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MASTERS OF BUSINESS ADMINISTRATION (MBA)

INTERNATIONAL BUSINESS

TITLE

Evaluating the impact of cultural diversity management practices on employee performance and satisfaction in the UK hotel sector

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Submission Date: 06-05-2026

Word Count: 15000

Declaration

I Neelam hereby declare that this study is my original work and completed in relation with the academic guidance and various ethical perspectives. The work contained herein is entirely my own except where explicitly stated otherwise in the text and this work has not been submitted for any other degree or qualification.

Sign: Neelam Rani

Abstract

This research paper explored how the cultural diversity management practices have influence on the performance and satisfaction of employees in the hotel industry in the UK. Both opportunities and challenges have been posed by the growing diversity of workforce due to the forces of globalisation and migration to the hotel organisations. As much as diversity increases creativity, innovation and quality of service delivery, it can also cause communication barriers and workplace conflicts in case the same is not managed properly. This study was aimed at critically assessing the role of diversity management practices on employee outcomes and developing effective strategies that promoted employee performance and satisfaction.

The study had followed PRISMA framework and uses a qualitative approach in terms of systematic review of the literature to be transparent and reliable. The secondary data was gathered in academic databases like Google Scholar, Scopus, ProQuest, and Emerald Insight, based on peer-reviewed studies published since 2015. The paper was based on the interpretivist philosophy and inductive method and the thematic analysis is employed to determine the patterns and major themes observed in the selected literature.

The results indicated that practices of cultural diversity management such as inclusive leadership, strategic human resource management, and enabling organisational culture have a positive impact on employee engagement, motivation, and job satisfaction. The engagement of the employees is listed as one of the main mediators between management practices and organisational performance. Nonetheless, such issues as unfavourable working conditions, inconsistent policy enforcement, and culture differences are still major obstacles. The research finds that effective diversity management policies and inclusive workplace approaches are key to enhancing employee performance and organisational achievement within the UK hotel market.

Acknowledgement

I would also like to say a big thank you to my supervisor and academic mentors who have provided me with unending guidance and support in this research. I also recognize the authors and researchers with their valuable studies that helped me to make this work, and my family and friends in their support of me in the process of this study.

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List of Abbreviations

CSR:	Corporate Social Responsibility
DEI:	Diversity, Equity and Inclusion
HR:	Human Resources
HRM:	Human Resource Management
HPWS:	High-Performance Work Systems
PRISMA:	Preferred Reporting Items for Systematic Reviews and Meta-Analyses
SLR:	Systematic Literature Review
UK:	United Kingdom

Chapter 1: Introduction

1.1 Introduction

The hotel industry is an important sector to the economy and jobs, especially in the United Kingdom, where the hotel industry is critical in the tourism industry and service delivery (Nguyen et al., 2021). Hotels cannot do without human resources since they are the people in contact with the customers and are the ones who determine the service experience of the company. The UK labour force in the hotel industry has become diverse due to the global labour movement, migration, and seasonal workers (Yadav and Rajak, 2021). As much as cultural diversity may have its positive aspects (such as creativity, innovation, and better service quality), it may also present challenges (such as communication barriers and conflicts at the workplace unless handled effectively). Cultural diversity is hence now an issue of strategic concern to the hotel organisations. The present paper investigates the effects of cultural diversity management practices on employee performance and satisfaction within the hotel industry of the UK.

1.2 Background of the Study

The hotel industry is one of the largest service sectors in the United Kingdom and contributes to economic growth, employment and tourism development. The sector also has hotels, restaurants, and pubs, which provide a large share of the national income and community development (Nguyen et al., 2021). The UK hotel industry is reported to have employed about 3.5 million individuals, and therefore it is ranked as the 3rd-largest employer in the UK and contributes billions of pounds to the national economy annually (UK Hotel, 2023). Moreover, the industry gives as well as employs approximately 7.1 % of all jobs in the UK, which highlights its value in the national labour market (Panjwani et al., 2026). The hotel industry is a major segment of this industry, and it depends heavily on human resources to provide customers with high-quality experiences.

Hotel organisations are labour-intensive, unlike many other industries, and rely heavily on employee performance and behaviour (Yadav and Rajak, 2021). Hotel service delivery may need direct contact with the customer, hence the attitude and skills of the employees, as well as the customer/employee engagement levels, can easily determine their customer satisfaction and organisational success (Mistry,

Okumus and Orlowski, 2021). This is why a motivated and satisfied workforce is crucial to service quality and competitiveness in the hotel market.

A significant feature of the hotel industry in the UK is the growing cultural diversity of the workforce. Multicultural workplaces in hotel organisations have developed due to globalisation, international migration and labour mobility (Mistry, Okumus and Orlowski, 2021). Studies show that a considerable percentage of workers in the tourism and hotel industry are foreigners. To illustrate this, research indicates that an estimated 16 % of employees in the UK tourism sector are not British, an indication that the sector has an international workforce (Coates, 2019). The ratio of foreign workers is even greater in certain regions of the industry, reflecting how the industry is turning to foreign labour as a solution to shortages in skills and a rise in service needs (Rijal, 2023). Moreover, it has been indicated that the hotel industry is quite inclusive, as close to 20 % of the workforce also represents ethnic minorities, which further indicates the variety of diversity in the industry.

Cultural diversity in organisations may present several benefits. A diverse workforce incorporates people with varied views, experiences and cultural knowledge, and this may promote creativity, innovations, and problem-solving skills (Azambuja, Islam and Bourguignon, 2022). This diversity may also enable organisations in the hotel sector to better serve international customers who may have different cultural backgrounds. Multilingual and culturally aware employees are also able to enhance communications with guests and the overall service experience (Meira et al., 2023).

However, culturally diverse organisations also have difficulties in managing cultural diversity (Azambuja, Islam and Bourguignon, 2022). Cultural value differences, communication modes, power-related attitudes and expectations at the workplace may lead to misunderstandings and conflicts between employees (Rijal, 2023). Unless these differences are well managed, they can impact negatively on teamwork, employee morale and organisational performance. Employee turnover rates and labour shortages are also high in hotel organisations and complicate workforce management further. It has been reported that currently there is a labour shortage of about 188,000 workers in the UK hotel industry, and this is why it is significant to use human resource management practices (Krzak, 2025).

In order to counter such challenges, organisations are moving towards cultural diversity management practices which focus on fostering inclusion, equality, and mutual respect at the workplace (Meira et al., 2023). Such practices include diversity training programmes, inclusive leadership practices, and fair human resource policies that accommodate employees of various cultural backgrounds. Diversity management can be effective to boost employee satisfaction, enhance teamwork and employee performance, which are key elements in ensuring organisational success in the hotel industry (Papademetriou, Anastasiadou and Papalexandris, 2023).

This is why it is especially crucial to understand the role of cultural diversity management in employee performance and employee satisfaction in the framework of the UK hotel industry. Findings on these relationships may yield useful lessons to academic research and managerial practice, as hotel organisations may achieve more inclusive workplaces and overall better service quality.

1.3 Problem Statement

The UK hotel market is very diverse, with international migration, labour mobility, and the global character of the hotel industry. Hotel staff tend to be of various cultural, ethnic, and national backgrounds, resulting in multicultural working conditions. Although such diversity may positively affect organisational creativity, innovation, and quality of services, it also poses major management challenges (Papademetriou, Anastasiadou and Papalexandris, 2023). The difference in communication styles, cultural values, and workplace expectations may cause misunderstanding, conflict, and problems in cooperation without managing diversity.

To overcome these obstacles and ensure equality in the workplace, many hotel organisations have adopted diversity and inclusion policies. Nevertheless, even with increased attention to cultural diversity management, the empirical ambiguity of its real connection to employee outcomes in the hotel industry is still scarce (Jibril and Yeşiltaş, 2022). The available literature on the topic of diversity management is usually more generic than specifically based on the hotel industry. Moreover, prior research is more likely to focus on employee performance and employee satisfaction individually, although the two are inconsistently linked in service-based organisations. This absence of industry and integrated knowledge introduces a huge

gap in the existing literature. This means that hotel managers might not have clear evidence-based approaches to safely handling cultural diversity to improve employee performance and satisfaction in the UK hotel industry.

1.4 Research Aim

This study aims to critically evaluate the impact of cultural diversity management practices on employee performance and satisfaction in the UK hotel sector.

1.5 Research Objectives

- To examine the impact of cultural diversity management practices on employee performance in UK hotels.
- To evaluate the effect of cultural diversity management on employee satisfaction within the UK hotel sector.
- To identify effective cultural diversity management strategies that improve employee performance and satisfaction in UK hotels.

1.6 Research Questions

- What is the impact of cultural diversity management practices on employee performance and satisfaction in the UK hotel sector.

1.7 Rationale for the Study

Diversity management has become a strategic concern for hotel organisations due to the rising issue of cultural diversity in the UK hotel industry (Jibril and Yeşiltaş, 2022). Being a labour-driven industry, the performance, motivation, and satisfaction of employees are one of the main determinants of the success of the hotel operations. The employees are significant in terms of service quality provision and the formation of customer experience, which is, in the end, related to organisational reputation and competitiveness. Consequently, making sure that employees feel respected, encouraged, and appreciated in different workplaces is critical in ensuring that the organisations result in positive outcomes (Nazarian et al., 2021).

Despite the fact that most hotel organisations have embraced the concepts of diversity and inclusion programs, there remains minimal knowledge on how the practices have affected the performance and satisfaction of employees. The current literature regarding cultural diversity management is mainly based on the general

organisational setting or global entities instead of the hotel sector (Nazarian et al., 2021). Moreover, past literature often compares the performance of employees and their levels of employee satisfaction as independent variables, although they are very closely correlated in service industries like hotel. This means that there is some critical gap in the existing body of knowledge.

The justification to do this study can thus be traced to the necessity to synthesise and critically assess the existing literature on the subject of cultural diversity management in the Hotel industry of the UK (Ratasuk, 2022). This study seeks to bring out a better picture of the best practices to implement to facilitate employee engagement, satisfaction and performance by analysing the impact of diversity management practices on the outcome of employees. The research results proposed below will assist the academic community, as well as provide the practical implications to the hotel managers aiming to enhance the management of the workforce in culturally diverse settings.

1.8 Significance of the Study

The given research is important because it helps comprehend cultural diversity management and its influence on the results of employees in the UK hotel industry. The hotel industry is among various sectors that have been most diversified in terms of culture, with the rising globalisation and labour mobility (Ratasuk, 2022). This has, in turn, given challenges related to the management of a multicultural workforce, an impending concern among hotel organisations. It is hence important to know the effects of diversity management practices on employee performance and satisfaction in order to enhance the workplace environment and organisational performance.

Academically, the study fits in the existing field of knowledge on diversity management and hotel management. In spite of the fact that past investigations have been conducted regarding diversity management within the overall organisational conditions, few studies have delved into the hotel industry of the UK (Madera et al., 2023). Moreover, most of the studies analyze employee satisfaction and employee performance distinctively. This study fills this gap by analysing the two outcomes jointly to give a better insight into the role of diversity management on employee behaviour and workplace experiences.

In a practical sense, the results of this research can be a useful contribution to the work of hotel managers and human resource specialists. Proper diversity management approaches would enable organisations to establish inclusive working environments wherein employees would feel respected, valued and supported (Madera et al., 2023). This will result in increased motivation of employees, job satisfaction and improved performance. As a result, the hotel organisations are likely to improve the quality-of-service delivery and consumer satisfaction through the successful management of a multicultural workforce.

1.9 Chapter Summary

This chapter has outlined the topic research with an introduction to cultural diversity management and its applicability in the hotel industry in the UK. The chapter has addressed the background of the study, indicating the growing cultural diversity of the hotel workforce and the significance of effective management practices to ensure employee satisfaction and performance. It also indicated the research problem, that is, the absence of sector-specific research analysing relation between cultural diversity management and employee outcomes in the hotel industry in the UK. The reason why the study was conducted was also to support the fact that there was a need to explore the topic both academically and practically. There was also a description of the research aim, objectives, and research questions that were used to guide the study. The following chapter will examine the pertinent literature concerning the cultural diversity management, employee performance and employee satisfaction within the hotel sector.

Chapter 2: Systematic Literature Review

2.1 Introduction

The literature review chapter critically analyses the literature that is pertinent to the study topic, giving the theoretical and empirical background. It determines the main concepts, discussions, and the gaps in existing knowledge, especially in the context of cultural diversity management and employee results. This chapter develops the context and the rationale of the research by examining the recent studies, justifying the research, and showing how the research will help in advancing knowledge in the hotel industry in the UK.

2.2 Overview of the Chapter

This chapter provided a systematic literature review of the connection between cultural diversity management and the outcome of employees working in the hotel industry, especially the hotel industry. Three main themes were used to structure the review: effectiveness of managing cultural diversity on employee performance, effectiveness of managing diversity on employee satisfaction and strategies and best practices in managing diverse workforces. Through a variety of scholarly works, the chapter identified leadership, organisational culture, human resource management practices and work conditions as factors that influence employee outcomes. The literature review also revealed gaps in the literature, especially the poor implementation of diversity management strategies in hotel organisations.

2.3 Impact of Cultural Diversity Management on Employee Performance in the Hotel Sector

The performance of employees is generally accepted as a key factor of organisational performance in the hotel industry. Hotels are labour-intensive organisations whose employees have direct effects on service quality, customer satisfaction and organisational competitiveness (Nguyen et al., 2022). Inclusive leadership is one of the essential aspects that have often been discussed in the literature and requires focusing on fairness, openness, and supportiveness of employees with diverse backgrounds. Siyal et al. (2023) explored the importance of inclusive leadership in the hotel sector and provided the idea that inclusive leadership behaviour can benefit the task performance of employees through

psychological empowerment and trust in leaders. They show that workers who are supported and respected by leaders are highly likely to work well towards their tasks. This underlines the significance of evaluating the information in the hotel research critically and that additional empirical research is required to validate inclusive leadership and its impact on employee performance in varying hotel contexts.

A second body of literature emphasises the significance of employee engagement as an intermediary of management practices and organisational performance. A multilevel analysis by Liu et al. (2022) in the hotel industry revealed that employee engagement plays a crucial role in enhancing business performance. The research states that management practices that are employee-supportive, participative and inclusive workplace cultures have the potential to improve employee engagement and eventually productivity. Sustainability and inclusivity in leadership practices have also attracted growing research on the topic of hotel

Abdou et al. (2023) examined the concept of green inclusive leadership and how it affects employee engagement and organisational citizenship behaviour in hotels. The research established that leadership that supports environmental values and inclusive decision-making stimulates employees in building stronger organisational identification and work engagement, which could result in better organisational performance.

Likewise, Gursoy (2023) states that value-centred leadership is the key to managing diversity well because the leaders involved listen to promote diversity, equity, and inclusion in hotel organisations. Under this view, leaders are an important body in designing organisational cultures that nurture diverse workers and ensure equal opportunity. This kind of leadership can boost employee motivation and performance at work through trust and equity. Human resource management practice is, however, another significant dimension that affects employee performance in different workplaces.

Vu et al. (2025) investigated how the practice of green human resource management Practices influences employee behaviour and performance on the environment in the hotel sector. Their results indicate that HR practices that support sustainability encourage employees to adopt pro-environmental behaviour, which enhances better organisational performance. Equally, Sabi (2024) established that human resource

management practices have a beneficial effect on environmental performance in terms of job satisfaction and pro-environmental behaviour. Though these studies show the significance of HR practices in influencing the behaviour of employees, they concentrate mainly on the environmental results and skills rather than on the performance concerning service quality or productivity.

Alongside HR practices, organisational measures like corporate social responsibility (CSR) have been associated with enhanced employee attitudes and performance in the hotel organisations. Hayat and Afshari (2022) investigated the link between CSR activities and employee welfare in the hotel industry. They found that CSR activities for employee welfare had a positive impact on employee job satisfaction and affective commitment, which positively impacts better organisational outcomes. When employees feel that their organisation is socially responsible, chances are high that they will be more committed and exhibit good work behaviours. The other area of research presents how technological innovation can be used to enhance the performance of employees in the hotel sector (Daskalaki, 2020).

The study given by Ezzaouia (2023) revealed that information technology that has been adopted to enhance hotel performance has a significant change by increasing efficiency in operations and service delivery. In the same way, Guo et al. (2022) organized a meta-analysis of the technology acceptance among hotel employees and found that technology acceptance leads to better productivity at the workplace and efficiency at work. As significant as these findings are to illustrate the role of technological innovation in hotel management, they do not take into complete consideration the role that diversity in the workforce has in the capability of employees to embrace new technologies (Yadav and Rajak, 2022). Another factor that determines the behaviour of employees in an organisation is the work environment and organisation culture.

Qadri et al. (2022) investigated the moderating effects of work environment on employee turnover intentions and green HRM practices in the hotel sector in Malaysia. Their results suggest that the intentions to leave the organisation can be diminished in the case of helping work environments. Organisational fairness and justice in workplaces are the significance of various workplaces also has been frequently interrogated in the hotel research. Im et al. (2023) studied diversity, equity,

and inclusion (DEI) practices in hotel organisations and discovered that employee perceptions of organisational justice have significant impacts on work attitudes and behaviours. Presentation of commitment behaviours, engagement and positive work behaviours are more likely to be exhibited when employees feel that they are taken care of by the workplace policy and they feel included in it.

The perceptions of diversity by managers are equally critical in influencing the implementation of diversity management practices in the organisations. Nachmias et al. (2021) analysed the perceptions of the line managers towards the type of diversity management and came to the conclusion that diversity programmes are often interpreted differently by the managers based on the organisational culture and personal beliefs. Such inconsistency could lead to unequal application of diversity policies in organisations, and this could limit the effectiveness of the same policies in enhancing employee performance. Strategic management is also influenced by organisational leadership in how it adopts management practices that determine the performance of employees. The research conducted by Heenipellage et al. (2022) has focused on the impact of upper-level managerial characteristics on environmental practices of sustainability in the hotel sector. They find that organisational strategies and employee behaviour are greatly dependent on leadership values and managerial priorities.

Lastly, the systematic reviews can also give important information about organisational practices that impact the behaviour and performance of the employees. Sahan et al. (2024) performed a systematic literature review to determine the relationship among the areas of green HRM practices, the energy-saving behaviour and the environmental performance (Mistry et al., 2023). The authors concluded that HR practices are important in influencing the behaviour of employees that lead to the sustainability of the organisation. Nevertheless, the review also highlights the importance of conducting additional research on the relationship between the HR practices, organisational culture, and employee outcomes within the hotel settings.

2.4 Influence of Cultural Diversity Management on Employee Satisfaction in the Hotel Industry

The study given by Qadri et al. (2022) recognised employee satisfaction as a major factor in organisational performance in the hotel sector. In the aviation industry, due to the nature of hotel operations as service-intensive, the attitudes, motivation, and job satisfaction of employees play a very crucial role in the service quality, customer service experience and organisational performance. Diversity management, organisational culture, leadership styles, and working conditions adopted in the culturally diverse working environments, such as the hotel industry, are critical factors that determine the experiences of employees at work. One of the most important factors that has an impact on employee satisfaction in hotel organisations is organisational culture.

According to Dawson (2023), hotel organisational culture has a strong impact on workplace job satisfaction among employees, organisational citizenship behaviour, and service recovery performance. The research claims that enabling organisational cultures motivates workers to exhibit positive behaviours in the workplace and enhances service delivery. On the same note, workforce experience in hotel organisations is also becoming more culturally focused and generational. As noted by Seyfi et al. (2024), the rise of the Generation Z generation of workers is changing the expectations of the workforce in the hotel industry. The need to find employment (centric working environment), meaningful jobs, and work-life balance are usually the key concerns of younger employees.

The organisational culture has also been studied extensively with regard to employee satisfaction in wider organisational settings. According to Heimerl et al. (2020), the organisational culture has a major impact on employee satisfaction and organisational performance. Their results show that positive organisational cultures promote teamwork, trust, and worker involvement. Although the research targeted several hotel organisations, the results are of general importance to the enhancement of employee satisfaction in different related industry organisations by organisational culture (Ledwaba, 2024). But these findings might not be applicable in a hotel environment because delivery has its own set of challenges that are promoted by a service-based organisation.

Another factor that can contribute to the satisfaction of employees in the hotel industry is working conditions. Giousmpasoglou (2024) demonstrates that in most

cases, hotel workers have to work in difficult conditions, i.e., they have to work excessive hours, they are not sure of their jobs, and they cannot advance their careers. Such reasons may have a poor effect on employee satisfaction and turnover intentions. The author proposes a fair and decent work agenda to be implemented in the hotel organisations to enhance the well-being and job satisfaction of the employees. Although this can be done through better working conditions to increase employee satisfaction, hotel organisations with limited finances and intense operations cannot easily adopt such reforms.

Leadership practices are also found to be the major causes of employee satisfaction within hotel organisations. Dorta-Afonso et al. (2025) studied the hypothesis of servant leadership and high-performance work systems (HPWS

) as factors to support work-life balance and job satisfaction in the hotel sector. They propose that employee satisfaction, as a result of the leadership style that focuses on employee welfare and material support, may be enhanced substantially. Servant leadership focuses on empathy, empowerment, and support of employees, and can establish an inclusive work environment that can accommodate culturally diverse workers. Nevertheless, the use of these leadership strategies might be associated with high organisational investment and training of managers.

Along with the leadership practice, organisational reward systems have been noted to be significant determinants of employee satisfaction and performance. According to the study by Alkandi et al. (2023), incentive and reward systems had a substantial impact on the performance of employees, as they have a mediating effect on job satisfaction. More considerable motivation and productivity are more likely to be exhibited by employees who view reward systems as fair and transparent.

Job satisfaction is also influenced by other organisational variables like employee empowerment and support at the workplace. Barati and Fanati Rashidi (2022) has established various factors affecting employee performance, such as organisational support, employee empowerment, and effective leadership.

Another factor that should be considered as it affects the satisfaction of the employees in the hotel industry is work-life balance. Sharma (2024) has discovered that having a proper work-life balance contributes greatly to job satisfaction among hotel employees in India. The employees in hotel usually have heavy work and

unstable working hours, which may negatively impact their personal lives and well-being. The increase in the work-life balance can thus aid in increasing the level of employee satisfaction and retention. Nevertheless, having a work-life balance within the hotel industry is not easy, based on the nature of operations that include service-based organisations.

In the hotel industry, employee satisfaction also carries consequences for customer results. The argument of Nunkoo et al. (2025) is that the satisfaction of employees is directly associated with customer satisfaction and service quality. Workers with good working conditions will tend to provide quality customer service. Nevertheless, the authors state that the hotel organisations should implement holistic management practices, which consider the satisfaction of the employees and customers concurrently. Turnover levels are also a problem that has been constant in the hotel industry. Studying the factors affecting the intentions of hotel employees to leave the industry, Zientara (2019) discovered that job insecurity, unfavourable working conditions, and insufficient career development opportunities can make employees unhappy.

Job satisfaction is also affected by employee identity and meaning at work place in a hotel organisation. Turnover intentions among employees in the hotel were reduced using a combination of promoting their sense of pride in their jobs and focusing on the meaning of work (Le et al., 2023). Whenever the employees feel that they are appreciated and respected in the organisation, they are inclined to stay loyal to the organisation. Nevertheless, cultural variations can affect employee perceptions of job meaning and the organisational identity that can be implied by it, which implies that organisational culture management should take into account the cross-cultural viewpoints. On the same note, Mahmoud et al. (2021) studied how job insecurity is influencing hotel workers in the COVID-19 period. Their results show that perceptions of organisational support by employees play a big role in job satisfaction and psychological well-being. Workers who had a greater perception of control of their work environment were in a better position to handle uncertainty at the workplace. Nonetheless, the paper also demonstrates that hotel employees are also exposed to external economic shocks that can have adverse effects on employee satisfaction, no matter what internal management practices are in place.

Another key factor that affects employee satisfaction and performance in hotel organisations is the development of skills. According to Carlisle et al. (2023), social skills are relevant in the tourism and hotel industry. Working with people of different cultures and with customers, employees with high interpersonal skills can communicate more easily with them. The work design and the organisational structure are also other factors that affect employee satisfaction in any workplace. Carter et al. (2023) performed a meta-analytic review that investigated the ways in which work design factors impact the performance of employees based on cultural context. According to their findings, the cultural values are relevant to the response of employees to the workplace structures, leadership practices, and job roles. This implies that the concept of diversity management approach should take into account cultural differences during organisational policy and practice design. Lastly, sustainable human resource management has been observed as one of the important mechanisms of enhancing employee satisfaction in multicultural organisations. A cross-cultural study by Turek et al. (2024) was carried out using employees as participants in 54 countries, and the authors concluded that sustainable HRM practices dramatically enhanced job satisfaction through organisational identification.

2.5 Cultural Diversity Management Strategies and Best Practices for Enhancing Employee Outcomes in the Hotel Industry

The hotel industry is getting more globalised; therefore, organisations should ensure that they implement effective tools that can help them deal with diverse workforces and achieve better employee performance. Cultural diversity management practices tend to incorporate inclusive leadership, human resource management, training and change in the organisational culture strategies that are intended to establish conducive and fair working environments.

Strategic multicultural management is one of the key concepts of how hotel organisations should handle cultural diversity. According to Skordoulis et al. (2024), in order to achieve social sustainability, hotels should be able to formulate strategic approaches to multiculturalism. The multicultural workforce management of hotels in Athens presented by them proves that they could advance the organisational innovation, collaboration and quality of services provided. Nevertheless, the authors

add that the implementation of multicultural strategies can also be achieved through the organisation's commitment and leadership support. Diversity initiatives will not accomplish their intended goals without good coordination between the leadership and HR practices. The strategies in Human Resource management are also important in enhancing diversity management and employee engagement. Hassanein and Özgit (2022) analysed the talent management strategies in the Middle Eastern hotel sector and discovered that effective talent management practices can be highly effective in employee engagement and organisational survival.

On the same note, Masood (2024) has emphasised how diversity and equity practices are essential in determining how employees behave in the hotel sector. The arguments presented in the study are that psychological safety and effective HR practices mediate to enhance worker outcomes. Psychological safety of employees enhances idea-sharing mechanisms, cooperation with other employees, and acquisition of beneficial contributions to organisational performance. However, psychological safety in multicultural workplaces can be a challenging matter to realise because of the dissimilarities in communication patterns, cultural norms, and power relations.

The other topic that emerges as a challenge in hotel organisations, especially in multicultural situations, is employee retention. Ghani et al. (2022) reviewed the existing employee retention strategies in the hotel sector and found the following most considerable methods that entail employee engagement programmes, leadership and organisational support programmes. The authors suggest that the possibility of enhancing employee retention will necessitate organisations to focus on structural aspects, including unfavourable working conditions, low pay, and career development. The management of diversity in modern workplaces has also been seen to be affected by technological innovations. The study by Sani et al. (2022) investigated the influence of digital practices of onboarding on employee outcomes in the UK. According to their findings, digital onboarding systems can enhance the process of employee integration and engagement through offering a structured orientation process.

The leadership strategies have also changed with the changes in technology and organisations. The study by Mahajan and coworkers (2024) investigated the effects of e-leadership on the workforce performance in the digital workplaces. Their results indicate that leaders who can positively apply the digital communication tools could keep employees engaged and their organisations together even during remote operations. The study, however, targets more of the institutions of higher learning than the hotel organisations, and this could restrict its applicability to service-based work environments where face-to-face interactions are still relevant. The development of remote and flexible working practices has also had an impact on the organisational policies towards staff management. Ferdous et al. (2025) reviewed the existing literature on remote working and the well-being of employees systematically. Their results show that remote working arrangements may increase work-life balance and employee satisfaction under the conditions of supporting it by proper organisational policies.

Strategic human resource management strategies have also been extensively written as a way of enhancing performance and employee output in organisations. Kim and Lee (2023) studied human resource practices in large hotel organisations and discovered that strategic HR practices are beneficial to organisations in terms of increased efficiency and productivity of employees. These practices will incorporate: performance management systems, employee training programs, and leadership development initiatives. The issue of leadership behaviours is also critical in influencing the performance of employees in hotel organisations. The negative implications of knowledge hiding in leaders were reviewed by Akhtar et al. (2021). The authors established that negative behaviours should result in dissatisfaction among employees, along with a decrease in organisational commitment.

Another strategy of dealing with culturally diverse workforces is training and skill development. Astawa and Wijaya (2024) argue that English proficiency and cultural competence are important features that tourism professionals in the globalised environment must have. With good communication skills and cultural awareness, employees are in a better position to deal with customers and other colleagues who have a different culture. Nevertheless, training needs are expensive to implement at an organisational level, and it might be difficult to afford training programs in small businesses in the hotel industry. Human resource strategies of hotel organisations

have also incorporated environmental sustainability practices. Khan et al (2025) studied how the use of green human resource management practices had an influence on the innovative work behaviour of employees within the hotel industry. Based on their results, green HRM practices encourage employees to invest in environmentally responsible behaviours and make an input towards organisational innovation. But even though sustainability initiatives can enhance organisational perception, it is still not clear how sustainability initiatives impact diversity management and employee performance directly.

Likewise, Lin et al. (2024) discovered that green work-life balance programs and green HRM practices have the potential to enhance the performance of sustainability in organisations and employee retention. The paper highlights how organisational culture plays out in facilitating sustainability programs and enhancing the satisfaction of employees. But the combination of the sustainability and diversity management strategies has not been much researched in the literature. The idea of inclusive practices in the workplace is also gaining more and more importance in the context of helping diverse employees. Khan et al. (2022) presented a theoretical concept of the creation of inclusive neurodiverse workplaces and emphasised the role of organisational policies that deal with employees with various cognitive abilities.

There is also the aspect of leadership inclusion, which is significant in diversity management. Russen et al. (2023) developed a theory of leadership inclusion, which relied on the research conducted on hotel executives. They propose that being inclusive in leadership practices promotes collaboration, trust, and employee engagement within the hotel organisations. Nevertheless, inclusive leadership strategies need organisational attachment and lifelong learning of leaders to be achieved. Alongside inclusive leadership, agile leadership styles have been indicated to be efficient ways of enhancing organisational performance. Porkodi (2024) performed the meta-analysis of agile leadership practices and discovered that agile leadership is associated with better adaptability and performance of organising employee work. Agile leadership promotes flexibility, innovation and collective decision making.

The work-integrated learning and training programs are also another critical plan to enhance employee performance. Jackson (2023) highlights that work-integrated

learning programs and co-curricular activities assist employees in gaining practical skills and enhancing labour market outcomes. Such initiatives may also help in managing diversity by training employees on how to work in a multicultural setting. Corporate social responsibility (CSR) programs have also been associated with better employee engagement and identification with the organisation. The author Ibrahim et al. (2023) concluded that CSR practices have positive impacts on employee engagement as the employees feel a sense of belonging to the organisation. Workers who believe that their organisation has a social responsibility will exhibit better behaviours at work. Lastly, the sharing of knowledge is a significant process of enhancing the performance of employees in contemporary organisations. Nguyen et al. (2023) discovered that knowledge-based systems of sharing technology can efficiently enhance the collaboration and performance of employees, where it is upheld by suitable training and leadership assistance. Exchange of knowledge may facilitate workers to gain skills by adopting various viewpoints and enhance cooperation among the employees in multi-cultural setups.

2.6 Summary

The systematic review of the literature revealed that cultural diversity management is crucial in the determination of employee performance, satisfaction and organisational performance in the hotel sector. The results indicate that inclusive leadership, good HR practices, and favourable organisational cultures have a positive impact on employee engagement and job satisfaction. However, there are several challenges that exist, with some being a lack of uniform application of diversity management practices and structural challenges like poor working conditions and employee turnover in the hotel organisations. Another point brought out in the review was the need to have integrated management approaches that would integrate leadership, training, and the organisational policies to accommodate various employees. Generally speaking, the chapter revealed the necessity of new studies focusing on the exploration of effective diversity management practices within the hotel industry.

Chapter 3: Research Methodology

3.1 Introduction

This chapter describes the research design applied to examine how cultural diversity management affects employee performance and satisfaction involved in the UK hotel industry. The methodology of research is a significant aspect through which the study may be done in systematic, dependable, and open way. It is a framework that sets the research direction, such as the choice of methods to be applied to collect, analyse, and interpret data. The research methodological decisions undertaken in this study are consistent with the research aim and objectives introduced in the last chapter.

3.2 Research Philosophy

Research philosophy can be defined as those beliefs and assumptions that may be used in the formulation and comprehension of knowledge in a study. It has an impact on how a researcher tackles the research problem, the research methods chosen and findings interpretation. Saunders et al., (2019) claim that research philosophy is significant as it lays the basis of the whole research process and makes sure that the adopted methodology is in line with the research objectives. There are various philosophies applied in research in the social sciences, and these include positivism, realism, pragmatism and interpretivism.

In this paper, the research philosophy holds an interpretivism approach. Interpretivism aims at explaining social phenomena with a view to interpreting human experiences and behaviours as well as human interaction. In contrast to positivism where the emphasis is made on objective measurement and quantitative analysis, interpretivism acknowledges the complex nature of social realities and the ability to perceive them in a wide range of perspectives (Sun and Zuo, 2024). This philosophy is best suited when conducting research on human behaviour, work experiences as well as organisational behaviours.

Interpretivism is appropriate to be used in this study since the research question will be to explore management of cultural diversity and the impact it has on employee performance and satisfaction in the hotel industry. These issues touch on human perceptions, attitudes as well as work relationship which cannot be fully captured

using numbers. They instead need to seek exegesis of the available research and theoretical debates of employee behaviour and organisational management.

3.3 Research Approach

Research approach is the method employed in the development of the knowledge and knowing the relationship between theory and research. It controls the interpretation of data and formulation of conclusions in research (Pregoner, 2024). identified two primary types of research approaches: deductive and inductive. A deductive method implies testing the existing theories with the help of getting empirical data, whereas an inductive approach occurs in the creation of new knowledge and patterns reliant on the observation or data available.

This study adopts an inductive research approach. Inductive approach is usually applied in qualitative research whereby, the aim is to investigate patterns, relationships and themes that exist in the existing knowledge. Rather than beginning with a certain theory to test, inductive research commences with the gathering and examination of applicable data and then generalized information is formed or conclusions drawn based on the result (Pilcher and Cortazzi, 2024). 'This method is highly applicable in cases where the study targets to comprehend complicated social phenomenon.

3.4 Research Design

The research design is said to be the plan or unit that determines how data in a research study will be collected, analyzed and interpreted. It offers a systematic guideline that assists in making sure the objectives of the research matter occur in a logical and organised manner. Hunziker and Blankenagel, (2024) argue that the research design is useful in assisting researchers to answer the research questions, as well as ensuring that the research aim, methodology, and analyses methods are consistent. The Social science research designs are usually classified into categories; quantitative, qualitative, or a mixed-method research design, which is dependent on the type of issue and the type of data that the researcher needs.

The type of research used in this study is qualitative. Qualitative research aims at exploring and comprehensively knowing about social phenomena, behaviours and relations as opposed to the quantification of variables by use of numbers. It is

especially helpful when the researcher wants to learn more about the problem of intricate organisations and human experiences. Qualitative study is suitable in terms of the current study due to its ability to thoroughly investigate cultural diversity management and its impact on employee performance and satisfaction in the hotel industry.

3.5 Research Strategy

Research strategy is the general plan applied in carrying out the research to obtain the goals of the study. It provides information on how data will be gathered, analysed and interpreted in a way that will address the research questions. The choice of research strategy is significant since it implies that the research process is orderly, clear, and is correlated with the research objectives (Sarwar and Khattak, 2024). This paper has employed systematic literature review (SLR), as the main research method.

Systematic literature review is a method that is registered, exact, and extensive in recognising, scrutinizing, and incorporating current studies in a particular matter. In comparison to the classic literature reviews that might entail a general discourse of the past studies, a systematic literature review is a rigorous and transparent procedure that will result in identification and analysis of relevant studies in a consistent way (Shen, 2024). Academic research has greatly adopted this technique in an effort to diminish bias and enhance research results reliability.

This paper adheres to PRISMA (Preferred Reporting Items, the framework statements, work with systematic reviews and meta-analyses) to make sure the literature selection process is transparent and reliable. The PRISMA model is a methodological approach to identify and select relevant papers that includes four primary steps identification, screening, eligibility and inclusion (Maryadi et al., 2026). In the identification process, the involved research is identified in academic databases. The screening phase will entail screening of titles and abstracts to eliminate irrelevant studies. In the eligibility phase, full text articles are evaluated to ascertain their relevance with the research topic. The last step is the stage of inclusion when the most relevant studies need to be selected to analyse them.

The literature search has been carried out using academic databases of Google Scholar, Scopus, ProQuest, and Emerald Insight that are potential sources of

high-quality peer-reviewed academic journals. The literature review represents the recent academic publications to guarantee that the literature section includes the latest movement toward diversity management and hotel business (Pascale et al., 2022). Using this methodical action, the research will target to exert that the chosen literature will be credible, relevant, and applicable in answering the research objectives.

3.6 Inclusion and Exclusion Criteria

Inclusion and exclusion criteria are vital elements of any research study, especially systematic reviews and empirical research since they determine the limits of the research and provide methodological rigor. As more and more focus is placed on transparency, reproducibility, and evidence-based practice in 2023, it is even more significant that clear criteria are relevant to the choice of the data and participants.

The inclusion criteria are the set of particular traits that the participants, research or data sources would have to qualify them as being relevant to the study. Use of inclusion criteria helps researchers to see only the right and good evidence. On the other hand, exclusion criteria are the aspects that disqualify some studies or subjects to be included. These might include older sources (before 2023), non-relevant industries, non-English language studies, or sources that were of insufficient methodological quality. Exclusion criteria can be used to remove bias, decrease irrelevant data, and keep the study on track.

Table 1: Inclusion and Exclusion Criteria.

Source: Self Made

Criteria	Inclusion	Exclusion	Justification
Publication year	Studies published 2015–2025	Studies published before 2015	Ensures the review includes recent and relevant research reflecting current diversity management practices in the hotel industry.

Publication type	Peer-reviewed journal articles and academic papers	Blogs, newspapers, magazines, non-academic sources	Ensures credibility, reliability, and academic quality of the sources used in the study.
Language	Studies published in English	Studies published in other languages	Ensures the researcher can accurately interpret and analyse the literature.
Industry focus	Studies focusing on hotel, tourism, and hotel sector	Studies focusing on unrelated industries	Ensures findings are relevant to the UK hotel sector context.
Topic relevance	Studies discussing cultural diversity management, employee satisfaction, or employee performance	Studies not related to diversity management or employee outcomes	Ensures the selected literature directly addresses the research objectives.
Geographic focus	Studies focusing on UK hotel sector or comparable international hotel contexts	Studies unrelated to hotel workforce diversity	Helps maintain contextual relevance to the UK hotel industry.

3.7 Keyword Search Strategy

A keyword search strategy is an organized approach to finding out the literature that is relevant to research. It guarantees the dependable data gathering out of increasing computer databases. It entails the choice of significant terms, synonyms and Boolean operators (AND, OR, NOT) to narrow down the results. The use of advanced techniques such as truncation and filters enhances accuracy. The coverage is improved by using several databases, which will result in the retrieval of relevant and high-quality sources that will facilitate valid and reliable research results.

Table 2: Keyword Search Strategy.

Source: Self Made

Iteration	Focus Search	of Keywords Boolean Operators Used	Purpose / Outcome
1	Cultural diversity in organisations	“Cultural diversity” OR “workforce diversity” OR “multicultural workforce”	To identify general literature related to cultural diversity in organisational settings.
2	Diversity management practices	“Diversity management” OR “cultural diversity management” OR “workplace inclusion”	To locate studies discussing strategies and practices used to manage diverse workforces.
3	Employee outcomes	“Employee performance” OR “job satisfaction” OR “employee engagement”	To identify literature focusing on employee outcomes influenced by management practices.
4	Hotel industry focus	“Hotel industry” OR “hotel sector” OR “tourism workforce”	To narrow the search to studies related specifically to the hotel and hotel industry.
5	Combined search for research relevance	“Cultural diversity management” AND “employee performance” AND “hotel industry”	To identify highly relevant studies that directly address the relationship between diversity management and employee outcomes in hotels.
6	Geographic focus	“UK hotel industry” OR “UK hotel sector” AND “workforce diversity”	To locate research specifically relevant to the UK hotel context.

3.8 Data Quality and Reliability

A crucial part of a systematic literature review is ensuring the data quality and reliability. Data quality can be considered as credibility, relevance, and accuracy of the sources applied in the research, whereas reliability is the consistency and reliability of research (Hanifah et al., 2025). In this research, various precautions were taken to make sure that the information obtained through secondary sources can be suitable in achieving the necessary academic standards.

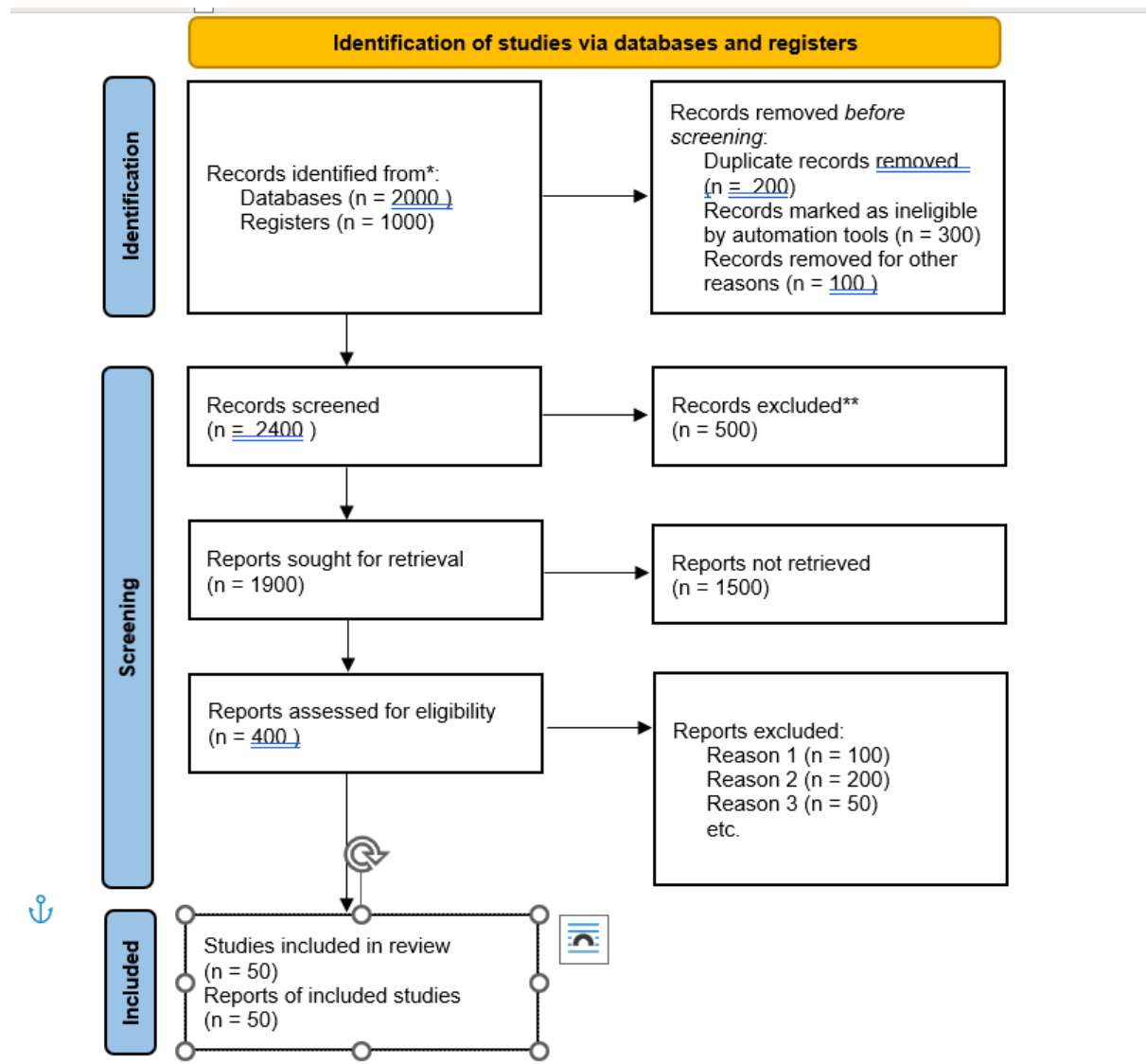
To begin with, the sources of literature that were used in this study were acquired using credible scholarly search engines, including: Google Scholar, Scopus, ProQuest, and Emerald Insight. The databases offer access to peer-reviewed journal articles of high-quality, which enhances the validity of the research results. Peer-reviewed publications can be considered reliable since they are not published without undergoing strict assessment by professionals in the field.

Secondly, explicit inclusion and exclusion criteria were used to make sure that only relevant studies had been chosen in the review. The chosen articles were related to cultural diversity management, employee performance and employee satisfaction in relation to the hotel or hotel industry. The restriction to the literature published not earlier than 2015 was also used to make sure that the research describes the recent advancements and modern practices of the industry.

Also, to direct the literature selection, PRISMA was applied. This method enhances clarity and minimizes prejudice in academic source identification and screening. Through implementation of such processes, the study can be quite certain that the data on which the analysis will be done is good, pertinent, and that the data will be applicable in solving the research objectives.

3.9 Data Extraction

Data extraction is a significant step in a systematic literature review because it is associated with gathering and organising of the collected information systematically with respect to the chosen studies to be analysed further. Data extraction is aimed at summarising substantial results of the literature in an orderly and aligned way so that similarities over differences and patterns across researches can be detected. The process of data extraction in this study took place following the ultimate selection of 50 useful works that were determined using PRISMA.



After identifying the relevant studies, the important information in each of the articles was obtained and put together in a structured table. The information extracted consisted of names of the authors, year of publication, methods used in research, focus of the study, and the main findings with regard to the cultural diversity and management, performance, and satisfaction of the employees. This systematic method made the analysis systematic and facilitated even more comparison of results with various studies.

3.10 Data Collection Method

Data collection is the process in which the related data is compiled to answer the research questions and provide the objectives of the research. Such a research utilized the secondary data collection as the main source of the information.

Secondary data is information that has not been collected by the researcher or the organisation/institute but has been captured and published by other researchers. Systematic literature reviews involve the use of secondary data as it enables the researcher to evaluate the existing information and determine trends between the existing research.

Additionally, peer-reviewed journal articles and scholarly literature as well as industry reports regarding cultural diversity management, employee performance, and employee satisfaction in hotel industry were searched in this study to find the data required. In order to determine the representative studies, academic databases were searched by using Google scholar, Scopus, ProQuest, Emerald Insight, and ResearchGate. These databases are very reliable and credible academic literature and the information utilized in the research can be of quality.

Certain keywords and Boolean operator were used to do literature search including terms like cultural diversity management, workforce diversity, employee performance, employee satisfaction and hotel industry. To find academic research that was of interest, these keywords were searched with the help of such operators as AND OR.

3.11 Data Analysis Method

Data analysis is an important phase in the research since it entails the process of interpretation of data that has been obtained with a view of addressing the research questions and fulfilling the goals of the study. Thematic analysis was the main tool of data analysis adopted in this study to examine the information gathered on the chosen literature sources. Thematic analysis is a qualitative approach that aims at detecting, analysing and interpreting the patterns or themes of the data (Ahmed et al., 2025). This approach is common in qualitative studies since it enables the researcher to tabulate vast volumes of the information and to build up significant meanings based on the existing researches.

Thematic analysis was deemed to fit the study, given the fact that the research is trying to investigate the correlation between management of cultural diversity and the performance of employees in the hotel industry. Given that the study will be based on secondary research conducted by academic scholars, thematic analysis will allow

defining common patterns and important ideas presented by various sources of literature materials.

Data analysis procedure had a number of systematic steps. The initial one was familiarisation with the data when the articles selected were thoroughly read and reviewed to learn their main points and conclusions. Coding of the data was the second step in which key ideas and concepts concerning cultural diversity management, employee performance and employee satisfaction were identified and named. This was assisted by these codes in structuring the information obtained in the literature.

The second step was the development of the themes whereby similar codes were pooled together to create the general themes that indicated similar patterns used across the studies. Indicatively, the themes that were identified during the analysis process include diversity management practices, influence on employee performance, influence on employee satisfaction, and issues of cultural diversity management. Once the themes were identified, varied studies were compared and summarised to come up with a detailed view of the role played by cultural diversity management in employee performance in the UK hotels industry.

3.12 Ethical Considerations

The issue of ethics is central to the activities of bringing the academic research to bear, in this regard, because it guarantees that the research activity is conducted in a responsible, transparent, and an academically sound manner. The ethical issues were well addressed in this study as the research process unfolded, especially since it is based on secondary data that was accessed through academic publications that were published in the past (Tetteh et al., 2025).

Although this research is mainly based on the review of literature and does not include human participants, ethical considerations that remain relevant. Data that extracted through websites has been handled responsibly by managing anonymity and removing identification of individuals. Given that this study is literature review research, no human participant primary information was acquired. Thus, there were no direct ethical risks in this study like participant consent, confidentiality and privacy. Nevertheless, the ethics responsibility is not unimportant in regards to the usage and presentation of current research (Zhang et al., 2024). The other major considerations

made in this research pertained to the prevention of plagiarism. Every piece of information utilized in the research was cited and referenced according to the right standards of academic referencing. This would not only give credit to the original authors to their work but would also guarantee that the research would be up to academic integrity. Also, credible and peer-reviewed scholarly sources have been employed to ensure the validity and reliability of the research results.

The other ethical practice that was applicable in this study was to make sure that the findings of the earlier studies were well construed without manipulating or distorting them. The study complies with the ethical standards required in academic research by being open, honest, and correctly referenced in the course of the research.

3.13 Chapter Summary

This chapter has identified the research approach that is to be used to explore the relationship that existed between cultural diversity management and performance and satisfaction of employees within the UK hotel industry. The chapter has initiated by describing the research philosophy and methodology in which an interpretivist philosophy and inductive approach were chosen to justify the nature of the study, which was qualitative. A qualitative research design was used based on a systematic literature review in a bid to examine the available academic literature concerning diversity management in the hotel industry. The research strategy, inclusion and exclusion criteria, the strategy of the search of the key words, the data extraction process, and the data collection methods to identify and arrange the relevant literature was also described in the chapter.

Chapter 4: Findings and Discussion

4.1 Introduction

This chapter shows the results and discussion of the systematic literature review in this research. This chapter intends to explore the role of cultural diversity management practices on employee performance and satisfaction levels in the hospitality industry. The results are grouped in line with the key themes that were identified in the thematic analysis of the chosen articles. These themes are the effects of management of cultural diversity on the performance of employees, the effects of management of diversity on the satisfaction of employees, and the top management (best practice) in managing culturally diverse workforces by the organisations. These themes, through analysis, help in understanding the location of diversity management practices on employee outcomes in the hotel industry better.

4.2 Key Findings

Table 1: Key Findings from the Systematic Literature Review.

Theme	Key Findings	Supporting Sources	Implications for Hospitality Organisations
Cultural diversity management and employee performance	Inclusive leadership and supportive management practices significantly improve employee engagement, motivation and job performance in hospitality organisations.	Siyal et al. (2023); Liu et al. (2022); Abdou et al. (2023); Gursoy (2023)	Hotels should adopt inclusive leadership approaches to create supportive workplaces that enhance employee productivity.
Employee engagement as a driver of performance	Employee engagement acts as a mediator between management practices and organisational performance. Inclusive and participative workplace environments increase engagement and productivity.	Liu et al. (2022); Abdou et al. (2023); Im et al. (2023)	Hospitality organisations should promote participative management and inclusive workplace cultures to increase engagement.

HR practices and sustainability initiatives	Strategic HR practices, including diversity policies and green HRM practices, positively influence employee behaviour, motivation and organisational performance.	Vu et al. (2025); Sabi (2024); Sahan et al. (2024)	Integrating sustainability and diversity management within HR practices can improve employee performance and organisational outcomes.
Corporate social responsibility and employee commitment	CSR initiatives strengthen employee commitment, job satisfaction and organisational identification, which contribute to improved work behaviour and organisational performance.	Hayat and Afshari (2022); Ibrahim et al. (2023)	CSR initiatives can enhance employee engagement and create stronger organisational commitment in hospitality organisations.
Technology adoption and employee productivity	Adoption of digital technologies and knowledge-sharing systems improves operational efficiency, employee productivity and service delivery in hospitality organisations.	Ezzaouia (2023); Guo et al. (2022); Nguyen et al. (2023)	Hotels should provide training and technological support to ensure employees effectively adopt digital innovations.
Organisational culture and workplace fairness	Inclusive organisational cultures and fair workplace practices improve employee engagement, reduce turnover intentions and strengthen organisational commitment.	Qadri et al. (2022); Im et al. (2023); Nachmias et al. (2021)	Hospitality organisations must establish fair and inclusive workplace environments to effectively manage multicultural employees.
Cultural diversity management and employee satisfaction	Diversity management practices improve employee satisfaction by fostering inclusion, respect and supportive workplace relationships.	Dawson (2023); Hoxha et al. (2024); Turek et al. (2024)	Inclusive diversity policies can improve employee satisfaction and long-term organisational commitment.
Working conditions and	Poor working conditions and job	Giousmpasoglou (2024); Sharma	Improving working conditions and

work-life balance	insecurity negatively influence employee satisfaction and increase turnover intentions in the hospitality sector.	(2024); Zientara (2019); Mahmoud et al. (2021)	promoting work-life balance can enhance employee well-being and retention.
Leadership and employee wellbeing	Leadership styles such as servant leadership and inclusive leadership significantly influence employee well-being, motivation and job satisfaction.	Dorta-Afonso et al. (2025); Gursoy (2023); Russen et al. (2023)	Hotel managers should adopt supportive leadership styles to enhance employee satisfaction and organisational commitment.
Diversity management strategies and best practices	Effective diversity management strategies include inclusive leadership, HR policies, talent management, diversity training and multicultural workplace practices.	Skordoulis et al. (2024); Hassanein and Özgüt (2022); Masood (2024); Khan et al. (2022)	Structured diversity management strategies can enhance collaboration, innovation and employee outcomes in hotels.
Training and cultural competence development	Cultural competence training, communication skills and work-integrated learning programmes improve employees' ability to work in multicultural environments.	Astawa and Wijaya (2024); Carlisle et al. (2023); Jackson (2023)	Hospitality organisations should invest in employee training to improve teamwork and service delivery in diverse workplaces.

4.3 Thematic Analysis

4.3.1 Theme 1: Impact of Cultural Diversity Management on Employee Performance in the Hotel Sector

The literature analysis demonstrates that cultural diversity management practices can play a major role in regard to the performance that employees are exposed to in the hospitality industry. Hotels are service-based and labour-intensive businesses

whose staff are of great importance in ensuring service quality and customer satisfaction. Consequently, the outcome of workforce management practices is direct modulation of organisational competitiveness.

Among the most striking results in the literature is the role of inclusive leadership in enhancing the work of employees. The focus of inclusive leadership is on fairness, transparency and assistance to employees of other cultures. The research indicates that the work environment where employees feel appreciated and eager to work well is formed by leaders who foster equality and respect. Indicatively, Siyal et al. (2023) emphasized that inclusive leadership has the potential to improve employee task performance because they have a sense of psychological empowerment and trust in the leadership. Employees who do not see themselves as disrespected and unsupported by their leaders would tend to show commitment and contribute to organisational objectives.

The other significant result of the literature is that of employee engagement as a mediator between the management practices and the performance of employees. Employee engagement is the intensity of the emotions and psychological investment employees contribute towards their occupation. Liu et al. (2022) have also shown that employee engagement is an important factor that leads to enhanced organisational performance in the hospitality industry. The level of participation and inclusion through management practices could also lead to higher levels of employee engagement, thus improving productivity and the quality of services. Also, Abdou et al. (2023) established that the practice of inclusive and sustainability-driven leadership can enhance employee engagement and organisational citizenship behaviour.

The practices of human resource management also have significant impacts on determining the performance of employees in various workplaces. Some of the research focuses on the effects of sustainable and strategic HR policies on employee behaviour and organisational results. An example is Vu et al. (2025), who discovered that green human resource management practices promote the development of responsible behaviours in employees that will result in organisational sustainability. Similarly, according to Sabi (2024), these types of HR practices affect job satisfaction and employee behaviour in a positive way. Though these studies

concentrate on the environmental performance, they reveal the extended significance of HR practices in the creation of attitudes and work behaviour of employees in the hospitality organisations.

Corporate social responsibility (CSR) has also been cited as a performance determinant among employees. Hayat and Afshari (2022) discovered that CSR activities increase job satisfaction and organisational commitment among employees, which eventually results in better work performance. Employees who are convinced that their organisation is being responsible in its relation to society and the environment tend to have a greater attachment to the organisation and therefore are likely to act positively in the workplace.

Another reason contributing to the performance of employees in the hotel industry is technological innovation. Service delivery and operational efficiency can be enhanced by the implementation of digital technologies. Indicatively, Ezzaouia (2023) noted that information technology implementation improves hotel performance through its increased operational effectiveness and efficient use of services. Similarly, the authors Guo et al. (2022) have discovered that employees who embrace the new technologies have better productivity and efficiency at the workplace. Nevertheless, literature also indicates that cultural diversity could compromise the adaptability of employees to technological changes that would require training and support mechanisms.

Lastly, workplace equity and organisational culture play vital roles in determining employee performance in any given setting. Qadri et al. (2022) have highlighted that favourable working conditions lower the turnover intention among employees and promote positive working behaviours. Likewise, Im et al. (2023) emphasized that attitudes towards an organisation and social inclusion have a great impact on staff engagement and commitment. When an employee feels that the policies that govern the workplace are fair and inclusive, then he or she becomes more apt to portray greater performance and organisational loyalty.

4.3.2 Theme 2: Influence of Cultural Diversity Management on Employee Satisfaction in the Hospitality Industry

The literature analysis shows that cultural diversity management is useful in contributing to employee satisfaction in the hospitality industry. The level of

employee satisfaction is generally accepted to be a key factor in the success of the organisation, especially in service industries like the hospitality sector, where inducement is directly transferred to customers through the employees.

The positive correlation between employee satisfaction and organisational culture is also one of the biggest discoveries in the literature. Organisational culture can be described as a set of values, norms and practices that define the behaviour of the employees in an organisation. The supportive and inclusive organisational culture in hospitality organisations may make the workers feel respected. Based on the research conducted by Dawson, the hospitality organisational culture plays an important role in employee job satisfaction, organisational citizenship behaviour and service recovery performance (Dawson, 2023). Workers in favourable organisational conditions also have better chances to perform positive behaviours in the workplace, as well as contribute positively towards service delivery. On the same note, Hoxha et al. (2024) attribute optimistic organisational cultures to teamwork, trust and employee participation that leads to higher employee satisfaction and organisational performance.

The quality of working conditions is another significant aspect of the satisfaction of employees in the hospitality industry. The hospitality business is usually characterised by demanding work schedules that are demanding, job insecurity and lack of career development. Giousmpasoglou (2024) notes that long working hours, inconsistent employment, and lack of professional progression often characterizes the hospitality workers' job, which adversely impacts job satisfaction and provokes turnover intentions. These difficult work environments may decrease employee commitment and motivation to the organisation.

Leadership practice is also a critical factor determining employee satisfaction in a culturally diverse workplace. Best leadership practices would provide well-being and growth of employees through providing an inclusive working environment. Dorta-Afonso et al. (2025) highlighted that servant leadership is significant in enhancing employee satisfaction in the hotel industry. Servant leadership is based on the needs of employees, whereby leaders practise empathy and are able to empower workers to work towards the organisation's objectives. This leadership style can be used to improve employee wellbeing, work-life and job satisfaction.

There are also reward systems and organisational support mechanisms that are influential factors that affect employee satisfaction. In their research, Alkandi et al. (2023) discovered that incentive and reward systems play a significant role in modifying employee performance through job satisfaction enhancement. Employees would feel motivated and committed to work when they feel that organisational rewards are fair and transparent. Another study by Ng (2024) also highlighted the importance of organisational support and employee empowerment to promote employee satisfaction and performance.

Another significant factor that has determined organisational employee satisfaction in the hospitality industry is work-life balance. Hospitality employees normally work out of the regular timeline, and this may adversely impact their personal lives and well-being. According to Sharma (2024), work-life balance is one of the most important factors that facilitates job satisfaction among hotel staff members.

Employee identity and meaning at work in the hospitality sector result in job satisfaction, besides organisational factors. As Le et al. (2023) noted, employees who have a sense of pride about what they are doing and those who are not willing to see meaning in their jobs are unlikely to leave the organisations they work in. By analogy, Mahmoud et al. (2021) discovered that organisational support is significant in assisting employees to cope with uncertainty in the workplace, especially at such difficult times as the COVID-19 pandemic. When employees feel that there is good organisational support, chances of achieving a good psychological wellbeing and job satisfaction are high.

Lastly, training and development of skills also affect employee satisfaction within a culturally diverse working environment. Carlisle et al. (2023) have highlighted the value of social and interpersonal skills in the tourism and hospitality sector, especially when the employees are dealing with customers possessing different cultural orientations. Equally, Carter et al. (2023) emphasized that cultural values affect the reaction of employees to workplace organization and management approaches. The human resource management practice, which is sustainable, can therefore become significant in enhancing employee satisfaction. Turek et al. (2024) proved that sustainable HRM practice helps in improving the satisfaction of

employees since the HRM tends to boost the organisational identification among employees.

4.3.3 Theme 3: Cultural Diversity Management Strategies and Best Practices for Enhancing Employee Outcomes in the Hospitality Industry

The results of the systematic literature review point to the fact that a sound attitude towards cultural diversity management is crucial to enhancing employee performance in the hospitality sector. Due to the growing globalisation of the hospitality industry, organisations must cope with multicultural workforces in such a manner that they not only increase employee engagement, productivity and organisational performance.

The introduction of strategic applications of multicultural management practices has been noted to be one of the most outstanding strategies that can be found in the literature. Hotels that are in international markets often hire people with varied cultural backgrounds, thus necessitating organisations to create systematic methods of managing diversity. Skordoulis et al. (2024) noted that strategic multicultural management practices should be implemented in hospitality organisations in order to gain social sustainability and organisational innovation. Their research on Athenian hotels showed that proper management of multicultural workforces can enhance teamwork, innovativeness, and quality of services.

The human resource management strategies are also well-known drivers of diversity management and employee engagement. Hassanein and Özgüt (2022) discovered that talent management strategies were important in enhancing employee engagement and sustainability of the organisation within the hotel industry. Employees of different cultural groups can be supported with the help of effective HR practices like performance management, employee development programmes and inclusive recruitment policies. On the same note, Masood (2024) emphasised the value of diversity and equity practices in defining employee behaviour at hospitality organisations.

The other vital feature of diversity management practices in hospitality organisations is employee retention strategies. Staff turnover has been a Work issue that has defied succession in the hospitality sector, especially in a multicultural workplace. Ghani et al. (2022) found that employee engagement programmes, supportive

leadership, and a better organisational support system are some of the methods of enhancing employee retention.

Diversity management practices within contemporary hospitality organisations have also been shaped by technological advances. Digital onboarding systems are an effective system that has been developed to integrate employees with an organisation's culture. The results of the study by Sani et al. (2022) indicate that online forms of onboarding are able to enhance employee engagement through the ability to offer those orientation programmes that enable employees to become familiar with the organisational expectations. On the same note, Mahajan et al. (2024) emphasized that e-leadership is critical when dealing with employees in digital work environments. Properly using digital communication channels, leaders can ensure that employees are engaged and the organisation is well united, even in cases where employees are working at home.

Sharing of strategic human resource management (SHRM) practices is a part of enhancing the performance of employees and organisational results. Kim and Lee (2023) discovered that employee training, employee performance evaluation programmes and leadership development programmes are strategic HR modification methods that would promote employee productivity and corporate effectiveness in hotel organisations substantially. Nevertheless, the effectiveness of these strategies is also affected by the leadership behaviour. Akhtar et al. (2021) also reported that negative leadership behaviours like hiding knowledge may decrease the satisfaction of employees and commitment to the organisation, which underlines the significance of transparent and supportive leadership behaviours.

The other most important strategies of handling culturally diverse workforces are training and skill development. Because of the global hospitality setting, Astawa and Wijaya (2024) highlighted that employees require communication skills and cultural competence to work in this environment. With good cultural awareness and interpersonal skills, such employees can easily interact with other employees and serve international customers. In line with this, Jackson (2023) pointed out the relevance of work-integrated learning programmes to assist employees in becoming acquainted with relevant skills and becoming more acquainted with multicultural workplaces.

Last but not least are organisational programs like social responsibility programs of the corporation and Knowledge-Sharing Systems that also lead to better employee performance. Ibrahim et al. (2023) discovered that CSR programmes improve employee engagement in the sense that employees feel part of the organisation. Equally, as Nguyen et al. (2023) highlighted, training and leadership-supported knowledge-sharing systems are capable of enhancing collaboration and employee performance at multicultural organisations.

4.4 Discussion

This study aimed to assess how cultural diversity management practices affect the performance and satisfaction of employees in the hotel industry. Results of the systematic literature review indicate that the performance of employees in hospitality organisations depends heavily on cultural diversity management. It can be seen in the analysis of the three themes, such as employee performance, employee satisfaction, and diversity management approaches, that the inclusion of leadership, organisational cultures that support employees, and human resource management practices and employee development programs are key determinants impacting the workforce results within the culturally diverse hospitality setting.

The former theme was the effects of cultural diversity management on the performance of employees. Results indicate that one of the most significant issues is the practice of leadership that can influence the performance of employees in multicultural workplaces. Leadership behaviour plays a significant role in employee motivation, engagement and work performance in the hospitality industry, where the employees interact with the customers directly. Inclusive leadership, which focuses on equity, openness and support of employees of different backgrounds, contributes towards a good working situation which boosts productivity of the employees. It is demonstrated that inclusive leadership promotes psychological empowerment and trust in the employees, which eventually leads to better task execution and commitment to the organisation (Siyal et al., 2023; Gursoy, 2023). It should be mentioned, though, that research in this field has also experienced credibility problems, and this is a reminder that academic evidence needs to be carefully assessed. Nevertheless, these issues do not diminish the wider literature focus on

the significance of inclusive leadership in enhancing effective diversity management and employee performance of hospitality organisations.

The other key aspect that was noted during the findings is the place of employee engagement as an intermediary to the place of the management practices and the organisational performance. Employee engagement is the extent of emotional and psychological commitment of employees to their work. When organisations implement acceptable and understanding workplace practices, employees are likely to feel closer to their work and organisational objectives. Liu et al. (2022) established that employee engagement plays a crucial role towards enhancing organisational performance in the hospitality sector. On the same note, Abdou et al. (2023) discovered that inclusive and sustainability-oriented leadership practices contribute to better employee engagement and organisational citizenship behaviour. The above findings indicate that diversity management practices are not just associated with employee attitudes but also the increased proportions of organisational performance because employees are motivated to be actively involved in the attainment of organisational objectives.

It was also discovered that human resource management practices played a major role in determining the performance of employees in any workplace. Diversity policies, employee training and inclusive recruitment strategies are strategic HR practices that can enhance the behaviour of employees as well as the organisations. To illustrate, Vu et al. (2025) discovered that green human resource management practices get employees to embrace pro-environmental behaviours that will make organisations more sustainable. In the same note, Sabi (2024) pointed out that sustainable HR practices have positive impacts on employee job satisfaction and work behaviour. Though these studies primarily look at the environmental performance, they illustrate the extended involvement of HR practices in employee attitude and performance of the hospitality organisations.

The issue of technological innovation was also another factor that affected the staff performance in the hotel industry. The hospitality industry is turning to digital technologies to enhance the efficiency of operations and delivering of the services. According to Ezzaouia (2023), the adoption of information technology is related to better outcomes of hotels by facilitating the efficiency with which operations are

performed and services are delivered. Similarly, Guo et al. (2022) indicated that acceptance of the technology among hospitality employees enhances working productivity and organisational efficiency. The literature, however, also suggests that cultural diversity might also affect the capability of employees to utilize the new technologies, and, therefore, organisations should adequately train and support employees to ensure the successful introduction of the new technology.

The second theme was concerned with how cultural diversity management affects employee satisfaction. Satisfaction of employees, especially in the hospitality industry, is crucial in the sense that satisfied employees have a higher probability of giving quality services to their customers and achieving organisational success. The results show that one of the important issues that affects employee satisfaction at multicultural workplaces is organisational culture. As Dawson (2023) emphasised, supportive organisational cultures are strongly associated with employee job satisfaction and organisational citizenship behaviour in the hospitality organisations. Equally, Hoxha et al. (2024) discovered that positive organisational cultures facilitate trust, teamwork and employee involvement, which subsequently leads to increased employee satisfaction and organisational performance.

Another key factor that contributed to the satisfaction of employees working in the hospitality industry was defined as working conditions. Rigorous working schedules, long working hours and job insecurity among many hospitality employees can be detrimental to job satisfaction and, therefore, job turnover. Giousmpasoglou (2024) highlighted that to have better employee health and job satisfaction within hospitality organisations, working conditions should also be improved. On the same note, Sharma (2024) emphasized the significance of work-life balance in enhancing employee satisfaction among hotel workers. Those who offer flexible work policies and good workplace conditions have better chances of retaining happy and energised workers.

There is also the issue of leadership practices that affect the satisfaction of employees in culturally diverse workplaces. Leadership styles that emphasize on employee wellbeing and empowerment can boost job satisfaction to a great extent. The researchers of Dorta-Afonso et al. (2025) discovered that servant leadership can increase employee satisfaction and work-life balance as it centres on employee

support and empowerment. On top of that, rewards and organisational support processes were also found to be significant issues in employee satisfaction. Using the example of Alkandi et al. (2023), the authors showed that fair reward systems have a positive impact on the performance of employees based on job satisfaction. By making employees feel that the organisational policies are just and transparent, they are likely to feel motivated and dedicated to their organisations.

The third theme involved diversity management strategies and best practices that can be used to improve the performance of employees in the hospitality industry. These findings make it clear that organizations have to take methods of handling cultural diversity in a structured manner to ensure that they optimise employee performance and satisfaction. Strategic multicultural management has emerged as one of the effective ways of dealing with diverse workforces. According to Skordoulis et al. (2024), multicultural workforce management approaches enhance organisational innovation, collaboration and service quality of hospitality organisations. The effectiveness of such strategies highly depends on the organisational support and commitment of the leaders.

4.5 Chapter Summary

This chapter examined the research results of a systematic literature review of management approaches to cultural diversity in the hospitality industry. The review found that inclusive leadership, good human resource management practices, favourable organisational cultures and employee development programs can contribute tremendously towards the performance and satisfaction of employees. Another significance of diversified strategic management behaviour, such as training, talent management and inclusive workplace policies, in the outcomes of employees was also observed in the results. By and large, the findings indicate that proper management of cultural diversity has the potential of enhancing employee engagement, job satisfaction and organisational performance.

Chapter 5: Conclusion and Recommendations

5.1 Conclusion

This study aimed to assess how cultural diversity management practices influence employee performance and satisfaction within the hospitality sector, in the hotel sector in particular. Globalisation has made the hospitality industry multicultural with ease, as people work abroad and demand skilled workers. This has made the management of multi-cultural employees a strategic issue of concern to hotel organisations. The research examined available academic literature through a systematic literature review method to determine the effect of diversity management practice on employee performance in multicultural hospitality workplaces.

The study results show that cultural diversity management practices are a major driver of employee performance in the hospitality industry. Hotels are labour-intensive organisations, and the employees serve directly as customers within institutions. Thus, the competitiveness of organisations and the quality of services are closely tied to the performance of the employees. The discussion has shown that inclusive leadership behaviours are especially significant when it comes to enhancing employee performance. Leaders who foster fairness, equality and respect toward employees with different cultural backgrounds ensure that the work environment is conducive to engaging and producing employees. Trust and psychological empowerment within the employees, results of inclusive leadership, eventually increase task performance and commitment of the organisation.

The other significant study conclusion is that employee engagement is a significant mediator between management practices and organisational performance. When the hospitality organisations apply inclusive work practices and offer supportive leadership, then the employees are likely to become more engaged in their work. Employees who are engaged are more determined to carry out their work efficiently, which leads to the success of the organisation. Because of the direct contact with customers, the interaction and motivation of the hotel employees play a major role in satisfying the customers and the quality of the services.

This is also the key finding that human resource management can play a significant role in managing diversity in the workforce. Diversity policies, training programmes and employee development initiatives are strategic HR practices that help

organisations establish inclusive workplaces where employees feel cherished and supported. Such practices help the employees to attain good work behaviours and enhance organisational performance. Moreover, corporate social responsibility initiatives and sustainable HR practices are also established to enhance the commitment of the staff and organisational identification.

The outcome of employee satisfaction was also considered to be one of the main aspects affected by diversity management practices. Empirical studies have proposed that organisational culture, leadership behaviour, working conditions and work-life balance play an important role in employee satisfaction in hospitality organisations. Good organisational cultures that promote inclusion and equality make employees feel respected and motivated. On the contrary, low job and workplace conditions, extended working hours and work insecurity may decrease employee satisfaction and lead to more turnover intentions. Thus, to increase employee satisfaction in the hospitality industry, improvement of working conditions and offering favourable organisational policies is necessary.

Moreover, the results highlight the fact that strategic diversity management practices should be used by organisations in order to manage multicultural workforces effectively. Cultural competence and communication skills can be trained to empower employees to effectively work with employees and customers with different cultural backgrounds. There is also a strong relationship between talent management strategies, employee engagement programmes and inclusive leadership practices that enable organisations to develop workplaces that embrace diversity and innovativeness.

Generally, the research shows that good cultural diversity management practices can increase employee performance and satisfaction in the hospitality sector immensely. Inclusive leadership practices, favourable organisational cultures, strategic HR activities and employee development programmes will help establish favourable working environments wherein employees of varied backgrounds will deliver performances. The findings demonstrate that employers need to adopt detailed diversity management plans and practices that will transform the performance of the employees and the performance of the organisation when it comes to the hotel industry.

5.2 Future Research Scope

Despite the valuable information on cultural diversity management that this study brings to enhance employee performance and satisfaction in the hospitality industry, there are various opportunities that can be pursued. The current paper relied on a systematic approach to reviewing the literature, which made use of secondary data in the already existing academic papers. Although this method enabled the research to integrate a vast volume of scholarly views, future studies may use primary research elements like interviews, surveys, or case studies to elaborate on real-life experiences of employees in hotel organisations with regard to cultural diversity management.

Further studies might also be done on limited organisational settings in the hospitality industry. As an illustration, comparative research on various categories of hospitality organisations, including luxury hotels, budget hotels and global hotel chains, could be a better line of study in which diversity management practices do not exist in homogeneous organisational contexts. Further, studies that are geographically varied would look at how various countries and settings approach the management of cultural diversity.

The other significance in future research is the role of leadership in managing culturally diverse workforces. Although the research that has been done on the topic has provided evidence on the significance of inclusive and servant leadership, more research may seek to investigate the role of various styles of leadership on the behaviour and performance of employees in multicultural workplaces. How long-run performances of organisations change over time and the impacts that diversity management practices have on performance could also be explored using longitudinal studies.

Additionally, these studies can be followed up to investigate how technological advancement and digital working practices would be valuable in managing diverse employees. As more people embrace digital communication solutions and remote working arrangements, research on the impact that technology has on diversity management and collaboration among employees may be helpful to hospitality organisations.

All in all, as a way of offering practical guidance to organisations that aspire to manage multicultural workforces, future research findings ought to address more detailed and context-based methods of diversity management within the hospitality industry.

5.3 *Linking with Objectives*

The purpose of this study was to identify how cultural diversity management practices influence employee performance and satisfaction in the hospitality industry. The systematic literature review results cover the objectives of the research identified at the start of the study.

The initial research question was to examine the correlation between cultural diversity management practices and the performance of employees within the hotel industry. As evidenced by the results, the best practices in diversity management have a positive impact on the performance of the employees. The participatory leadership style, diversity of work environments and human resource management practices ensure that employees feel important and respected, hence enhancing motivation and productivity. The literature review shows that the leadership behaviours that ensure fairness, inclusion and collaboration are crucial in improving engagement and performance of employees in hospitality organisations in performing tasks.

The second research aim was to determine the impact of cultural diversity management on employee satisfaction within the hotel industry. The results indicate that diversity management practices have a great impact on employee satisfaction based on organisational culture, leadership behaviour and working conditions. When employees are employed in inclusive and supportive environments, their job satisfaction and organisational commitment levels are usually high. Literature also indicates that work-life balance, an equitable reward system and career development opportunities are some of the elements that enhance employee satisfaction in the hospitality organisations.

The third research purpose was to establish the main strategies and best practices in handling cultural diversity to promote employee outcomes in the hotel industry. The study results revealed that various effective diversity management practices were found, among which are inclusive leadership practices and diversity training

programmes, as well as talent management initiatives and employee engagement strategies. These are practices that assist organisations in establishing inclusive work environments that foster collaboration, innovation and development of employees. Cultural competence and communication skills training programmes were also defined as significant tools helping enhance communication between the employees working in a multicultural setting.

In general, the results of this paper prove that the research objectives have been reached. The systematic literature review provided an in-depth insight into the effects of cultural diversity management practices on employee results and organisational performance in the hospitality industry.

5.4 Limitations and Research Gap

Although the study offers great ideas on the management of cultural diversity in the management of the hospitality industry, it has its limitations, which are worth noting. The primary shortcoming of this study is that it will use only the secondary data gathered in the current academic literature. Although the systematic literature review method enables researchers to integrate the results of various studies, it does not give a direct indication of what employees or hospitality organisation managers go through in their work. Consequently, the research might not adequately point out the practical issues which the hotel organisations go through in executing the diversity management practices.

The scope of the study is also another limitation since it emphasizes published academic articles. The reading list was limited by the inclusion criteria that selected journal articles published in a certain period and were peer-reviewed. Though this guaranteed reliability and quality of data sources, it might have omitted any pertinent information in industry reports, organisational case studies or any other types of grey literature that can offer more insights into the diversity management practices.

Additionally, most of the works in the literature review were carried out in other geographical settings, not in the UK hospitality business. The differences between countries in terms of culture, organisational and economic factors can also affect the way of managing diversity practices applied and perceived by the employees. Thus, the results of this research can not be entirely applicable to the particular situation of the UK hotel industry.

Besides these limitations, there are some research gaps that were identified in the literature review. Despite the number of studies focusing on diversity management practices, there are fewer studies that focus on the interrelationship between cultural diversity management, employee performance and employee satisfaction in the hospitality industry. Prospective studies, then, should be done on integrated studies that look at these relationships concomitantly. Further on, the evolution of diversity management practices in practice within the actual organisational context requires more empirical research to be conducted.

5.5 Recommendations

Through the results of the current study, it is possible to suggest multiple recommendations to hospitality organisations aiming to enhance the performance and satisfaction of their employees using efficient cultural diversity management practices.

To begin with, hotel organisations need to facilitate inclusive leadership cultures that favour fairness, respect and equal treatment of employees with different cultural backgrounds. Leaders are significant in influencing the workplace culture and affecting the attitudes of the employees. Inclusive leadership strategies will help managers to establish a conducive working environment where employees will feel appreciated and encouraged to do a good job.

Secondly, hospitality organisations are encouraged to use strategic human resource management practices that favour diversity and inclusion. The HR departments need to establish diversity policies, recruitment procedures and training programmes favouring equal chances and cultural awareness among the employees. Diversity training programmes have the potential to provide cultural awareness and communication skills to the employees, which is imperative in working in a multicultural setting.

Thirdly, the organisations ought to accommodate working conditions and ensure work-life balance to boost employee satisfaction and employee retention. Hotel workers are usually subject to long working hours and high workloads. The environment may be supported by offering flexible working hours, equitable payments and career growth opportunities, which contribute to enhancing the well-being of employees and their commitment to the organisation.

The other suggestion is investment in other employee training and development programmes based on cultural competence and interpersonal skills. The training programmes would enable employees to value cultural differences and enhance teamwork and cooperation in multicultural workplaces.

Lastly, hospitality organisations are supposed to promote knowledge sharing and staff involvement programs. Organisational commitment and innovation can be enhanced through the creation of avenues where employees can provide ideas and work together on projects, as well as the participation of employees in decision-making processes.

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Appendix

Table 3: Literature Review.

Title, Authors, Year	Main Objectives	Key Findings	Contributions
Siyal et al. (2023)	Examine role of inclusive leadership in hotel employee performance	Inclusive leadership enhances task performance through empowerment and trust	Highlights leadership influence on employee productivity
Vu et al. (2025)	Investigate green HRM influence on employee behaviour and environmental performance	Green HRM improves employee pro-environmental behaviour	Demonstrates role of HR practices in organisational sustainability
Sabi (2024)	Analyse green HRM practices and environmental performance	Job satisfaction mediates relationship between HR practices and performance	Links HR strategies with employee behaviour
Hayat & Afshari (2022)	Examine CSR impact on employee wellbeing in hotel	CSR increases job satisfaction and commitment	Shows role of CSR in improving employee attitudes
Liu et al. (2022)	Analyse employee engagement and organisational performance	Engagement significantly improves business performance	Establishes engagement as driver of productivity
Abdou et al. (2023)	Explore green inclusive leadership and organisational citizenship behaviour	Leadership increases work engagement and identification	Connects leadership with positive employee behaviour
Ezzaouia (2023)	Investigate technology adoption in hotel organisations	IT adoption improves operational performance	Demonstrates role of technological innovation
Nachmias et al. (2021)	Explore managers' perceptions of	Manager attitudes influence diversity	Highlights importance of managerial support

	diversity management	policy implementation	
Im et al. (2023)	Examine diversity, equity and inclusion in hotel firms	Organisational justice improves employee engagement	Provides theoretical basis for DEI practices
Elshaer et al. (2023)	Analyse green management practices in hotel SMEs	Employee behaviour supports sustainability performance	Shows link between management practices and outcomes
Ajmal et al. (2024)	Investigate leadership influence on innovative behaviour	Employee voice improves innovation	Demonstrates leadership impact on innovation
Heenipellage et al. (2022)	Examine leadership characteristics and sustainability practices	Leadership influences sustainability strategies	Highlights strategic leadership role
Qadri et al. (2022)	Analyse relationship between green HRM and turnover intention	Work environment moderates HRM outcomes	Demonstrates role of organisational environment
Gursoy (2023)	Discuss diversity, equity and inclusion in hotel	Value-centred leadership supports inclusive workplaces	Emphasises leadership in diversity initiatives
Guo et al. (2022)	Conduct meta-analysis on technology adoption among hotel employees	Technology acceptance improves job performance	Provides evidence on digital workplace adoption
Sahan et al. (2024)	Review green HRM and energy-saving behaviour	HR practices influence employee behaviour and sustainability	Systematic review on HRM and sustainability outcomes
Dawson (2023)	Analyse hotel organisational culture and job satisfaction	Positive culture improves satisfaction and service performance	Shows cultural impact on employee behaviour
Seyfi et al. (2024)	Examine workforce expectations of Generation Z in hotel	Younger employees prioritise inclusion	Highlights generational workforce changes

		and work-life balance	
Heimerl et al. (2020)	Explore organisational culture and job satisfaction	Supportive culture improves employee engagement	Demonstrates culture-satisfaction relationship
Giousmpasoglou (2024)	Examine working conditions in hotel industry	Poor conditions increase dissatisfaction and turnover	Advocates fair work agenda
Dorta-Afonso et al. (2025)	Analyse servant leadership and work-life balance in hotels	Servant leadership improves job satisfaction	Demonstrates leadership impact on employee wellbeing
Alkandi et al. (2023)	Investigate reward systems and employee performance	Incentives improve satisfaction and productivity	Shows HR incentives influence outcomes
Barati and Fanati Rashidi (2022)	Identify factors affecting employee performance	Organisational support improves satisfaction and productivity	Highlights importance of organisational support
Sharma (2024)	Analyse work-life balance among hotel employees	Work-life balance improves job satisfaction	Demonstrates importance of employee wellbeing
Nunkoo et al. (2025)	Review customer satisfaction research in hotel	Employee satisfaction influences service quality	Links employee and customer outcomes
Zientara (2019)	Examine turnover intention in hotel sector	Poor conditions increase employee turnover	Highlights workforce retention issues
Pai et al. (2024)	Review food safety culture and organisational commitment	Leadership and culture influence employee behaviour	Shows cultural dynamics in organisations
Le et al. (2023)	Examine job pride and meaning of work in hotel	Pride in work reduces turnover intention	Highlights psychological drivers of satisfaction
Mahmoud et al. (2021)	Analyse job insecurity and employee outcomes during COVID-19	Organisational support reduces stress and insecurity	Explains external pressures on hotel employees
Carlisle et al. (2023)	Examine role of social skills in tourism workforce	Soft skills improve service delivery and collaboration	Highlights workforce skill development

Carter et al. (2023)	Analyse cultural influence on work design	Cultural context shapes employee responses to work structures	Demonstrates cultural impact on organisational design
Turek et al. (2024)	Investigate sustainable HRM and job satisfaction across countries	HR practices increase organisational identification	Cross-cultural HRM evidence
Skordoulis et al. (2024)	Examine strategic multicultural management in hotel	Multicultural management improves social sustainability	Shows diversity strategy importance
Hassanein & Özgüt (2022)	Analyse talent management and employee engagement	Talent strategies enhance employee engagement	Links talent management with sustainability
Masood (2024)	Investigate diversity and equity in hotel	Psychological safety improves employee behaviour	Highlights HR role in diversity
Ghani et al. (2022)	Review employee retention strategies in hotel	Engagement and leadership improve retention	Provides retention strategies
Sani et al. (2022)	Examine digital onboarding and employee outcomes	Digital onboarding improves integration	Shows role of technology in HR practices
Maheshwari et al. (2024)	Analyse e-leadership and employee outcomes	Digital leadership supports engagement	Highlights leadership in digital workplaces
Ferdous et al. (2025)	Review remote work and employee outcomes	Remote work improves flexibility and satisfaction	Framework for modern work practices
Kim & Lee (2023)	Examine strategic HRM in hotel organisations	Strategic HR practices improve productivity	Shows HRM role in organisational performance
Akhtar et al. (2021)	Investigate leader knowledge hiding in hotels	Knowledge hiding reduces employee motivation	Highlights negative leadership behaviour
Astawa & Wijaya (2024)	Examine cultural competence for tourism professionals	Cultural competence improves service quality	Shows importance of intercultural skills
Khan et al. (2025)	Analyse green HRM and innovative work behaviour	Green HRM improves innovation and sustainability	Demonstrates HR influence on innovation

Lin et al. (2024)	Examine green work-life balance and HRM practices	Sustainability practices improve retention	Links sustainability and HR outcomes
Khan et al. (2022)	Develop framework for inclusive neurodiverse workplaces	Inclusive policies improve employee outcomes	Expands diversity management perspective
Russen et al. (2023)	Develop leadership inclusion theory in hotels	Inclusive leadership improves engagement	Leadership model for diversity management
Porkodi (2024)	Conduct meta-analysis on agile leadership	Agile leadership improves organisational adaptability	Highlights leadership flexibility
Jackson (2023)	Analyse work-integrated learning and workforce outcomes	Training improves employee skills and employability	Shows role of education and development
Ibrahim et al. (2023)	Examine CSR and employee engagement	CSR strengthens organisational identification	Demonstrates CSR influence on engagement
Nguyen et al. (2023)	Analyse technology-based knowledge sharing	Knowledge sharing improves employee performance	Shows role of digital knowledge systems