

Workforce Diversity and Its Influence on Profitability and Customer Satisfaction in Hospitality Firms: Evidence from North Central Nigeria

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DOI: <https://doi.org/10.62154/ajmbr.2025.018.010759>

Abstract

The hospitality industry plays a crucial role in the economic performance of nations worldwide, but in Nigeria, it faces challenges such as poor profitability and customer satisfaction. This study investigated the effect of workforce diversity dimensions on the performance of selected hospitality firms in North-Central Nigeria. These dimensions include demographic, cognitive, cultural, functional, identity, experiential, hierarchical, and geographic diversity. Survey research design was adopted for the study. The population comprised 1,983 owners/managers of the hospitality firms across the North-Central States of Kogi, Benue, Kwara, Plateau, Nasarawa, Niger, and the FCT, Abuja. The sample size of 322 owners/managers obtained using the Krejcie and Morgan (1970) sample size determination formula was used for the study. An adapted questionnaire was validated and used to collect the data required for the study. Response rate from the 322 copies of administered questionnaire was 96.58% (311 useful copies of the administered questionnaire were retrieved). The validity of the constructs ranged from 0.696 and 0.741. The Cronbach's alpha coefficients of the constructs ranged from 0.967 and 0.988. Data were analysed using descriptive and inferential statistics. The findings revealed that workforce diversity dimensions have significant effect on organisational performance (Adj. $R^2 = 0.965$, $F(8,311) = 4.3043$, $p < 0.05$); on profitability (Adj. $R^2 = 0.965$, $F(8,311) = 4.3043$, $p < 0.05$); on customer satisfaction (Adj. $R^2 = 0.969$, $F(8,311) = 4.9183$, $p < 0.05$); The study concluded that workforce diversity dimensions affected performance of the hospitality firms and thus recommended that management of hospitality firms needed to put in place policy to promote workforce diversity in their recruitment drives. Management should also establish policy to enhance organizational performance of the hospitality firms.

Keywords: Diversity, Hospitality Industry, North Central Nigeria, Organizational Performance, Performance, Satisfaction, Workforce.

Introduction

Organisational performance is the process of improving an organisation's effectiveness and well-being through deliberate interventions. It measures profitability and customer satisfaction. The main objectives of an organisation are to increase performance, create goals, and discover new methods for improvement (Ismail & Al Hosni, 2021; Ghumiem *et*

al., 2023). The hospitality industry evaluates profitability using key performance indicators like net profit, occupancy rate, ADR, GOP, and revenue growth. High occupancy rates indicate strong demand and efficient capacity utilisation, but maintaining a balance between price strategies and occupancy levels is crucial. Overestimating occupancy rates may lead to decreased profitability (Mitra & Pal, 2022).

Customer satisfaction is crucial for the hotel industry's organisational performance, as it leads to repeat business and positive word-of-mouth referrals. Key indicators include the Customer Satisfaction Index (CSI), guest retention rate, online review scores, and guest complaint rate. These metrics help assess an organisation's performance in the hospitality sector. However, interpretation should consider industry standards and contextual factors to promote service excellence and improvement. The hotel industry provides a range of services, including housing, food, entertainment, and fitness and health services, and contributes to a country's financial situation and the ability to support a healthy economy. Tourism plays a crucial role in economic growth, and hotels need collaboration with other service industries to ensure profitability. The hotel sector is known for its explosive expansion, employment, foreign exchange reserves, and investment. It supports political, social, and economic progress globally. Italy's tourism sector has a significant impact on the economy, with travel and tourism contributing 13% of the country's GDP in 2019. However, the European hotel industry faces challenges such as labour shortages and high turnover rates. These issues affect profitability and customer satisfaction. This financial strain is worsened by the cost-of-living problem, which has reduced consumers' discretionary expenditure on vacation and recreation, leading to decreased bookings and income. The industry's performance is influenced by various factors, including supply chain, indirect contributions, and the cost-of-living problem (Suhel & Bashir, 2018; Thommandru et al., 2023).

Statement of the Problem

North Central Nigeria's hotel industry is a vital contributor to the region's economic development, but it has several challenges in improving organisational performance, with worker diversity emerging as a critical factor in profitability and customer satisfaction. Many hospitality firms struggle to effectively manage diverse teams, resulting in suboptimal performance outcomes. The hotel industry's profitability is a crucial indicator of business efficiency and sustainability (Dimitropoulos, 2018). However, many hospitality firms in North Central Nigeria struggle to leverage diversity to drive profitability and satisfy the customers due to a lack of effective diversity management practices which can significantly impair profitability levels. Profitability is crucial for a hospitality business to maintain operational continuity and attract investors. Profits provide a financial safety net, allowing companies to deal with difficulties without having to lay off employees or close their doors. However, there is a lack of understanding of how diversity directly affects profitability in the hospitality industry. Research in this area could provide data-driven insights on how diversity programs match profitability, addressing research voids and

formulating industry-specific strategies to harness the full potential of a diverse workforce. Customer satisfaction is crucial in the hotel industry, as it leads to repeat business and positive word-of-mouth recommendations. However, inconsistent service delivery and differing client expectations can hinder this (Otto, Szymanski & Varadarajan, 2020; Okwurume, 2024). Currently, research on workforce diversity in the hospitality industry is limited, focusing on its impact on customer satisfaction metrics like the Customer Satisfaction Index (CSI), guest retention rate, online review scores, and guest complaint rate. Addressing this gap could provide valuable insights for hospitality managers to refine their workforce composition. While workforce diversity is a significant factor, the connection between workforce diversity and consumer satisfaction is complex and requires further examination. Therefore, the main objective of this study was to examine the effect of workforce diversity on the overall performance of selected organisations within the hospitality industry in North Central Nigeria.

Research Questions

The research questions of this study include the following:

1. What is the effects of workforce diversity dimensions on profitability of the hospitality firms in North Central Nigeria?
2. To what extent do workforce diversity dimensions effect customer satisfaction of the hospitality firms in North Central Nigeria?

Hypotheses of the Study

In this study, two hypotheses shall be stated to ascertain the effects of workforce diversity dimensions on organisational performance.

H01: There is no significant relationship between workforce diversity dimensions and profitability of the hospitality firms in North Central Nigeria.

H02: There is no significant relationship between workforce diversity dimensions and customer satisfaction of the hospitality firms in North Central Nigeria.

Literature Review

Organisational Performance

According to Varma, Budhwar, and DeNisi (2023), performance is defined as carrying out a task or function, which includes identifiable actions and accomplishments necessary for carrying out one's duty. According to Jones (2020), performance can be understood as an individual's efficacy in doing their work as measured by the results they produce. In order to reach their predetermined goals and objectives, individuals, teams, and organizations must be evaluated in terms of their efficacy and efficiency. The assessment criteria cover a wide range of topics, including financial performance, employee satisfaction, customer satisfaction, work quality, and productivity. According to Breit (2017), performance management's primary goal is to improve organisational performance through the

establishment of clear performance expectations, the provision of feedback and support, and the encouragement of individuals' ongoing learning and development.

In the advanced stages of strategic planning, Dahkoul (2018) provides an inclusive perspective on performance by highlighting its importance in achieving an organization's goals, objectives, vision, challenges, and mission. To do a task well, one must possess a certain level of competence and proficiency. Performance is basically defined as the extent to which a person carries out their assigned duties; this includes people's actions as well as their results. Performance is also stressed by Matolo, Iravo, and Waititu (2019) as the method by which people carry out their job duties. When considering performance from a wider angle, it can be seen as both an action and the result of effort. In this sense, performance refers to the results that are obtained in a given amount of time by utilizing one's professional abilities and qualities. An organization's ability to succeed greatly depends on how well its employees collaborate (Pradhan and Jena, 2017).

Profitability

The ability of a company or investment to earn profit off of its operations or activities is referred to as profitability in performance. It is a crucial metric for efficiency and financial health that is frequently used to evaluate a project's or company's success. A number of metrics, such as return on equity (ROE), net profit margin, return on assets (ROA), and gross profit margin, can be used to assess profitability.

One important indicator of an organization's financial health is revenue growth. It shows how well the business can grow its revenue over time, whether that growth comes from higher occupancy rates, higher average daily rates (ADR), or a combination of the two. According to Santoso (2019), there is a positive correlation between revenue growth and overall profitability in the hotel sector. Hotels with a track record of raising revenue also frequently saw gains in net profit and gross operating profit (GOP). Huynh (2018) shows that increased profitability results from revenue growth propelled by efficient revenue management techniques. Increasing occupancy rates and ADR through pricing strategy optimization is a common way to achieve this growth. The percentage of available rooms that are occupied over a specific time period is measured by the occupancy rate. Better use of the hotel's capacity is often indicated by higher occupancy rates, which raises revenue. Lvov and Komppula (2024) claim that occupancy rates and profitability are significantly correlated. Profitability in the hospitality sector is closely related to revenue growth, occupancy rates, ADR, and GOP, claim Kumar and Mukhopadhyay (2021). Growth in revenue increases profitability by pushing up the top line, and ADR and occupancy rates maximize revenue potential. GOP is a good indicator of operational effectiveness, while net profit is the best indicator of overall financial success. For hotels to be profitable over the long term, these parameters need to be balanced. Comprehending profitability is of utmost importance to stakeholders, as it impacts investment choices, tactical planning, and the general expansion of the organization.

Customer Satisfaction

A key factor in determining the performance and success of an organization is customer satisfaction. (Nwankwo & Ndubisi, 2019). It is a measure of how well a company's goods or services fulfill or surpass the expectations of its clients. This idea is especially important in the hospitality sector and is frequently assessed using a number of important metrics, such as the Online Review Scores (De Pelsmacker, Van Tilburg & Holthof, 2018), Guest Complaint Rate (Ogbeide, Böser, Harrinton & Ottenbacher, 2017), Guest Retention Rate (Soltani, Zareie, Milani & Navimipour, 2018), and Customer Satisfaction Index (CSI) (Golovkova, Eklof, Malova & Podkorytova, 2019). The overall performance of an organization is influenced by these metrics taken together (Mitrović, Knežević, & Milašinović, 2021). Improved customer retention and satisfaction result in more revenue from recurring business and favorable word-of-mouth.

A quantitative metric called the Customer Satisfaction Index (CSI) evaluates customer satisfaction levels in relation to a number of variables, including product and service quality as well as customer expectations. The CSI offers a comprehensive perspective on customer satisfaction and assists businesses in pinpointing areas in need of development. Businesses can use CSI to compare their performance to that of their rivals or industry norms. It offers a feedback loop that facilitates the improvement of goods and services in response to feedback from clients. According to Golovkova, Eklof, Malova, and Podkorytova (2019), CSI assists businesses in measuring customer satisfaction thoroughly and serves as a foundation for performance benchmarking and continuous improvement. The percentage of consumers who stick with a business over a predetermined length of time is known as the guest retention rate. It denotes the proportion of visitors who come back for additional visits in the context of hospitality. Retention rates that are high indicate that customers are happy and loyal (Soltani et al., 2018). It is frequently less expensive to keep current clients than to find new ones. It suggests a solid bond between the customer and the brand, which promotes long-term success. A high guest retention rate, according to Soltani et al. (2018), is a sign of customer loyalty and can considerably lower marketing and acquisition expenses.

Workforce Diversity

The idea of workforce diversity is complex and will keep changing as businesses transition to a global economy. It has been demonstrated to have contributed to the belief that it is essential to worker performance. Depending on one's geographic location, there are considerable differences in the definition and use of diversity (Al-Ahmad and Alkhawani, 2017). Depending on the context, different situations have different meanings and outcomes (Kumar & Malhotra, 2022; Antwia, Mensahb, & Glover, 2023). Diversity, according to Krishnan, Gowrishankar, and Kanagaraj (2017), is the coexistence of employees from various sociocultural backgrounds in a company. It could be interpreted as a social grouping's attributes that demonstrate the degree of goals or subjective

distinctions that exist across groups (Nasirov, Chapman, Hughes & Hughes, 2023). "As a strategy that promotes and supports the integration of human diversity at all levels and uses focused diversity and inclusion policies and practices to guide this approach in the work environment," is how Riccucci (2021) described workforce diversity.

Diversity is seen in a wide range of contexts. For the purposes of this study, diversity can be defined as the actuality of a variety of differences that exist within the group. These differences can include differences in socioeconomic status, ethnicity, race, gender, sexual orientation, religion, and many other personal characteristics that set each person apart from the others (Felix, Chukwurah, Emmanuella, & Oghenekeno, 2023). When a company has a more diverse workforce, it means that its members are drawn from a range of backgrounds, including gender, age, ethnicity, and education (Bonaccio et al., 2020). Diversity is often seen in a narrow sense, focusing mostly on racial or gender-based concerns and associated with legislation that grants protected status to particular groups. We have defined variety quite broadly, taking into account the majority of personal traits that influence an individual's thought process and behavior.

Theoretical Review

The concept of workforce diversity encompasses a wide-ranging domain that is arguably applicable across various dimensions. Specifically, this includes areas of management studies, functional classifications, social classifications, and psychological investigations. Recently, scholars in the field of diversity have increasingly sought insights from the well-established domain of social psychology to understand the implications of diversity on individuals and groups within organisational contexts. Social psychologists have explored the mechanisms involved in social identity and intergroup dynamics, leading diversity researchers to acknowledge that this body of research offers a robust foundation for the development of new theoretical perspectives on workplace diversity. Scholars in organisational studies frequently describe inherent human traits as facets of diversity, or social category diversity. The theoretical underpinnings of these diversity dimensions encompass Social Identity Theory, Social Categorization Theory, and Similarity-Attraction Theory.

The Social Identity Theory, which has been meticulously developed and rigorously examined within the realms of social psychology, was conceptualized to elucidate the intricate processes by which individuals categorize not only themselves but also others into various social groups and to analyze the profound impact that such categorizations exert on human behavior in diverse contexts (Harwood, 2020). The foundational premise of this theory posits that individuals derive significant elements of their personal identity and self-esteem from the social groups to which they are affiliated, which are referred to as their social identities. According to Demirden (2021), Social Identity Theory delves deeply into the mechanisms by which intergroup behaviors are influenced by one's group memberships, as well as how individuals are inherently motivated to enhance the status

and standing of their respective groups in order to foster an improved and more favorable self-image.

The Similarity-Attraction Theory (SAT), a significant psychological framework, posits that individuals are more inclined to experience attraction towards and subsequently establish relationships with those who exhibit comparable characteristics across various dimensions, including but not limited to their attitudes, values, socioeconomic backgrounds, and personal interests. This notion of similarity can manifest in a multitude of forms, encompassing psychological traits, demographic indicators, or even physical characteristics. The foundational premise of this theory asserts that the presence of similarity serves to enhance interpersonal attraction because it effectively reinforces an individual's self-concept, facilitates more fluid and harmonious communication between individuals, and provides essential validation of one's pre-existing beliefs and identity. This theoretical construct is particularly salient in the contexts of friendship formation, the development of romantic relationships, and the dynamics that govern group interactions and behaviors (Byrne et al., 1971). According to the scholarly work of Manpreet and Hong (2022), the similarity-attraction hypothesis suggests that individuals are attracted to others who share similar characteristics with them. These consistencies can manifest in various ways, including commonly held beliefs, values, attitudes, cultural backgrounds, and even subtle nuances in bodily positioning. The similarity-attraction theory serves as a cornerstone in understanding the reasons behind individuals' attraction towards others, as it argues that individuals tend to gravitate towards those who exhibit similar attitudes (Perrigino & Jenkins, 2023).

The Social Categorization Theory, which according to Demirden (2021), has faced criticism for oversimplifying social interactions and relationships. Critics argue that it may lead to in-group favoritism and discrimination, overlooking individual agency, critical reflection, and conscious choice. The theory has been validated through empirical studies and has been applied across diverse cultural contexts. It has been instrumental in understanding team dynamics, leadership styles, and complex intergroup relations in workplace environments. Workforce diversity, including demographic differences, cultural variances, functional roles, and cognitive diversity, can hinder group cohesion and impede positive group performance. However, when managed skillfully, cultural diversity can catalyze innovative solutions and foster cooperation. Additionally, variations in cognitive styles and problem-solving methodologies can lead to categorization based on similarities in thinking patterns, potentially excluding diverse viewpoints and diminishing the potential for innovative solutions.

Theoretical Framework

Social Categorisation theory serves as an important framework for understanding how individuals categorise themselves and others into specific social groups based on shared characteristics such as gender, ethnicity, or role of organisations (Turner et al., 1987) by

providing insights into the cognitive and social mechanisms behind group identification. This theory allows for a comprehensive analysis of phenomena such as group cohesion, conflict, and power imbalances (Tajfel & Turner, 1979). The theory's emphasis is on the interplay of social identities and individual behavior. This makes the theory particularly relevant for exploring group membership and its effects on social interactions. It emphasises important concepts such as in-group bias and out-group bias.

Empirical Review

In hospitality firm, where performance is critical, diverse teams may provide distinct views, stimulate innovation, and increase problem-solving skills.

Workforce Diversity Dimensions and Profitability

The study conducted by Chen et al. (2021) focused on examining the effects of executive gender diversity (EGD) and board gender diversity (BGD) on hotel financial performance in China. The researchers based their study on the framework of gender role, agency, and resource dependence theories. The research findings indicated a negative effect of EGD on hotel financial performance, while BGD did not have a significant effect. Furthermore, the impact of EGD on hotel financial performance, as measured by return on equity (ROE), exhibited a U-shaped curve, with profitability bottoming out at 21%. Analysis also revealed that a critical mass of 40% EGD served as a positive moderator for the EGD-ROE relationship. Beyond this threshold, gender-balanced executive groups managed to avoid the negatives associated with the gender role theory, benefit from the positives derived from the agency and resource dependence theories, and ultimately generate superior financial performance compared to all-male executive groups. The research findings hold important implications for human resource management, as well as policy and regulation formulation.

Tamunomiebi and John-Eke (2020) conducted a study that delved into the concept of workplace diversity, with a particular focus on the emerging issues in contemporary reviews. The authors acknowledged the demographic differences that exist among individuals in terms of age, gender, race, ethnicity, and culture, which in turn impact productivity and business performance within organizations.

Workforce Diversity Dimensions and Customer Satisfaction

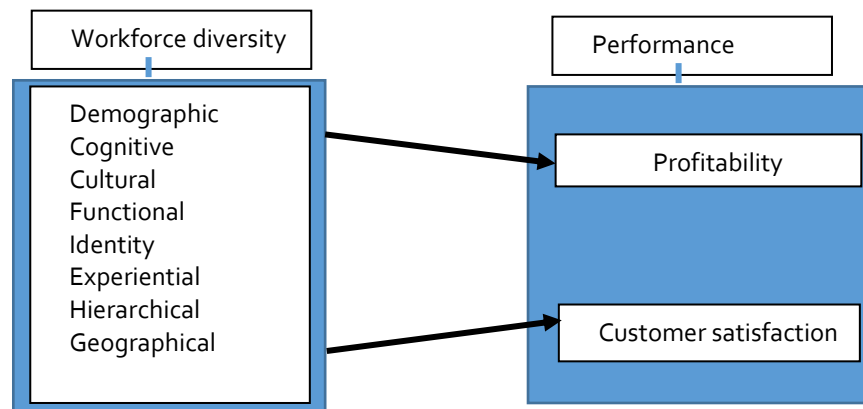
Jain and Pareek (2019) embarked on a research endeavor aimed at exploring the impact of cultural diversity on businesses operating in Singapore. The study unveiled a positive correlation between cultural diversity and Organisational success, indicating that embracing diverse perspectives can enhance overall performance and drive customer satisfaction. Through their investigation, the scholars identified various challenges associated with diversity in the workplace, including issues related to the adaptation of religious beliefs, fostering tolerance and inclusion, and addressing disparities in gender representation across different cultural backgrounds. By shedding light on these

complexities, the research contributes to a deeper understanding of the nuances involved in managing diversity within organisational settings.

Sania, Kalpina, and Javed (2015) undertook a comprehensive investigation into the intricate dynamics of diversity, employee morale, and customer satisfaction, effectively conceptualizing these three elements as interrelated components that collectively influence organisational performance; this scholarly exploration thoroughly examines the nuanced relationships that exist between the multifaceted construct of diversity and the resultant levels of customer satisfaction, emphasizing the mediating role played by employee morale. The empirical research was meticulously executed among the frontline workforce of six prominent multinational fast food restaurant chains, in conjunction with the patrons of these establishments located in the bustling city of Karachi, Pakistan, thereby providing a pertinent context for the analysis. To gather pertinent data regarding the dimensions of diversity and employee morale, the researchers employed self-reported questionnaires distributed to employees while simultaneously collecting information on customer satisfaction directly from individuals dining within those fast food venues. A convenience sampling method was utilized to select a total of 235 respondents for the comprehensive study, allowing for a diverse representation of perspectives within the sample. The analytical methodologies employed in this investigation included exploratory factor analysis, confirmatory factor analysis, and structural equation modeling, which were systematically applied to rigorously test the proposed relationships and ascertain the statistical significance of the formulated model. The findings of the study ultimately led to the rejection of the hypothesized mediated relationship between diversity and customer satisfaction; however, they did reveal a noteworthy positive direct correlation between the dimensions of diversity and the levels of employee morale, thereby highlighting an essential aspect of workplace dynamics. These results underscore the importance of fostering diversity within organisational frameworks as a means to enhance employee morale, which in turn can have implications for customer experiences and satisfaction. The study contributes valuable insights to the existing body of literature on human resource management and customer relationship management, advocating for strategic approaches that integrate diversity initiatives to optimize both employee engagement and customer loyalty. Through this investigation, the authors illuminate the intricate interplay between these critical variables, providing a foundation for future research endeavors aimed at further exploring the implications of diversity in various organisational contexts.

Research Model

This paper has skillfully devised an elaborate framework to encapsulate and explain the multifaceted implications of diversity variables. By accurately outlining the intricate interplay between workforce diversity and organisational performance, this framework offers invaluable insights and serves as an important contribution to the existing body of knowledge in this domain.



Source: Researcher's Conceptual Model, 2025

The study explores the relationship between workforce diversity and organizational performance using a conceptual framework. The independent variables include demographic, cognitive, cultural, functional, identity, experiential, hierarchical, and geographic diversity. The dependent variable is organisational performance, measured by profitability and customer satisfaction. The framework provides a visual representation of these elements and serves as a valuable tool for understanding the relationship between workforce diversity and organisational performance.

Methodology

The study utilizes a descriptive survey research design, which was carefully selected to elucidate the performance of organizations concerning workforce diversity, focusing on the hospitality sector in North Central Nigeria. The population comprised 1,983 owners/managers of the hospitality firms across the North-Central States of Kogi, Benue, Kwara, Plateau, Nasarawa, Niger, and the FCT, Abuja. The sample size of 322 owners/managers obtained using the Krejcie and Morgan (1970) sample size determination formula was used for the study. An adapted questionnaire was validated and used to collect the data required for the study. Response rate from the 322 copies of administered questionnaire was 96.58% (311 useful copies of the administered questionnaire were retrieved). The validity of the constructs ranged from 0.696 and 0.741. The Cronbach's alpha coefficients of the constructs ranged from 0.967 and 0.988. Data were analysed using descriptive and inferential statistics.

Results and Discussions

The study is a census survey; hence, the sample size of the study was 322 employees. Therefore, a total of three hundred and twenty-two (322) copies of the questionnaire were distributed to the employees of hospitality firms in North Central, Nigeria. The three hundred and eleven (311) were correctly filled and returned, giving a response rate of 96.6%.

Demographic Characteristics of Respondents

The characteristics include age group, gender, ethnic group, marital status, religion, highest educational qualification, work experience, and the respondent's entry level in the organization.

Table 1.1: Demographic Characteristics of the Respondents

S/N	Items	Frequency (f)	Percentage (%)	Cumulative
1	Age:			
	18- 30	64	20.6	20.6
	31- 40	145	46.6	67.2
	41 -50	56	18.0	85.2
	51 - 65	45	14.8	100
	Total	311	100	
2	Gender:			
	Female	127	40.8	40.8
	Male	184	59.2	100.0
	Total	311	100.0	
3.	Ethnic Group:			
	Hausa	98	31.5	31.5
	Igbo	19	6.2	37.6
	Yoruba	16	5.1	42.7
	Igala	56	18.0	60.7
	Idoma	48	15.4	76.1
	Igbirra	26	8.4	84.5
	Tiv	42	13.5	98
	Others	6	1.9	100
	Total	311	100	
4.	Marital Status:			
	Single	109	35.0	35.0
	Married	168	54.1	89.1
	Others	34	10.9	100
	Total	311	100	
5	Religion			
	Christianity	189	60.7	60.7
	Islam	121	38.0	98.7
	Traditionalist	4	1.3	100
	Others	0	0	100
	Total	311	100	
6.	Highest Educational Qualification:			
	SSCE/ GCE	72	23.2	23.2
	OND/ND/NCE	115	37.0	60.2
	B.SC/HND	101	32.5	92.7

	M.SC/MBA	15	4.8	97.5
	Others	8	2.6	100
	Total	311	100	
6.	Work Experience:			
	0-4 years	48	15.4	15.4
	5-8	51	16.4	31.4
	9-12	121	38.9	70.7
	13 & above	91	29.5	100
	Total	311	100	
7.	Level in Organization:			
	Entry Level	38	12.2	12.2
	Junior	127	40.8	53.0
	Senior	113	36.4	89.4
	Management	33	10.6	100
	Total	311	100	

Source: Author's Field Survey, 2025

From table 1.1 above, it shows that 64 (20.6%) of the respondents fall within the age bracket of 18-30, 145 (70.4%) of the respondents fall within the age bracket of 31-40, and 8 (9.9%) of the respondents fall within the age bracket of 41-50. This analysis revealed that most of the respondents were within the age bracket of 31-40. The table revealed that 184 (59.2%) of the respondents were male while 127 (40.8%) of the respondents were female. This implies that hospitality industries in the zone welcome gender diversity.

On the ethnic group of the respondents, the table shows that 98 (31.5%) of the respondents were Hausa, 19 (6.2%) were Igbo, while Yoruba respondents were 16 (5.1%), Igala respondents were 56 (18%), Idoma were 48 (15.4%), Egbira were 26 (8.4), Tiv were 42 (13.5), and respondents from other ethnic groups were 6 (1.9%). This shows that the majority of our respondents were individuals from the Hausa, Igala, and Idoma ethnic group backgrounds, showing an ethnically diverse workforce.

Marital Status shows that 109 (35.0%) of the respondents were single, 168 (54.1%) of our respondents were married, and 34 (10.9%) of the respondents fall into the others category. This category is comprised of divorced, separated, or widowed.

The table shows that 189 (60.7%) of the respondents were Christian, 121 (38.0%) were Muslim, and 4 (1.3%) were traditionalist. This implies that hospitality industries in the zone welcome religious diversity. On educational qualification, the table shows that 72 (23.2%) of the respondents were SSCE/GCE holders, 115 (37.0%) of the respondents were OND/ND/NCE holders, 101 (32.5%) of the respondents were BSC/HND holders, 15 (4.8%) of the respondents were MSC/MBA holders, and 8 (2.6%) of the respondents fell into the others category. There was no Ph.D. holder among the respondents.

On work experience of respondents, the table shows that 48 (15.4%) of the respondents have 1-5 years of working experience, then 51 (16.4%) of the respondents have 6-10 years of working experience, 121 (38.9%) have 11-15 years of working experience, while 91

(29.5%) have 16 years and above. This states that the majority of the respondents have been working in the hospitality firms for about 6-15 years. On the level in the organization table, it shows that 38 (12.2%) of the respondents are entry-level staff, 127 (40.8%) of the respondents are junior staff, and 113 (36.4%) are senior staff, while 33 (10.6%) were management staff. This states that the majority of the respondents were junior and senior staff in the hospitality firms in the zone.

From the responses, it can be said that hospitality firms in North Central Nigeria have a work environment that welcomes diversity.

Data Analysis, Interpretation and Discussion

The data reveals employees' opinions on workforce diversity and performance of a North Central Nigerian hospitality firm. Variables include demographic, cognitive, cultural, functional, identity, experiential, hierarchical, and geographical diversity. Performance variables include profitability and customer satisfaction. The data is presented in descriptive tables. The respondents gave their responses by selecting from the six-point Likert scale either "strongly disagree," "disagree," "partially disagree," "partially agree," "agree," or "strongly agree.".

Restatement of research objective one

Establish the effect of workforce diversity dimensions on profitability.

Restatement of research question one

What are the effects of workforce diversity dimensions on profitability?

Table 1.2: Responses on employee views on demographic diversity

		SD	D	PD	PA	A	SA	MEAN	SD	DECISION
1	There are more young employees than old ones in the organization.	24	10	15	52	132	78	4.58	1.40	Low view
2	The staff mix is fair to both genders.	8	15	23	59	101	105	4.74	1.27	High view
3	We are from mixed ethnic groups.	23	11	23	51	122	81	4.55	1.42	Low view
4	The employees are from different racial backgrounds.	14	23	45	65	79	85	4.37	1.44	Low view
5	The staff are from different religious backgrounds.	9	6	8	54	132	102	4.93	1.11	High view
	Average means							4.63		

Source: Researcher's computation, 2025, using SPSS

The survey results show that respondents generally have a low view of the organization's staff mix, with a mean response of 4.58 and a standard deviation of 1.40. They also have a low view of mixed ethnic groups and racial backgrounds. The staff mix is fair to both genders, with a mean response of 4.74 and a standard deviation of 1.27. The respondents also have a high view of employees from different religious backgrounds, with a mean response of 4.93.

Table 1.3: Responses on employee view cognitive diversity

		SD	D	PD	PA	A	SA	MEAN	SD	DECISION
1	I enjoy being around people.	6	8	8	31	93	165	5.23	1.11	High view
2	I adjust to changes and unexpected tasks with ease.	10	9	11	39	111	131	5.01	1.21	Low view
3	I consider multiple perspectives before making a decision.	11	13	9	31	98	149	5.05	1.28	Low view
4	I seek input and feedback from others before solving a problem.	3	8	10	23	139	128	5.16	.99	High view
	Average means							5.11		

Source: Researcher's computation, 2025, using SPSS

Table 1.3 shows that some of the respondents have a high feeling that they enjoy being around people since the means 5.23 is more than the average mean of 5.11 and that they seek input and feedback from others before solving a problem since the means 5.16 is more than the average mean.

On the other hand, respondents had a low perception of whether they adjust to changes and unexpected tasks with ease and whether they consider multiple perspectives before making a decision, with means of 5.01 and 5.05, respectively. This is so because both means of 5.01 and 5.05 are less than the average mean of 5.11.

Table 1.4: Responses on employee views on cultural diversity

		SD	D	PD	PA	A	SA	MEAN	SD	DECISION
1	Employees are from different cultural backgrounds.	1	3	8	91	131	77	4.86	.87	High view
2	An individual's cultural values are highly respected.	11	13	5	75	135	72	4.69	1.18	Low view
3	I feel included in team activities regardless of my cultural background.	6	10	31	62	105	97	4.74	1.20	High view
4	I feel people from different cultures are treated fairly.	10	19	21	71	91	99	4.64	1.33	Low view
	Average means							4.73		

Source: Researcher's computation, 2025, using SPSS

The survey results show that employees from different cultural backgrounds are highly valued, with a mean response of 4.86 and a standard deviation of 0.87. They feel included in team activities regardless of their cultural background. However, there is a low view of cultural values being highly respected in the organization, with a mean response of 4.69 and a standard deviation of 1.18. Lastly, there is a low view of fair treatment for people from different cultures.

Table 1.5: Responses on functional diversity

		SD	D	PD	PA	A	SA	MEAN	SD	DECISION
1	Employees have diverse educational backgrounds.	1	3	1	71	134	101	5.05	0.84	High view
2	Employees have diverse skill sets.	8	6	11	47	177	62	4.82	1.02	Low view
3	Employees have a diversity of work experiences.	10	8	12	48	178	55	4.74	1.08	Low view
4	Employees composed of individuals with diverse skills and expertise.	6	12	7	81	111	94	4.80	1.13	Low view
	Average means							4.85		

Source: Researcher's computation, 2025, using SPSS

Table 1.5 shows that some of the respondents have a high feeling that employees have diverse educational backgrounds since the mean of 5.05 is more than the average mean of 4.85. The remaining items, 2, 3, and 4, show a low view of respondents. Employees have diverse skill sets, showing 4.82 with a standard deviation of 1.02; employees with diverse work experiences have means of 4.74 and a 1.08 standard deviation; and employees composed of individuals with diverse skills and expertise have means of 4.80 and a 1.13 standard deviation. Both means are lower than the average mean of 4.85.

Table 1.6: Responses on Identity Diversity

		SD	D	PD	PA	A	SA	MEAN	SD	DECISION
1	My sexual orientation is respected by colleagues and management.	16	18	15	66	111	85	4.59	1.36	High view
2	I see gender diversity represented in leadership positions.	17	15	14	61	155	49	4.51	1.27	Low view
3	Organizations recognize the contributions of individuals with disabilities.	10	18	11	104	125	43	4.45	1.17	Low view
4	Employees express their identity without fear of discrimination.	7	11	6	82	110	95	4.81	1.14	High view
	Average means							4.59		

Source: Researcher's computation, 2025, using SPSS

The survey results show that respondents generally believe their sexual orientation is respected by colleagues and management, with a mean response of 4.59. They also express high opinions about employees expressing their identity without fear of discrimination. However, they have a low view of gender diversity in leadership positions and the organization's recognition of individuals with disabilities, with a mean score of 4.45.

Table 1.7: Responses on experiential diversity

		SD	D	PD	PA	A	SA	MAN	SD	DECISION
1	Employees have diverse life experiences.	2	8	11	45	143	102	5.01	0.98	High view
2	Employees have diverse creative experience.	12	35	16	34	105	109	4.65	1.48	Low view
3	Employees' personal experience is diverse.	8	12	6	31	170	84	4.91	1.10	High view
4	Employees benefit from a mix of employees with different experiential backgrounds.	11	7	6	82	110	95	4.79	1.17	Low view
	Average means							4.84		

Source: Researcher's computation, 2025, using SPSS

The survey results indicate a high view of employees' diverse life experiences, with a mean response of 5.01 and a standard deviation of 0.98. However, the response to the question about employees' creative experiences is low, with a mean response of 4.65 and a standard deviation of 1.48. The response to whether employees benefit from a mix of employees with different experiential backgrounds is also low.

Table 1.8: Responses on hierarchical diversity

		SD	D	PD	PA	A	SA	MEAN	SD	DECISION
1	Seniority levels are diverse in the organization.	6	11	54	47	140	53	4.49	1.18	Low view
2	Management experience is diverse, from team lead to CEO.	13	11	72	71	84	60	4.23	1.32	Low view
3	The organization's job level is diverse.	7	8	21	59	145	71	4.74	1.10	High view
4	Employees are from different hierarchical levels.	15	14	10	74	107	91	4.66	1.31	High view
	Average means							4.50		

Source: Researcher's computation, 2025, using SPSS

Table 1.8 shows that some of the respondents have a high feeling that the organization's job level is diverse with the means 4.74 and that they are from different hierarchical levels with the means 4.66, more than the Average mean of 4.50. On the other hand, respondents

had a low perception of whether seniority levels are diverse in the organization and whether the management experience is diverse from team lead to CEO, with means of 4.49 and 4.23, respectively. This is so because both means are less than the average mean of 4.50.

Table 1.9: Responses on geographical diversity

		SD	D	PD	PA	A	SA	MEAN	SD	DECISION
1	The organization has employees from different countries.	28	78	36	54	92	23	3.56	1.53	Low view
2	The organization has employees from different language backgrounds.	1	16	16	98	101	79	4.67	1.09	High view
3	The employees have diverse international experience.	40	49	65	67	59	31	3.48	1.52	Low view
4	Employees benefit from a mix of employees with different experiential backgrounds.	4	14	10	79	109	95	4.80	1.12	High view
	average mean							4.13		

Source: Researcher's computation, 2025, using SPSS

The survey results show that respondents generally have a high view of the organization's diverse language and experiential backgrounds, with a mean response of 4.67 and a standard deviation of 1.09. However, they have a low view of the organization's employees from different countries and their diverse international experience, with a mean score of 3.56 and a standard deviation of 1.12.

Table 1.10: Grand means of workforce diversity dimensions

Construct	Average mean
Demographic diversity	4.63
Cognitive diversity	5.11
Cultural diversity	4.73
Functional diversity	4.85
Identity diversity	4.59
Experiential diversity	4.84
Hierarchical diversity	4.50
Geographical diversity	4.13
Grand mean	4.67

Source: Computed from field Survey, 2025

Table 1.10 shows a grand means of 4.67 of workforce diversity dimensions. This is used to compare with the dependent variable to answer research questions by achieving the specific objectives of the study

Table 1.11: Responses on profitability

		SD	D	PD	PA	A	SA	MEAN	SD	DECISION
1	Our organization has experienced significant revenue growth over the past fiscal year.	16	12	8	54	180	41	4.59	1.19	Low view
2	The organization experiences a high customer repeat purchase compared to last year.	9	8	2	63	167	62	4.79	1.04	Low view
3	The average daily rate of my organization is impressive.	12	14	13	35	149	88	4.83	1.26	High view
4	The net profit of the organization has increased over the past year.	9	11	21	59	132	79	5.03	1.35	High view
	Average mean							4.81		

Source: Researcher's computation, 2025, using SPSS

The survey results show a low view of the organization's revenue growth over the past fiscal year, with a mean response of 4.59 and a standard deviation of 1.19. However, a high view is shown for customer repeat purchase, with a mean response of 4.97 and a standard deviation of 1.04.

As indicated in table 4.4.9, it is evident from the foregoing that the grand means of workforce diversity dimension is 4.67 and the average means of profitability in table 4.4.10 is 4.81 and they are in the same region of Agreed and Strongly Agreed. In comparison of the statistics therefore, it suggests that workforce diversity could affect profitability.

Restatement of research hypothesis one

There is no significant relationship between workforce diversity dimensions and profitability.

There is significant relationship between workforce diversity dimensions and profitability

Analysis of Research hypothesis one

Table 1.12 Summary of multiple regression between workforce diversity dimensions and profitability of selected hospitality firms in North-Central Nigeria.

Coefficients

Dependent Variable: Profitability

N	Model	B	Sig.	T	ANOVA (Sig.)	R	Adjusted R ²	F
	Demographic	.067	.000	3.756				
	Cognitive	-.036	.028	-2.200				
	Cultural	-.247	.000	-10.633				
	Functional	.463	.000	20.564				
	Identity	.505	.000	21.817				
	Experiential	.335	.000	15.188				
	Hierarchical	-.094	.000	-3.616				
	Geographical	.017	.255	1.138				
Diagnostic Test								
					.000 ^a	.983 ^a	.965	4.3043

Source: Researcher's computation, 2025, using SPSS

Interpretation and discussion of findings based on hypothesis one

Interpretation

The study reveals that workforce diversity dimensions significantly impact the profitability of selected hospitality firms in North-Central Nigeria. Demographic diversity, functional diversity, identity diversity, experiential diversity, and geographical diversity have a positive effect on profitability. However, cognitive diversity, cultural diversity, and hierarchical diversity have a negative effect. Geographical diversity does not have a significant effect on profitability. A unit increase in demographic diversity, functional diversity, identity diversity, experiential diversity, and geographical diversity leads to an increase in profitability. Conversely, a unit increase in cognitive diversity, cultural diversity, and hierarchical diversity leads to a decrease in profitability. The Adjusted R² explains about 97% of the changes in profitability, while the remaining 3% is due to other factors. The F-Statistic of 4.3043 is statistically significant, rejecting the null hypothesis that there is no significant effect between workforce diversity dimensions and profitability.

Discussion

The findings of objective one revealed a significant and positive relationship between workforce diversity and profitability in selected hospitality firms in North Central Nigeria. This was indicated in table 1.12 above. The regression model shows that the F-test with F = 4.3043 and p-value, which is observed to be 0.000 and which is less than 0.05 (5%) level of significance, and thus implies that workforce diversity dimensions has a significant effect on profitability. It aligned with the study of Ogbo, Kifordu, and Ukpere (2014), whose

research was to determine the effect of workforce diversity on Organisational performance of selected firms in Nigeria, whose objectives of the paper are to determine whether workforce diversity has a positive influence on customer-related issues and to ascertain the effect of education as a tool on the management of workforce diversity to enhance a high profitability index. Findings revealed that workforce diversity has a positive effect on customer-related issues in an organization. In addition, it is found that education as a tool could be effectively utilized in managing workforce diversity to enhance high profitability. The study also collaborates the work of Dube and Guveya (2020), who study the impact of workforce diversity on the profitability of firms listed on the Zimbabwe stock exchange. The study employed the quantitative methodology to establish the impact of workforce diversity on firm performance measured by the profitability of thirty-five (35) firms listed on the Zimbabwe Stock Exchange using panel data collected over the period 2009–2015. Board gender and executive diversity were found to have a positive and significant impact on profitability as measured by returns per share and gross profit, whilst board education diversity was found to have a positive and significant impact on profitability as measured by gross profit. The finding is also in line with Alarussi & Alhader (2018), whose finding revealed that profitability is a crucial element that functions as a fundamental gauge of Organisational performance in the hotel sector. One of the goals of the hotel sector is to maintain profitability.

What are the effects of workforce diversity dimensions on customer satisfaction?

Table 1.13: Responses on customer satisfaction

		SD	D	PD	PA	A	SA	MEAN	SD	DECISION
1	Customer feedback is regularly collected and used to improve our services.	4	26	18	49	147	67	4.64	1.20	Low view
2	Our guests often return to our facility.	8	9	16	39	154	85	4.86	1.12	High view
3	The facility receives positive online reviews on the quality of service provided by our team.	7	12	18	69	129	76	4.70	1.15	Low view
4	Guests' complaints are minimal during their stay.	8	8	16	62	132	85	4.79	1.13	High view
	Average mean							4.75		

Source: Researcher's computation, 2025, using SPSS

The survey results show that respondents believe their guests often return to their facility, with a mean response of 4.86 and a standard deviation of 1.12. They also believe complaints are minimal during their stay. However, the mean response for regularly collecting and using customer feedback is 4.64, with a standard deviation of 1.20. The mean response for

positive online reviews on the quality of service provided by the team is 4.70, with a low view rate.

As indicated in tables 4.4.9, it is evident from the foregoing that the grand means of workforce diversity dimension is 4.67 and the average means of customer satisfaction in table 4.4.12 is 4.75 and the means are in the same region of Agreed and Strongly Agreed. In comparison of the statistics therefore, it suggests that workforce diversity could affect customer satisfaction.

Restatement of research hypothesis two

There is no significant effect between workforce diversity dimensions and customer satisfaction.

There is significant effect between workforce diversity dimensions and customer satisfaction

Analysis of hypothesis two

Table 1.14 Summary of multiple regression between workforce diversity dimensions and customer satisfaction of selected hospitality firms in North-Central Nigeria.

Coefficients

Dependent Variable: Customer Satisfaction

N	Model	B	Sig.	T	ANOVA (Sig.)	R	Adjusted R ²	F
	Demographic	.103	.000	6.267				
	Cognitive	-.069	.000	-4.488				
	Cultural	.195	.000	9.106				
	Functional	.500	.000	24.022				
	Identity	.237	.000	11.081				
	Experiential	.131	.000	6.402				
	Hierarchical	-.177	.000	-7.393				
	Geographical	.095	.000	7.093				
Diagnostic Test								
					.000 ^a	.985 ^a	.969	4.9183

Source: Researcher's computation, 2025, using SPSS

Interpretation and discussion of findings based on hypothesis two

Interpretation

The study reveals that workforce diversity dimensions significantly impact customer satisfaction in selected hospitality firms in North-Central Nigeria. Demographic diversity, cultural diversity, functional diversity, identity diversity, experiential diversity, and geographical diversity have a positive effect on customer satisfaction. However, cognitive diversity and hierarchical diversity negatively affect profitability. The study also found that a unit increase in demographic diversity, cultural diversity, functional diversity, identity

diversity, experiential diversity, and geographical diversity leads to an increase in customer satisfaction. Conversely, a unit increase in cognitive diversity and hierarchical diversity results in a decrease in customer satisfaction. The adjusted R^2 explains 97% of the changes in customer satisfaction, rejecting the null hypothesis that there is no significant effect between workforce diversity dimensions and customer satisfaction.

Discussion

The second objective showed a significant and positive relationship between workforce diversity and customer satisfaction of selected hospitality firms in North-Central Nigeria. This was stated in the findings of table 1.14 above. The regression model shows that the F-test with $F = 4.9183$ and p-value, which is observed to be 0.000, which is less than 0.05 (5%) level of significance and thus implies that workforce diversity has a significant impact on customer satisfaction. This finding is in line with the study of Jain and Pareek (2019), who embarked on a research endeavor aimed at exploring the impact of cultural diversity on businesses operating in Singapore. The study unveiled a positive correlation between cultural diversity and organisational success, indicating that embracing diverse perspectives can enhance overall performance and drive customer satisfaction. According to Ali et al. (2021), the performance of the organization is significantly influenced by customer satisfaction. This also collaborates with the study of Waqanimaravu and Arasanmi (2020) that customer satisfaction metrics, such as guest retention rate, online review ratings, and guest complaint rate, play crucial roles in assessing how well an organization is performing in the hospitality sector.

Conclusion

This research aims to explore the impact of workforce diversity on the organizational performance of hospitality firms in North Central Nigeria. The objectives include determining the effect of diversity dimensions on profitability and customer satisfaction. A questionnaire survey was used to gather data, and the findings revealed that workforce diversity positively and significantly affects organizational performance. The research used two performance indicators to measure the influence of eight independent variables on organizational performance. The majority of employees agreed that there is a substantial correlation between workforce diversity and performance metrics, aligning with Gupta (2018). The study highlights its significant effect on organizational performance. Diversity fosters customer satisfaction and increased profitability. The study offers insights for enhancing management practice. It emphasizes the importance of hiring practices that embrace diversity across demographics, cultures, and skill sets, promoting fair involvement in decision-making processes, open communication, and respect for differing opinions. Management should cultivate inclusive leadership styles, establish procedures for settling disputes resulting from cultural or identity issues, and provide frequent training sessions to foster collaboration. Quantifiable metrics like employee engagement, customer happiness, and profitability can be used to monitor diversity and its effects on performance.

The hospitality industry in North Central Nigeria caters to a culturally and demographically diverse clientele, and a diverse workforce enhances customer satisfaction and loyalty. Effective leadership is essential for harnessing the potential of diversity while minimizing conflicts or miscommunication. Hospitality firms should invest in leadership development to create inclusive environments where diverse teams can thrive.

The study suggests that organizational performance is positively correlated with workforce diversity variables such as demographic, cognitive, cultural, functional, identity, experiential, hierarchical, and geographical. To improve performance in hospitality firms, leaders should be trained to manage and embrace diversity effectively, and clear diversity policies should be established. Employee engagement should be promoted through initiatives centered on diverse aspects, such as race, gender, and disability. Regular monitoring and evaluation of the impact of diversity on performance is crucial to ensure alignment with organizational goals. Firms should track workforce composition, turnover rates, promotion equity, and create diversity-related Key Performance Indicators (KPIs). Regular updates to training programs and policies and ongoing feedback loops to involve staff are also recommended.

This research study explored workforce diversity and its impact on hospitality firms' performance. It examines various dimensions of diversity, including demographic, cognitive, cultural, functional, identity, experiential, hierarchical, and geographical. The study provides a nuanced understanding of how diversity impacts performance indicators like profitability and customer satisfaction. It extends existing theories and offers real-world applications for managers to leverage different types of diversity for optimal operational and financial performance.

Further studies are recommended to explore the impact of diversity on worker performance across various service sectors, examine worker attitudes using qualitative research, and investigate its potential to enhance customer satisfaction.

Recommendations

The study suggests that organisational performance is positively correlated with workforce diversity variables, including demographic, cognitive, cultural, functional, identity, experiential, hierarchical, and geographical. To improve performance, hospitality firms

1. Should train leaders to manage diversity effectively,
2. Promote an inclusive organizational culture,
3. Establish clear diversity policies, create engagement metrics, and develop a robust system for monitoring and evaluating the impact of diversity on key performance metrics like profitability, customer satisfaction, employee turnover, and guest loyalty.

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