilities. The study's findings aim to enlighten and motivate initiatives to create a more inclusive environment for persons of all abilities within the community.

### **2.7 Correlation between Inclusion and business success**

According to research, an inclusive workplace culture allows individuals to express themselves honestly and feel a sense of belonging and individuality within their work groups (Ortlieb & Sieben, 2014). Such workplaces not only improve job performance, but also boost employee engagement and job happiness (Gephardt et al., 2016). Ortlieb and Sieben underline that perceived inclusion impacts various outcomes, including individual well-being, work satisfaction, organizational commitment, and task efficacy (2014). Back, Lowry, and Cartier (2018) conducted a study on leadership methods that promote inclusivity in the South African hospitality industry and discovered that innovative inclusivity initiatives enabled the development of underrepresented personnel into management roles. Thus, inclusive work environments help individuals succeed and be satisfied individually and as part of collaborative teams (Moon & Christensen, 2020).

Studies indicate that employees are more productive individually and perform better in teams within an inclusive environment (Moon & Christensen, 2020). Employees feel more comfortable and confident in inclusive workplaces, which encourages active engagement in group tasks. Individual pleasure extends to group performance since feelings of belonging and individuality within work teams majorly impact total collaborative success (Ortlieb and Sieben, 2014).

### **2.8 Approaches in Inclusivity**

Research indicates that diversity and inclusion are critical to an organization's overall success (Jaiswal & Dyaram, 2020; Moon & Christensen, 2020; Phungsoonthorn & Charoensukmongkol, 2020). While embracing diversity and supporting inclusivity may improve a company's global competitiveness, it is important to recognize that visible diversity and inclusiveness do not guarantee success (Podoshena et al., 2021).

Diversity approaches differ in quality and effectiveness, and success is dependent on effective implementation at the organizational, leadership, and individual employee levels (Tanja, del Carmen, SeoYoung, & Bosch, 2020). While the goal of fostering an inclusive workplace environment is similar among corporate organizations, the techniques and resources used to achieve it differ significantly. The evolution of diversity training approaches illustrates this progression—from primarily focusing on

organizational compliance with equal-opportunity laws to fostering sensitivity to others' differences and, ultimately, striving to create inclusion for individuals from all backgrounds within the organization (Lussier & Hendon, 2019).

Some organizations form employee committees or groups to support diversity initiatives, which have proven helpful in creating a welcoming environment for minority or underrepresented groups (Derven, 2014). Furthermore, Gephardt et al. (2016) connect employee resource groups to diversity training by emphasizing the importance of incorporating measurable diversity objectives into performance evaluations, forming diversity councils, organizing employee groups, implementing diversity training committees, and implementing supplier diversity programs. Stoemer (2016) also examines how culture impacts inclusion and emphasizes the usefulness of organizational diversity and inclusion management techniques in creating an inclusive environment among heterogeneous workforces.

## 2.9 Challenges of a Diverse and Inclusive Workplace

Global population diversity has been influenced over time by a variety of factors, including geopolitical, economic, environmental, and technological. The demography of many nations have altered as a result of activities, and so have people's habits of living, working, and communicating. Consequently, a lot of companies are trying to figure out how to take advantage of greater diversity in order to stay or become more competitive. Despite increasing diversity, little is known about how it impacts society, the workplace, and the world economy in the future. Despite increasing diversity, little is known about how it impacts society, the workplace, and the world economy in the future. Employing people from diverse backgrounds, cultures, and personalities may lead to issues within the company. Eboh et al. (2018) stated that considering the concept's broad nature, intricacy, and significance, firms have to consider potential problems when hiring new employees or conducting business in areas with a varied population.

As articulated by the study of Argrawal (2012), One of the biggest challenges for managers who oversee diverse teams is mastering the art of managing diversity. Consequently, Hartel Fujimoto (2017) mentioned that mishandling diversity could result in adverse outcomes. It is often known that diversity has detrimental behavioral and emotional effects, including a decline in social cohesiveness and interpersonal problems. Increased staff turnover is a result of employees' negative attitudes toward different coworkers and their perceptions of differences.

On the other hand, Parillo and Donughue (2005) observed that an employee is more likely to distance himself from a colleague when he is surrounded by others who are not of his own nationality or background. The term "social distance" describes a worker's unwillingness to socialize with other employees. Supported by Ayub and Jehn (2014), they claim that this is a result of the fact that people are more comfortable connecting with those who they perceive to be like themselves. Workgroup issues may arise as a result of this social distance evoking negative feelings.

Apart from the challenges posed by workplace diversity, Birkman (2018) pointed out that generational disparities also pose a challenge in a diverse organization. A lack of cohesion is the unfavorable outcome, which is made worse by a communication divide between the younger and older generations. This can lead to difficulties at work, especially when an organization's growth calls for strategy adjustments. Consequently, generational divides present difficulties throughout the transitional phase, which are occasionally misconstrued as a change in profession rather than generational disparities.

Furthermore, various opinions and perspectives within a highly diverse team have led to disagreements. Different mindsets and viewpoints can create friction and conflict, resulting in team members forming

small, isolated groups with limited communication and interaction. This can cause multiple issues and make it difficult to reach a consensus. Kakarika (2013) suggests that when a company needs to decide on its growth strategy, some team members may be conservative and risk-averse, while others may be more willing to take risks and pursue rapid growth. Subgroup formation can sometimes lead to polarization, stress, and never-ending debates and conflicts among team members.

### **2.10 Diversity and Inclusion in the Philippines**

A study conducted in Calamba City, Laguna, examined employment diversity in the area's tourism business in two resorts. Using semi-structured interviews given to the front-of-the-house personnel, it seeks to analyze the extent to which diversity is valued and to identify issues experienced by personnel from various demographic backgrounds. Data was analyzed using quantitative (frequency and percentage analysis) and qualitative (thematic analysis) methods. The findings demonstrate that the chosen resorts in Calamba, Laguna, Philippines, did not support workplace diversity with regard to age and gender, particularly with regard to LGBT individuals, levels of education attained, and religion. Dealing with younger employees presents difficulties for staff members because of their inattention, reliability, and laziness. However, the culture of the Philippines, which honors the elderly and promotes cautious conduct toward them and their health, including impaired hearing, which results in miscommunication, was linked to the obstacles found while working with older coworkers. In addition, staff members at the chosen resorts discover that working with colleagues who have less education than them is easier than working with colleagues who have more education. Given that most of the staff lacked a college degree, their educational backgrounds may help to explain this. Furthermore, research indicates that people feel more at ease conversing and exchanging ideas with one another in the workplace when there are more people with comparable educational backgrounds. Employees who work with colleagues with higher education attainment are also more likely to feel superior, which can lead to intimidation. On the other hand, working with persons with lower academic attainment poses only the problem of poor comprehension. The findings point to a lack of organizational diversity and the importance of inclusive programs. The study closes a gap in the social science literature by giving light on poor workplace diversity in the Philippines and its operational implications (Gabriel Wagan Aguilar et al., 2022).

Furthermore, a recent study conducted by Llantos (2021) found that most participants agreed that Multiculturalism and Diversity Management (MDM) should be incorporated into human resource programs in higher education institutions to promote equality. The study also revealed that many believed the MDM program helps employees to work better in diverse teams, which in turn assists in the integration of individuals from different backgrounds into the academic community and fosters a positive organizational culture.

In these local studies, some workplaces still struggle to embrace diversity and inclusion initiatives completely. Despite growing awareness, a significant gap exists in effectively implementing inclusive policies and creating workplaces that embrace diversity. This highlights the continued need for collaborative efforts to address these issues and promote workplace inclusion.

### **2.11 Sustainable Development Goal #5**

In a local study conducted by Napoles et al. al.'s (2022) study intends to identify, analyze, and assess whether or not gender equality exists in corporate culture among workers. This research study examines gender gaps, difficulties, and opportunities in terms of roles, structures, and practices in an organizational



culture to enhance gender mainstreaming across industries. Gender equality is still present in the workplace despite firms' efforts to achieve it. Furthermore, it is stated in the study that due to a lack of appreciation for the gender equality policy enacted by local businesses, specific topics are avoided at all costs. The presence of Gender Equality in the company is most frequently equivalent to the organization meeting legal criteria. However, despite efforts to remove undistinguished prejudice, there are still limited active resources, biases in insights, and activities that lead to the persistence of gender inequities at work.

## 2.12 Knowledge, Attitude, and Practices (KAP)

Tukiman (2021) used the KAP model theory in their e-waste management disposal awareness study as it studies human behavior and raises internal awareness because it is related to environmental issues. The study's findings revealed that the Tebrau community has a high degree of awareness of e-waste disposal management in terms of knowledge, attitude, and practices. This study also discovered a strong and positive relationship between knowledge, attitude, and practice in one-waste management. These findings may provide researchers and other stakeholders with reference information on e-waste management in Malaysia, as well as guidance in developing effective e-waste management initiatives.

Furthermore, another study also utilized the KAP model theory. Hasan et al. (2021) applied the model to explore the correlation between public awareness regarding the prevention and management of COVID-19 and their knowledge, attitudes, and adoption of protective measures among the Malaysian population during the initial stages of the outbreak. A series of questions addressing five primary domains: (1) socio-demographics, (2) awareness, (3) knowledge, (4) attitudes, and (5) COVID-19 prevention and control behaviors were delivered using Google Forms. The study evaluated the Knowledge, Attitude, and Practice (KAP) scores of Malaysians using Bloom's cut-off value of 80%. The findings indicate a significant relationship between awareness and knowledge ( $r=0.702$ ,  $P=0.000$ ), attitude ( $r=0.606$ ,  $P=0.000$ ), and practices ( $r=0.684$ ,  $P=0.000$ ) related to the prevention and control of COVID-19 transmission. Therefore, it is necessary to include awareness in the KAP theory when assessing individuals' perspectives on disease prevention strategies.

Furthermore, Samašonok et al., (2023) study examines the role of inclusion and diversity in the labor market, with an emphasis on creating a more inclusive community. It uses a variety of research approaches to evaluate attitudes about diversity among 202 Lithuanian residents in the workforce. While many participants support diversity, some believe that identifying differences is unimportant. The study identifies instances of discomfort, avoidance, bullying, and discrimination based on factors such as age, gender, handicap, nationality, religion, and sexual orientation. It also identifies a lack of frequent surveys, talks, and training programs focused on increasing workplace inclusion and diversity. The findings highlight the constant need to promote equitable chances and build good attitudes toward people from diverse backgrounds in the labor market.

## 2.7 Anti-Discrimination Law in the Philippines

### 2.7.1 Magna Carta for Disabled Persons

**Republic Act No. 7277**, an act providing for the rehabilitation, self-development and self-reliance of disabled persons and their integration into the mainstream of society, and for other purposes. Enacted in 1992, this law promotes the rights and well-being of people with disabilities to ensure that they can participate in society as they should. In R.A. 7277, Section 5, highlights equal opportunity for employment, stating that “*no disabled persons shall be denied access to opportunities for suitable*

*employment.*". This section prohibits discrimination against qualified persons with disabilities in hiring, promotions, training, and benefits. They are entitled to the same terms and conditions of employment as non-disabled individuals with similar qualifications.

### **2.7.2 The Magna Carta of Women**

**Republic Act No. 6725**, an Act Strengthening the Prohibition on Discrimination Against Women. According to the Philippine Constitution, "*the state recognizes the role of women in nation-building and shall ensure the substantive equality of women and men. It shall promote women's empowerment, pursue equal opportunities for men and women, and ensure their equal access to resources and development results and outcomes.*". This act emphasizes "*the right of women in all sectors to participate in policy formulation, planning, organization, implementation, management monitoring, and evaluation of all programs and projects*" to further "*encourage active participation of women in national development*". The enactment of this law, encourages women's empowerment, upholding their right to representation and participation. Under this law, employers are prohibited from favoring men over women in promotions, training, and benefits based solely on their sex. This protects employees from gender discrimination in the workplace.

### **2.7.3 Anti-Age Discrimination in Employment Act**

**Republic Act No. 10911** is an act prohibiting discrimination against any individual in employment on account of age and providing penalties. The act encourages employers to hire individuals based on their abilities, it was highlighted in Section 2 that the state shall "*promote employment of individuals on the basis of their abilities, knowledge, skills, and qualifications rather than their age.*". This provision states that employees shall "*be treated equally in terms of compensation, benefits, promotion, training, and other employment opportunities,*" regardless of their age. It was signed into law to promote equal opportunities in employment for everyone.

Through an extensive review of related literature, this study aims to investigate the perceptions of diversity and inclusivity among employees within Iligan City's workplaces. It thoroughly examines various dimensions of diversity, including age, ethnicity, gender, education, and disability. Drawing upon the theoretical framework of the Knowledge, Attitude, and Practice (KAP), the research seeks to elucidate employees' perspectives, understanding, and engagement with diversity and inclusivity initiatives in their professional environments.

By scrutinizing factors such as awareness, attitudes, and behaviors, the study aims to comprehensively assess the current state of diversity and inclusivity practices within Iligan City's workplace landscape. The research endeavors to discern the depth of employees' comprehension and acceptance of diversity initiatives, and the extent of their active involvement in fostering inclusive organizational cultures.

## **CHAPTER III**

### **FRAMEWORK OF STUDY**

The framework of the study is a collection of theoretical perspectives, principles, and conceptual structure that guides the research process. The framework provides a systematic and organized way to address the research problem and helps to ensure that the study is coherent. Such frameworks originated from several sources, including models, theories, paradigms, or perspectives.

### 3.1 Key Theories

#### 3.1.1 Social Cognition Theory

Social cognitive theory suggests that people use categorization to simplify and cope with large amounts of information. These categories allow an individual to quickly and easily compartmentalize data, and people are often categorized by their visible characteristics, such as race, sex, and age (Bright, 2019). In order to make sense of the world, people use implicit schema in their minds that helps them do things automatically (Kroon, 2022). An individual naturally categorizes the world around them, which is helpful most of the time (Katz, 1991). But sometimes, when meeting someone who identifies as a member of LGBTQ+, these automatic processes triggers pre-existing beliefs people hold about that community (Kroon, 2022). These positive or negative beliefs act like mental shortcuts to understanding the world - a mental filing system called a schema (Greenwald & Banaji, 1995). The problem is, these shortcuts leads to snap judgments that might not reflect reality. Schemas in the social world are not necessarily accurate; they are just a mental representation of reality (Kroon, 2022). Even in the absence of a visible person, automatic categorization occurs (Bright, 2019). Imagine a hiring manager skimming resumes. They might glance at a name, unconsciously guess the applicant's gender, or see a university and make assumptions about social class. This is a natural tendency, the brains use these shortcuts to quickly categorize information (Kroon, 2022). These mental shortcuts, called stereotypes, are widely held beliefs about certain groups (Greenwald & Banaji, 1995). It's easier to file someone away based on gender or age than to dig into their skills and experience. The problem is, these snap judgments could overlook truly qualified candidates. Individuals often associate the classification of 'older employees' with attributes like having physical limitations, conventional beliefs, lower productivity and reluctance of change compared to younger employees (Greenwald & Banaji, 1995) but that's not always the case. The problem arises when these stereotypes take hold, they influence how an employee interacts with their co-worker and how it clouds a person's judgment which could lead to age discrimination in the workplace.

#### 3.1.2 Social Identity Theory

Social identity theory posits that upon initial interaction with others, individuals instinctively categorize them into either an in-group (those belonging to the same group) or an out-group (those outside our group) (Tajfel, 1974). The theory originated in studies utilizing the "minimal group paradigm" in the early 1970s (Tajfel et al., 1971), this theory underscores the natural inclination of people to perceive themselves as part of a social group (Kroon, 2022). Research demonstrates a seemingly inherent desire to differentiate oneself based on group affiliations, even at the cost of sacrificing absolute rewards to maintain relative superiority over other groups. Individuals define their identities in relation to social groups, to protect and enhance self-identity (Islam, 2014). Belonging to a group that's valued by society boosts self-esteem, while negative stereotypes undermine it, this is evident in minority groups facing prejudice.

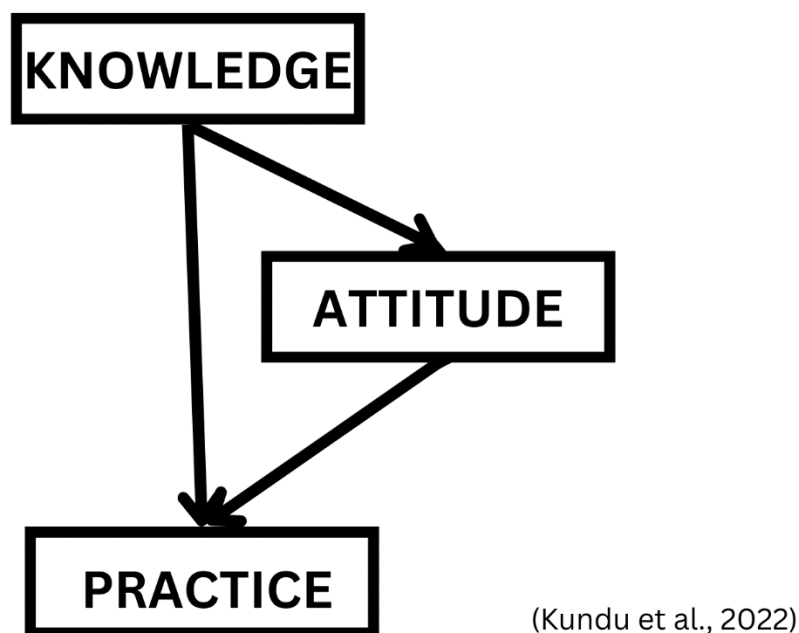
In the context of work teams, working with a team enhances performance, but division into in-groups and out-groups within a team results in poor communication, knowledge exclusion, and lower performance. In cases of in-group favoritism, majority-group members may be favored in hiring, promoting, and rewarding at the expense of out-group (minority-group) members, often violating various laws (Bright, 2019). The in-group vs. out-group theory effectively explains discrimination within organizations. It highlights how favoring those perceived as similar (in-group) and disadvantaged those seen as different (out-group) from others creates biases. This theory goes beyond simply explaining origins, it suggests preventing discrimination by fostering a more inclusive workplace culture that values work-related skills over stereotypes.

### 3.1.3 The Cognitive Diversity Hypothesis

The Cognitive Diversity Hypothesis emphasizes the value of having a team with a wide range of thinking styles, knowledge, and experiences (Loseby, 2021). This includes not just skills and expertise, but also preferences, beliefs, and perspectives. This isn't just about technical skills, researchers like Horwitz & Horwitz (2007) suggested that factors like age, gender, and ethnicity also contribute valuable cognitive diversity. People from different backgrounds bring unique experiences and perspectives shaped by their cultures. The theory suggested that tapping into a wider range of creative solutions and innovative problem-solving enabled organizations to foster a work environment that embraces differences.

By exploring the theories of social cognition, it sheds light on the reasons why employees used stereotypes when interacting with co-workers. Social identity theory, an extension of social cognition, provides insight into the subtle group processes crucial to self-view and how they lead to exclusion within groups. The cognitive diversity hypothesis suggests that teams with a wider range of backgrounds and perspectives generates more innovative solutions. This focus on valuing different approaches provide valuable insights into ways to prevent discrimination and foster diversity and inclusivity.

### 3.2 Theoretical Framework



**Figure 3.1.1 Knowledge, Attitude, and Practice (Kundu et al., 2022)**

The study is anchored to the Knowledge, Attitude, and Practice (KAP) model To understand to which the employees implemented a positive attitude and inclusive practices based on their knowledge during their work with regard to diversity and inclusivity. The model originated from Albert Bandura's learning theory and Everett Rogers' diffusion of innovation theory and its common use in the field of family planning and population studies in the 1950s (Liao et al., 2022). The study assessed employees knowledge, attitude, and practice (KAP) by administering a paper-based questionnaire. Knowledge is what an individual knows, or they think they know (Bolisani & Brătianu, 2017), it is the understanding that an individual possesses about a particular topic (Liao et al., 2022). Attitude refers to a positive or negative evaluation of an objective (Ajzen and Fishbein, 2000). Practices are activities that are influenced by widely shared

social norms and beliefs (Bourdieu, 1990), and they demonstrate their knowledge and attitude through observable actions (Kaliyaperumal, 2004.).

**Knowledge** refers to an employee's understanding or what they think they know, or their information about a particular topic (Liao et al., 2022) like inclusivity and diversity in the workplace. Knowledge is the ability to gather, remember, and use information, combining understanding, experience, judgment, and skill.

A study exploring the public's understanding of various subjects revealed that there were gaps in knowledge (Kasprzyk, 2016). Furthermore, it was found that knowledge and information were not evenly distributed among different demographic groups. The studies indicated that individuals with higher levels of formal education tend to acquire and possess more extensive knowledge on a wide range of topics compared to those with lower levels of formal education (Hyman and Sheatsley, 1947).

**Attitude** refers to how employees respond to situations, views events based on feelings and beliefs, and organizes opinions into a connected structure with regards to diversity and inclusivity in the workplace. Attitude is positive or negative evaluation of an objective (Ajzen and Fishbein, 2000). An employee's attitude is shaped by their beliefs regarding the potential outcomes or attributes associated with engaging in a particular behavior, known as behavioral beliefs. These beliefs are assessed based on the perceived value or evaluation of those outcomes or attributes. Consequently, someone who holds strong beliefs that positively valued outcomes results from performing the behavior is likely to exhibit a positive attitude toward the behavior. Conversely, an individual who holds strong beliefs that the behavior leads to negative outcomes is likely to harbor a negative attitude (Kasprzyk, 2016).

**Practices** refer to how employees demonstrate their knowledge and attitude through observable actions or behaviors with regards to diversity and inclusivity in the workplace. It involves assessing whether individuals are applying the knowledge they possess and whether their attitudes are reflected in their actions (Kaliyaperumal, 2004.).

Thus, incorporating the KAP model as a method to collect information about employees' knowledge, understanding, and preconceived notions, the study aimed to recognize areas where knowledge is lacking, attitudes pose barriers, and patterns of behavior exist. The data obtained from the KAP model contributes to understanding the level of awareness of employees who are employed in an accredited establishment by the Department of Tourism in Iligan City towards diversity and inclusivity in the workplace, aligned with the goal of preventing discrimination and fostering diversity and inclusivity.

It is argued that knowledge positively impacts an individual's attitude, and that attitude, in turn, influences the individual's behavior or practices (Kwol et al., 2020). The triad of Knowledge, Attitude, practice (KAP) model is used to understand and assess what is known (knowledge), believed (attitude), and done (practices) (Andrade et al., 2020) particularly in DOT Accredited Accommodation and Restaurant Establishments situated in Iligan City. In addition, KAP studies quantify and analyzed what is known, believed, done (Nguyen et al., 2019) and validate or disprove hypotheses, offering a new perspective of reality (Yap et al., 2010).

Over the years, globalization has reshaped the landscape of workplace diversity (Llantos, 2021). This creates an arena in which organizations increasingly employ workers and meet customers' needs from diverse backgrounds, including sociodemographic and culturally different ones (García-Rodríguez et al., 2020). This phenomenon is especially important in the hospitality sector, where ethnic, cultural, and gender diversity is integral to the workforce (Manoharan et al., 2019). Diversity refers to identity-based differences among and between two or more people that affect their lives as applicants, employees, and

customers (McGrath et al., 1995). These identity-based differences include age, gender, educational attainment, religion, and disability. Differences are related to discrimination and disparities between groups in areas such as social class, education, and employment. A diverse talent pool not only contributes to organizational performance but also helps to gain public trust. Therefore, businesses of all sizes should embrace diversity to achieve a competitive advantage. It's crucial to understand that each company is unique in terms of its human resources, regardless of its size, goals, locations, products, and services (Cada, 2023). According to Viray (2018) and as supported by the Philippine Institute for Development Studies, gender equality, which is a part of the United Nations' 17 Sustainable Development Goals and the 2030 Agenda for Sustainable Development, remains unachieved in the Philippines. Women are still underrepresented in high-level positions in government and industry, and ageism is prevalent in the country. It was found in the study of Handog in 2021 that a significant proportion of women are wary of disclosing their age -and their experiences regarding age-related judgment. The hospitality industry has a remarkably high number of women employees, making up nearly 70% of the workforce yet women hold less than 20% of executive roles, such as president, managing director, or partner (Blayney & Blotnick, 2017). This lack of representation at the top is further compounded by persistent issues of unequal pay and gender biases (Crafts and Thompson, 1997; Allen and Sachs, 2007).

In the Philippine context, there is a substantial disparity in the employment rates of both genders, with men being more likely to secure employment, leading to a decrease in women's employment rate. Despite the female labor force participation rate increasing, as seen in the case of Philippine women aged 15 and above, reaching approximately 64% in 2010 and 65.5% in 2011 (Ahmed et al., 2023), it does not necessarily indicate equal treatment between genders in the labor market (Griffith & Hebl, 2002). Research consistently shows that individuals who is a member of LGBTQ+ community face challenges in expressing their identities and navigating workplaces dominated by heterosexual and cisgender norms (Button, 2001; Everly & Schwarz, 2015; Holman, 2018). Discrimination based on sexual orientation, gender identity, and expression remains prevalent, with a 2018 study by the United Nations Development Programme (UNDP) and the International Labour Organization (ILO) showing that 30% of LGBTQ+ individuals experiencing workplace harassment and bullying. These challenges create significant economic and social costs for LGBTQ+ individuals and the organization per se (Alonso, 2013). Discrimination in the workplace creates a ripple effect of negative consequences for organizations. Organization do not only risk losing out on a talented pool of potential hires, but also face the costly turnover of skilled employees who feel discriminated against. This hostile work environment further leads to reduced productivity as employees struggle with the stress and discomfort. Iligan City has successfully recovered and resumed business operations after years of uncertainty, particularly in the wake of the 2020 pandemic. Numerous businesses have reopened and new businesses have opened particularly in the hospitality, food, and beverage sector. Consequently, this growth has heightened heterogeneousness among employees, challenging organizations to manage a more diverse and inclusive workplace. Aligned with the United Nations Sustainable Development Goal number five (SDG 5) on gender equality, a separate study investigating gender equality within Iligan City's organizational cultures found positive developments. Participating enterprises are actively addressing gender disparities by establishing an Office for Gender and Development (GAD) within their respective entities. This initiative is a significant step towards fostering a more equitable workplace environment. However, despite these efforts, gender inequality still persists in the workplace (Napoles et al. (2022). The repercussions of not fostering a diverse and inclusive workplace could greatly impact an individual's skills, competencies, and employee

engagement. This influences employees' performance and has a profound impact on the businesses, leading to higher turnover rates. Consequently, it diminishes employee and organizational performance, posing a substantial business loss.

Essentially, the issue of disabled individuals being excluded from paid employment has been a persistent problem. However, it is important to note that there are numerous benefits for a company to employ disabled individuals, such as establishing a positive reputation and gaining a competitive advantage. Unfortunately, disabled individuals often receive low attention in the labor market due to their status as a minority group (Communique on the Development of the Work on Persons with Disabilities, 2017). On the other hand, Hulsegge et al. (2022) pointed out that the employment opportunities available for disabled individuals are significantly lesser in comparison to non-disabled individuals. It shows that there is a pressing need for more inclusive hiring practices and policies that could help bridge this gap and create more employment opportunities for disabled individuals. By doing so, organizations can promote diversity and inclusivity and tap into a highly skilled and motivated workforce that is often overlooked.

To address these societal challenges, the Philippines has implemented several initiatives to combat workplace discrimination. The Anti-age Discrimination in Employment Act (Republic Act No. 10911) in 2016 prohibits the inclusion of age and personal requirements in job advertisements. Department Order No. 170, signed by the Secretary of the Department of Labor and Employment in 2017, supports this law. Additionally, the SOGIE Equality Bill, which was first introduced in the congress year 2000, currently still under review by Congress, aims to further strengthen legal protections. Internationally, the UN Convention on the Rights of Persons with Disabilities (UNCRPD) guarantees equal employment opportunities and prohibits disability-based discrimination (Narido & Tcadao, 2021). These measures demonstrate a multi-pronged approach to fostering a more inclusive work environment in the Philippines.

### 3.3 Conceptual Framework



**Figure 3.3 Input-Process-Output (IPO)**

The Input-Process-Output (IPO) which is proposed by McGrath (1964) is utilized in this study. Model Figure 3.2.2 illustrates the three-stage system: the input, process, and output. Input indicates all the materials and information and how these external resources flow and are utilized in the study. Meanwhile, the Process covers all the things done, from gathering and analyzing the data to results and discussions and providing recommendations. The output refers to the results and actions taken from the interpretation of the study's conclusion, as well as the data and materials as a result of the study's conduct.

## Input

The input signifies the inflow of raw data from external sources into the process. It includes the theoretical perspectives that substantiate the framework used in the study. The study uses the data and gaps found in local studies including one in Calamba City, highlighting the importance of exploring workplace diversity, revealing challenges faced by employees, such as difficulties in embracing diversity. Challenges included difficulties working with younger or older colleagues, with issues ranging from low attention levels to cultural aspects affecting communication. A recent Philippine study by Napoles et al. (2022) investigated gender equality in workplaces, and found that despite efforts towards equality, gender gaps and biases persist. This highlights the ongoing challenge of discrimination in organizations. These local studies are proof that there is a need for strengthening inclusive and diverse programs as well as policies in the workplace. The findings from Calamba City and the gender equality of Napoles et al. (2022) study contributed to the rationale for conducting this study on diversity and inclusivity among workers in DOT-accredited accommodations and restaurants found in Iligan City, shedding light on employees' perceptions in their workplace and gaps that need to address.

## Process

This study profiles each respondent based on age, gender, educational attainment, religion, and disability. Using the method of stratified random sampling, employees working in DOT-accredited tourism-related establishments are segmented into strata (subpopulations) within the accommodation sector and restaurant sector. A percentage of 57.6 of each of the Thirteen (13) establishments in the accommodation sector and Nine (9) establishments are the respondent of this study. The number of participants from each establishment varied based on their employee size. This study includes 169 respondents across both the accommodation and restaurant sectors. The employees are surveyed to understand their perceptions and implementation of positive attitudes and inclusive practices based on their work-related knowledge. The study assessed employees' knowledge, attitude, and practice (KAP) by a survey questionnaire adapted from the Diversity and Inclusion Staff Survey, and Cultural Diversity Awareness questionnaire from *Special Populations and CTE Illinois Leadership Project (2016)*. The statistical analysis of the data, tabulation of the data, and interpretation of gathered data are also included. It involves every step from the initial data collection to the final results and recommendations of the study.

## Output

The survey results of this study served as key data for establishing a baseline understanding of the current perceptions of employees in DOT-accredited tourism-related establishments. Using KAP (Knowledge, Attitude, Practice), identified areas that need improvement shall be targeted in making recommendations to promote a more inclusive workplace. This also demonstrates the potential benefits of diversity and inclusivity for both employees and the organization.

## Chapter IV

### METHODOLOGY

This chapter meticulously outlines the methodology employed to conduct the research, offering a comprehensive overview of the systematic approach adopted to address the research questions and fulfill the study's objectives. It provides detailed insights into the research design, methods utilized for data collection, sampling techniques, and the analytical procedures implemented throughout the study. By emphasizing transparency and methodological rigor, the chapter underscores the credibility and reliability of the study's findings.



#### 4.1 Research Locale

This study employs a quantitative research design and involves collecting and analyzing numerical data to answer research questions. This study was conducted in Iligan City, focusing specifically on the DOT-accredited accommodation and restaurants. Given its varied socio-cultural and economic dynamics, Iligan City provides a diverse landscape for examining employees' awareness levels of diversity and inclusivity in the workplace. By targeting DOT-accredited establishments, this ensures a standardized quality and service provision level, facilitating a more focused and comparable analysis across different establishments. Additionally, Iligan City was selected as the research locale because of its significance as a growing hub for tourism and hospitality establishments. Iligan City boasts a diverse landscape of accommodation and dining facilities, some of which are DOT accredited. By focusing on this locale, this study aimed to capture a representative sample of the hospitality sector's workforce and their awareness levels regarding diversity and inclusivity in the workplace.

#### 4.2 Determination of Sample Size

This study applied a thorough methodology to determine the appropriate sample size for investigation. The finite population, consisting of 22 establishments in Iligan City, where there are 13 accommodations, and 9 restaurants, plays a crucial role in shaping the research design. Utilizing a stratified random sampling method, the study aimed to ensure a well-balanced and proportionate representation from each stratum, allowing for a comprehensive understanding of employee experiences. The determined sample size had been finely tuned to the unique characteristics of accommodation and restaurants, enabling a thorough exploration of diversity and inclusivity awareness among employees. Key factors such as the confidence level, margin of error, and estimated variability are meticulously considered during the sample size determination process. The primary objective is to attain statistical robustness, thereby enhancing the reliability and applicability of the study's findings. This strategic approach enabled the study to derive meaningful and relevant conclusions regarding employee awareness levels within the DOT Accredited Accommodation and Restaurant Establishments in Iligan City.

This study's sample size used Yamane's formula to determine an appropriate sample size that represents the entire population while balancing accuracy and practicality;

$$n = \frac{N}{1 + Ne^2}$$

Where:

$n$  = sample size

$N$  = total population size

$e$  = margin of error (expressed as a decimal)

#### 4.3 Selection of Respondents

This study utilizes a stratified random sampling strategy using the Yamane's formula. The sampling procedure was conducted transparently, underscoring voluntary involvement and obtaining informed consent from both establishments and individual employees. This method was designed to establish a comprehensive and representative sample, facilitating a thorough exploration of employee experiences

regarding diversity and inclusivity within Iligan City's DOT Accredited Accommodation and Restaurant Establishments.

Respondents		Age								
		17 below	18-24	25-31	32-38	39-45	46-52	53-59	60 above	Total (Gender)
Gender	Bisexual	0	0	2	0	0	0	0	0	2
	Female	0	14	24	28	10	5	2	0	83
	Gay	0	0	1	1	0	0	0	0	2
	Lesbian	0	0	1	0	0	0	0	0	1
	Male	0	18	44	11	3	4	1	0	81
	<b>Total (Age)</b>	<b>0</b>	<b>32</b>	<b>72</b>	<b>40</b>	<b>13</b>	<b>9</b>	<b>3</b>	<b>0</b>	<b>169</b>

#### 4.4 Survey Instrument

This study utilizes a survey instrument adapted from the Diversity and Inclusion Staff Survey, and Cultural Diversity Awareness questionnaire from *Special Populations and CTE Illinois Leadership Project (2016)*. Initially, this approach guarantees that the questionnaire items have undergone rigorous reliability and validity testing, thereby boosting our research outcomes' credibility. Secondly, by referring to established questionnaires, this benefits from the expertise and insights of researchers who have previously explored similar themes, thereby enhancing the relevance and suitability of the questionnaire for the specific research context. Moreover, adapting items enabled the researchers to customize the questionnaire to accommodate the unique characteristics of the study population and research objectives, ensuring that it accurately captures the pertinent aspects of diversity and inclusivity in the workplace, particularly within Iligan City and the DOT accredited accommodation and restaurants. To sum it up, these adjustments lay a strong groundwork for the study, empowering the researchers gathered a robust data to address the research inquiries effectively.

The survey questionnaire was structured to comprehensively assess participants' awareness level of diversity and inclusivity concepts, their perceptions of the workplace environment regarding these principles, and their personal experiences or observations concerning diversity and inclusivity. Employing a Likert scale questionnaire, aimed to capture a nuanced understanding of employees' level of awareness of diversity and inclusivity and facilitate an in-depth examination of the relationship between their knowledge, attitude, and practices.

The survey questionnaire employed a 4-point Likert Scale, detecting response patterns and trends, measuring the strength of attitudes or opinions to gain deeper insights into respondents' perspectives. This scale consists of a set of statements or questions, prompting participants to express their agreement or disagreement with each item on a scale that spans from "Strongly Disagree" to "Disagree," "Agree," and

"Strongly Agree." Participants choose the option that most accurately reflects their stance on the statement or question posed in the survey.

#### 4.5 Research Procedure

The research process for this study commenced with a thorough planning phase. Initial steps involve obtaining ethical clearance and securing permission from DOT Accredited Accommodation and Restaurant Establishments in Iligan City for the research. Subsequently, a stratified random sampling approach was utilized to select a representative sample from a total of 22 establishments (13 accommodations and 9 restaurants). Once establishments were identified, employees from various roles and levels were chosen randomly for participation using the Yamane’s formula. The survey instrument, adapted from the Diversity and Inclusion Staff Survey, and Cultural Diversity Awareness questionnaire from *Special Populations and CTE Illinois Leadership Project (2016)* were administered through paper-based surveys. Before full implementation, the survey undergoes pilot testing with a small group of 33 individuals to be exact, to ensure feasibility, reliability, and validity. Following data collection, Google Forms was utilized to tally the collected data from the respondents. A rigorous analysis is conducted using Excel for graphical presentation and Statistical Package for the Social Sciences (SPSS) for the analysis of the statistical data to glean insights into the awareness levels and experiences of employees regarding diversity and inclusivity in the workplace. The weighted mean average was utilized to calculate the findings of the 4-point Likert scale survey questions. To determine the correlation of employees’ knowledge, attitude, and practices, this study used Pearson’s Correlation coefficient. The findings were interpreted in the context of Iligan City’s DOT Accredited Accommodation and Restaurant Establishments, contributing valuable knowledge on workplace dynamics and providing recommendations for promoting diversity and inclusivity within the tourism sector.

#### 4.6 Statistical Treatment

The data analysis approach for this study utilizes statistical methods such as descriptive statistics and correlation analysis to analyze the collected data. Descriptive statistics was utilized to summarize the data, highlighting important trends and patterns. Correlation analysis using the Pearson’s correlation coefficient helped the researchers understand the relationships between the knowledge, attitude, and practices of employees towards diversity and inclusivity in the workplace, uncovering any potential connections or dependencies. These statistical techniques collectively offer a thorough examination of the data and enable the researchers to draw meaningful insights from the research findings.

**Table 4.6.1 The Weighted Mean (Average) used for the 4-point Likert Scale**

4-Point Likert Scale	Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly Agree (4)
Interval	1.0 - 1.75	1.76 - 2.50	2.51 - 3.25	3.26 - 4.0

#### Strongly Disagree (1.0-1.75)

The interval point of Strongly Disagree is between 1.0-1.75. Employees who strongly disagree perceive low levels of knowledge, negative attitudes, and minimal practice towards diversity and inclusivity in the workplace. They may express strong opposition or disbelief in the concepts of diversity and inclusivity.

**Disagree (1.76-2.50)**

The interval point of Disagree is between 1.76-2.50. Employees who disagree may acknowledge the importance of diversity and inclusivity but hold reservations or skepticism towards their implementation in the workplace. They may perceive some knowledge but exhibit a lack of commitment or action towards fostering diversity and inclusivity.

**Agree (2.51-3.25)**

The interval point of Agree is between 2.51-3.25. Employees who agree demonstrates moderate levels of knowledge, positive attitude, and some engagement in practices related to diversity and inclusivity in the workplace. They recognize the value of diversity and inclusivity and may actively support initiatives or policies aimed at promoting them.

**Strongly Agree (3.26-4.0)**

The interval point of Strongly Agree is between 3.26-4.0. Employees who strongly agree exhibit high levels of knowledge, positive attitudes, and active engagement in practices promoting diversity and inclusivity in the workplace. They fully embrace the principles of diversity and inclusivity and may advocate for their importance within the organization.

Weighted Mean (Average):

$$W = \frac{\sum_{i=1}^n w_i X_i}{\sum_{i=1}^n w_i} = \frac{\sum_{i=1}^4 w_i X_i}{\sum_{i=1}^4 w_i} = \frac{w_1 X_1 + w_2 X_2 + w_3 X_3 + w_4 X_4}{w_1 + w_2 + w_3 + w_4}$$

$W$  = weighted average.

$n$  = number of terms to be averaged.

$w_i$  = weights applied to  $x$  values.

$X_i$  = data values to be averaged.

The Pearson’s correlation formula used to determine the relationship of the variables; Knowledge, Attitude, and Practices:

$$r = \frac{[n(\sum xy) - \sum x \sum y]}{\sqrt{[n(\sum x^2) - (\sum x)^2][n(\sum y^2) - (\sum y)^2]}}$$

In this formula,  $x$  is the independent variable,  $y$  is the dependent variable,  $n$  is the sample size, and  $\Sigma$  represents a summation of all values.

**CHAPTER V  
RESULTS AND DISCUSSION**

This chapter presents the results and discussion regarding employees' awareness of diversity and inclusivity within the organization. It builds upon the established theoretical framework and insights from related literature. These findings are then discussed about existing literature, exploring their implications for diversity and inclusivity in the workplace. Through this thorough examination, this chapter aims to provide valuable insights into the significance of fostering an inclusive and diverse workplace.

**5.1. Knowledge of Employees given the Age, Gender, Educational Attainment, Religion, and Disability, and Diversity and Inclusivity in the Workplace and their Knowledge of the Republic Act**

**Table 5.1. Weighted Mean of the Responses of the Respondents on their Knowledge given the Age, Gender, Educational Attainment, Religion, and Disability, and Diversity and Inclusivity of Employees in the Workplace and their Knowledge of the Republic Act.**

KNOWLEDGE (Respondents)	Weighted Mean	Description	Interpretation
Age	<b>3.41</b>	Strongly Agree	Employees exhibit high levels of knowledge, promoting age diversity and inclusivity in the workplace.
Gender	<b>3.34</b>	Strongly Agree	Employees exhibit high levels of knowledge, promoting gender diversity and inclusivity in the workplace.
Educational Attainment	<b>3.38</b>	Strongly Agree	Employees exhibit high levels of knowledge, promoting diversity and inclusivity in the workplace regarding educational attainment.
Religion	<b>3.33</b>	Strongly Agree	Employees exhibit high levels of knowledge, promoting diversity and inclusivity in the workplace regarding any religion.
Disability	<b>3.36</b>	Strongly Agree	Employees exhibit high levels of knowledge, promoting diversity and inclusivity in the workplace regarding any disabilities.

Table 5.1.2

KNOWLEDGE (Respondents)	Weighted Mean	Description	Interpretation
REPUBLIC ACT	<b>3.29</b>	Strongly Agree	Employees exhibit high levels of knowledge regarding the existing Republic Acts, promoting diversity and inclusivity in the workplace.

The finding that employees are highly aware of diversity and inclusivity and are comfortable working with colleagues from different backgrounds such as age, gender, religion, and educational backgrounds is very significant. It connotes that the employees possess the quality of being understanding and are aware of the benefits that come with a varied workforce. Such awareness is fundamental in establishing a diverse workforce and highlights the importance of fostering an environment that values all employees. Over and above that, it is also a positive sign that employees are aware of the relevant laws and regulations that protect disadvantaged groups such as the R.A. 6725, an act against discrimination of women, R.A. 7277, Magna Carta of Disabled Persons, and R.A. 10911, anti-age discrimination laws of the Philippines. This knowledge implies a dedication to upholding these laws to create and maintain a diversified workforce and ensure every employee feels valued and respected. In contrast to the 2022 study findings of Turi et al., although Pakistani laws promote equality for all citizens irrespective of religion, language, gender, or caste, Pakistani minorities’ goal to achieve equality remains elusive. This is not the case in Iligan City. On account of the laws advocated in the country concerning workplace diversity and inclusivity of all

citizens regardless of age, gender, religious beliefs, educational attainment, and disability, achieving diversity and inclusivity in Iligan City is not difficult to attain as employees are already embracing and practicing diversity and inclusivity in the workplace.

**5.2. Attitude of Employees given the Age, Gender, Educational Attainment, Religion, and Disability, and Diversity and Inclusivity of Employees in the Workplace**

**Table 5.2.** Weighted Mean of the Responses of the Respondents on their Attitude given the Age, Gender, Educational Attainment, Religion, and Disability, and Diversity and Inclusivity of Employees in the Workplace.

ATTITUDE (Respondents)	Weighted Mean	Description	Interpretation
Age	<b>3.41</b>	Strongly Agree	Employees show a positive attitude in promoting age diversity and inclusivity in the workplace.
Gender	<b>3.35</b>	Strongly Agree	Employees show a positive attitude in promoting gender diversity and inclusivity in the workplace.
Educational Attainment	<b>3.36</b>	Strongly Agree	Employees show a positive attitude in promoting diversity and inclusivity in the workplace with regards to educational attainment.
Religion	<b>3.37</b>	Strongly Agree	Employees show a positive attitude in promoting diversity and inclusivity in the workplace with regards to different religions.
Disability	<b>3.39</b>	Strongly Agree	Employees show a positive attitude in promoting diversity and inclusivity in the workplace to anyone with disabilities.

The findings corroborate the study of Agbontaen (2019) regarding the significance of employees feeling included and a workplace that promotes diversity. The finding reveals that employees within the organization genuinely perceive themselves as integral parts of the team. Additionally, when employees are included and treated fairly, it shows that the company respects and appreciates the differences among its workforce (Principles of Management, 2019). This not only fosters a positive work environment but also contributes to the overall success and effectiveness of the organization, as a result to a positive attitude of the employees. Attitude pertains to an objective's positive or negative assessment by Ajzen and Fishbein (2000). Hence, the study of Kasprzyk (2016) supports the findings of this study as someone who holds wrong beliefs that positively valued outcomes will result from performing the behavior is likely to exhibit a positive attitude toward the behavior. It encompasses the reactions to circumstances, interpretations of occurrences through emotions and convictions, and the arrangement of viewpoints into a coherent framework. This underscores the importance of fostering a culture of inclusivity wherein all members are valued and engaged in decision-making processes that result in a positive attitude of the employees.

Furthermore, Mazibuko & Govender (2017) and Verniers & Vala (2018) highlight the need to create a globally competitive environment in all aspects of the workplace. This includes promoting diversity, inclusion, unconscious bias awareness, company principles, and anti-discrimination policies. In line with that, the finding reveals that employees actively support initiatives aimed at promoting age diversity, equal opportunity for all genders, and training programs tailored to diverse educational needs. They demonstrate openness to collaboration with colleagues from various educational backgrounds and exhibit a willingness to learn from differing experiences. Moreover, they engage with colleagues of diverse religions and individuals with disabilities, endorsing initiatives to ensure religious inclusivity and workplace accommodations for those with disabilities. This collective positive disposition contributes to an inclusive environment where every member feels respected and valued.

**5.3 Practices of employees given the Age, Gender, Educational Attainment, Religion and Disability, and Diversity and Inclusivity of Employees in the Workplace**

**Table 5.3.** Weighted Mean of the Responses of the Respondents on their Practices given the Age, Gender, Educational Attainment, Religion, and Disability, and Diversity and Inclusivity of Employees in the Workplace.

PRACTICES (Respondents)	Weighted Mean	Description	Interpretation
Age	<b>3.35</b>	Strongly Agree	Employees actively engage in practices promoting age diversity and inclusivity in the workplace.
Gender	<b>3.34</b>	Strongly Agree	Employees actively engage in practices promoting gender diversity and inclusivity in the workplace.
Educational Attainment	<b>3.38</b>	Strongly Agree	Employees actively engage in practices promoting diversity and inclusivity in the workplace with regards to educational attainment.
Religion	<b>3.38</b>	Strongly Agree	Employees actively engage in practices promoting diversity and inclusivity in the workplace with regards to different religions.
Disability	<b>3.36</b>	Strongly Agree	Employees actively engage in practices promoting disability diversity and inclusivity in the workplace.

The importance of the organization’s initiatives in addressing discrimination in the workplace and ensuring fair opportunities regardless of age, gender, educational background, religion, and disability aligns with previous research by Gephardt et al. in 2016, who found that “such environments not only enhance job performance but also increase employee engagement and overall job satisfaction.”

Furthermore, in contrast to Birkman’s 2018 study, in the context of ageism, he stated that generational gaps are another issue in a diverse organization. The majority of the Employees of this study responded positively when it comes to working with other colleagues who are older or younger than them. Additionally, in another study conducted by Napoles et al. (2022) that looked into gender equality in industries within Iligan City and Lanao del Norte’s organizational cultures, results were positive development in fostering inclusivity and addressing gender discrimination. Hence, the study of Napoles et al. (2022) supports the findings of this study where workplaces in Iligan City are increasingly embracing diversity and inclusivity practices in their respective entities. Plaut et al. (2009) argued that the organization’s actual practices, including policies and procedures, have a greater impact on fostering diversity and inclusivity in the workplace than simply having ideological statements. As Kaliyaperumal (2004) defined them, practices are the observable behaviors that employees exhibit to demonstrate their knowledge and attitudes. Ideological statements about diversity and inclusivity are important, but they are just words without concrete actions. Practices bridge this gap by translating beliefs into observable behaviors. Through practices organizations ensure employees aren’t just saying the right things, but also doing the right things to create a truly inclusive environment.

**5.4 The Correlation Between the Demographic Profile of the Respondents and their Knowledge, Attitude, and Practices Regarding Diversity and Inclusivity of Employees in the Workplace**

**Table 5.4.** The Correlation Between the Demographic Profile of the Respondents and their Knowledge, Attitude, and Practices Regarding Diversity and Inclusivity of Employees in the Workplace.

PAIRED SAMPLES CORRELATION		Age	Gender	Educational Attainment	Religion	Disability
Knowledge	N	169	169	169	169	169
	Correlation Coefficient	-0.129	0.071	0.134	0.039	0.060
	Significance	0.094	0.357	0.084	0.614	0.439
Attitude	N	169	169	169	169	169
	Correlation Coefficient	-0.170	0.054	0.198	0.118	-0.039
	Significance	<b>0.027</b>	0.484	<b>0.010</b>	0.126	0.611
Practices	N	169	169	169	169	169
	Correlation Coefficient	-0.154	0.095	0.263	-0.008	0.000
	Significance	<b>0.045</b>	0.221	<b>0.001</b>	0.916	0.995

Note: The significance value in bold indicates a significant correlation between the demographic profile of the respondents and their knowledge, attitude, and practices regarding diversity and inclusivity of the employees in the workplace.

Table 5.4. states that the correlation between the age and attitude of the employees with a correlation coefficient of -0.170 and a corresponding significance value of 0.027 is significant as well as the educational attainment and their attitude with a correlation coefficient of 0.198 and a corresponding



significance value of 0.010. This implies that the attitude of the employees is related to their age and educational background in which the respondents actively foster an age-inclusive workplace. They embrace opportunities to learn from colleagues across generations, supporting initiatives and programs promoting age diversity. Their engagement in team building and mentorship programs across age groups further strengthens this inclusive environment. The respondents actively interact with colleagues of different educational backgrounds and hold the value of being open-minded when it comes to collaborating with them. They have a positive attitude towards supporting training programs that cater to the diverse educational needs of our employees and contribute to an inclusive environment for their colleagues with diverse educational backgrounds. They show a willingness to be mentored by colleagues with different levels of education. Moreover, the correlation between the age and the practices of the employees, with a correlation coefficient of -0.154 and a corresponding significance value of 0.045 is significant as well as the educational background and their practices with a correlation coefficient of 0.263 and a corresponding significance value of 0.001. This means that the practices of the employees have a relationship with their age and educational background, and they adjust their communication style to suit colleagues of all ages, actively supporting initiatives to bridge generation gaps in the workplace. They value the diverse perspectives brought by both older and younger colleagues, collaborating effectively across age boundaries to achieve shared goals. Additionally, they are proactive in addressing any instances of age-based discrimination, ensuring fairness and inclusivity for all. Furthermore, in workplaces, embracing educational diversity and inclusivity is important. Employees know efforts are made to include people from different educational backgrounds. They believe everyone gets a fair chance, no matter what their education. Employees freely share their educational views in discussions. They see the organization actively removing biases related to education. Now, people address any discrimination based on educational background. This shows a commitment to ensuring everyone feels respected, no matter what their education.

### 5.5. The Correlation Between Variables Regarding Diversity and Inclusivity of the Employees in the Workplace.

**Table 5.5.** The Correlation Between Variables Regarding Diversity and Inclusivity of Employees in the Workplace.

PAIRED SAMPLES CORRELATION		Knowledge	Attitude	Practices
Knowledge	N		169	169
	Correlation Coefficient		0.899	0.823
	Significance		<b>0.000</b>	<b>0.000</b>
Attitude	N	169		169
	Correlation Coefficient	0.899		0.891
	Significance	<b>0.000</b>		<b>0.000</b>
Practices	N	169	169	
	Correlation Coefficient	0.823	0.891	
	Significance	<b>0.000</b>	<b>0.000</b>	

Note: The significance value in bold indicates a significant correlation between variables of their knowledge, attitude, and practices regarding diversity and inclusivity of the employees in the workplace.

The findings of this study provide further support for the argument made by Kwol et al. (2020) regarding the interconnectedness of knowledge, attitude, and practices. Table 5.5 revealed a strong relationship between the triad of knowledge, attitude, and practices concerning diversity and inclusivity among employees. This denotes a positive impact on an individual’s attitude, with attitude subsequently shaping an individual’s behavior or practices. Employees with a deeper understanding of the concept of diversity and inclusivity show positive attitudes towards them. Empowering and equipping employees with knowledge about the concept of diversity and inclusivity through training programs is an effective way to promote a diverse and inclusive environment. A study that reinforced our findings is the research conducted by Tukiman (2021) in Malaysia, which focused on e-waste management awareness. Using the KAP model, Tukiman found a positive and significant relationship between knowledge, attitude, and practices regarding e-waste management awareness. Hence, this supports our study’s findings that a strong correlation exists between the triad of knowledge, attitude, and practices in fostering an inclusive and diverse workplace.

**5.6. The Paired Differences Between Variables of Their Knowledge, Attitude, and Practices Regarding Diversity and Inclusivity of the Employees in the Workplace**

**Table 5.6.** The Paired Differences Between Variables of Their Knowledge, Attitude, and Practices Regarding Diversity and Inclusivity of the Employees in the Workplace.

PAIRED DIFFERENCES	Mean	Standard Deviation	Standard Error Mean	95% Confidence Interval of the Difference		t	df	Sig.(2-tailed)
				Lower	Upper			
Knowledge and Attitude	-0.00264	0.18187	0.01399	0.03026	0.02498	-0.189	168	0.850
Knowledge and Practices	-0.02353	0.24249	0.01865	-0.06036	0.01329	-0.261	168	0.209
Attitude and Practices	-0.02089	0.19602	0.01508	-0.05065	0.00888	-0.385	168	0.168

The finding shows that the paired differences in knowledge, attitude, and practices regarding diversity and inclusivity in the workplace reveal that they are strongly connected. In simpler terms, even though knowledge, attitude, and practices represent different aspects of individuals' engagement with diversity and inclusivity in the workplace, the data suggests that, on average, they are aligned or consistent with each other. This implies that employees who possess higher levels of knowledge about diversity and inclusivity also tend to exhibit positive attitudes and engage in inclusive practices, and vice versa. Despite variations in individual responses, there are no significant differences in the average knowledge, attitude, and practice scores. This indicates a consistent orientation towards diversity and inclusivity among employees. The absence of significant differences emphasizes the interconnectedness of awareness, positive attitudes, and practical demonstrations of inclusivity and diversity within the workplace. Consequently, interventions aimed at enhancing awareness and fostering positive attitudes are

likely to yield positive outcomes in employees' behaviors. Organizations can benefit from this coherence by implementing comprehensive strategies to address knowledge gaps, cultivate inclusive attitudes, and promote inclusive practices simultaneously. By recognizing and leveraging the interconnectedness of these dimensions, organizations can foster a culture of diversity and inclusivity, thereby creating a more harmonious and equitable workplace environment.

## **CHAPTER VI**

### **SUMMARY, CONCLUSION, RECOMMENDATION**

This chapter synthesizes the research findings, offering a comprehensive summary, conclusion, and recommendations derived from the study's outcomes. Drawing from the extensive data analysis and discussion presented in the preceding chapters, this section encapsulates the key insights garnered throughout the research process. It provides a concise overview of the main findings regarding employees' awareness of diversity and inclusivity in the workplace. Moreover, the chapter offers a conclusive assessment of the research objectives, reaffirming the significance of fostering a culture of inclusivity and diversity in the workplace.

#### **6.1. SUMMARY**

The study on employees' awareness of diversity and inclusivity in the workplace reveals significant findings. Employees demonstrate a high awareness of diversity and are comfortable working with colleagues from various backgrounds, including age, gender, educational attainment, religion, and disability. They are also knowledgeable about relevant laws and regulations promoting equality and non-discrimination such as R.A. no. 7277, also known as the Magna Carta for Disabled Persons, R.A. no. 6725 or also known as An Act Strengthening the Prohibition on Discrimination Against Women, and R.A. no. 10911 otherwise known as the Anti-Age Discrimination in Employment Act (A.C.T.). This awareness signifies a commitment to fostering an inclusive work environment where every employee feels valued and respected. Furthermore, employees perceive themselves as integral parts of the team, contributing to a positive work environment and organizational success.

The study also identifies significant relationships between demographic factors and employees' attitudes and practices regarding diversity and inclusivity. For instance, age and educational background correlate with workplace attitudes and behaviors. Younger and older employees exhibit different approaches and levels of engagement, bringing unique perspectives to the workplace. Similarly, employees with diverse educational backgrounds tend to adapt their practices to promote inclusivity. This underscores the importance of recognizing and leveraging employees' diverse strengths and perspectives to enhance organizational creativity and effectiveness.

Overall, the study emphasizes the interconnectedness of knowledge, attitude, and practices in fostering an inclusive workplace culture. It suggests that interventions to enhance awareness and foster positive attitudes can positively influence employees' behaviors. Organizations can benefit from implementing comprehensive strategies to address knowledge gaps, cultivate inclusive attitudes, and promote inclusive practices simultaneously. By doing so, they can create a more harmonious and equitable workplace environment where diversity is valued and celebrated.

#### **6.2. CONCLUSION**

The study revealed a positive stance towards diversity and inclusivity in the workplace. Based on these

findings, the researchers draw the following conclusions:

1. The employees of 13 accommodations and 9 restaurants that are DOT-accredited establishments in the city of Iligan, Lanao del Norte, exhibit a positive response towards embracing workplace diversity, in terms of gender, age, educational attainment, religion, and disability.
2. The respondents had maintained a diverse workforce, with 47.9% male, 49.1% female, 1.2% bisexual, 0.6% lesbian, and 1.2% gay employees.
3. Majority of respondents feel comfortable working with colleagues who are either younger or older than them.
4. Respondents had no issues working with colleagues who have disabilities, as they value and respect their differences and capabilities.
5. The willingness of employees to work with colleagues who share the same religion and those who are different from them has not posed a problem in the workplace.

The findings highlight that employees not only possess a high level of awareness of diversity and inclusivity but also actively engage in practicing and consistently supporting organizational initiatives to cultivate an inclusive and diverse work environment. This suggests a notable shift towards embracing diversity and inclusivity practices, particularly within the Hospitality Industry in Iligan City. The significant relationship observed among the triad of Knowledge, Attitude, and Practices implies a mutual influence among these factors. Knowledge impacts an employee's attitude, which in turn reflects in their daily practices. Moreover, the study emphasizes that actual workplace practices, including implementing policies and procedures, provide a more substantial influence in fostering inclusivity than simply having ideological declarations. The majority of respondents had a solid understanding of diversity and inclusivity concepts. Their attitudes demonstrate openness and support for diversity initiatives, resulting in a productive and respectful workplace culture. Furthermore, employees actively participate in activities that promote inclusion, with strong relationships between demographic characteristics and attitudes/practices. While knowledge, attitudes, and practices are all closely related, they may not differ much from one another. This highlights the importance of tangible actions in creating an inclusive workplace environment, especially when collaborating with colleagues from diverse backgrounds.

### 6.3. RECOMMENDATION

While our research reveals that the hospitality industry in Iligan City has made progress towards creating a diverse and inclusive workplace, it is also essential to recognize that there are still occasional instances of discrimination against some individuals. To minimize and avoid these instances, organizations should consistently conduct education and training programs focusing on diversity and inclusivity and reiterate existing laws and regulations protecting marginalized people. Additionally, organizations must create or impose laws within their workplace that are tailored and unique to the status or situation of their workplace. Furthermore, workplaces are called the second homes of the employees. Making the workplace a safe haven for marginalized people is as relevant as calling it home. It is significant that a workplace must create a supportive work environment where all employees feel valued, respected, and empowered. By doing so, employees will become more motivated and committed to the organization's goals. These DOT accredited accommodations and establishments should continue to collaborate with the Department of Tourism (DOT) to further develop and implement targeted programs, guidelines, and training modules that foster diversity, inclusivity, and equal opportunities within the hospitality industry in Iligan City. Acknowledging and appreciating diversity and inclusivity in the workplace is very instrumental in

enhancing the growth and sustainability of the organization and fosters a more harmonious and inclusive society.

This study applies the Knowledge, Practice, and Attitude (KAP) model to assess employees' understanding of workplace diversity. However, future researchers may use different conceptual frameworks to better understand diversity concepts. Furthermore, the study focused primarily on DOT-accredited establishments in Iligan City, limiting the generalizability of the findings. Future researchers are encouraged to expand the scope of the study by including a broader range of organizations, companies, and demographics in Iligan City. By expanding the research area, researchers can reach a more diverse pool of respondents, enriching the study's findings and allowing for a more comprehensive analysis of employees' opinions and experiences with diversity in the workplace.

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