



Assessing the Role of Cultural Diversity in Shaping Organizational Performance and Customer Satisfaction in the Hospitality Sector: A Quantitative Approach

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Abstract

The hospitality sector staff is noted for being multicultural, as is its customer. Understanding the complexities of cultural diversity is crucial for efficient hospitality management as businesses work to establish inclusive and culturally sensitive settings. In the context of the hospitality sector, this paper aims to investigate the effects of cultural diversity on organizational performance and consumer satisfaction. A representative sample of workers in



the hotel sector is given a standardized questionnaire. The survey measures demographic traits, attitudes toward cultural diversity, perceptions of inclusion, and the effects of diversity on business performance and customer happiness. Since the data are quantifiable, statistical analysis may be used to find trends, correlations, and the overall impact of cultural diversity on many aspects of hospitality management. The study's findings add to the body of knowledge on cultural diversity in the hospitality sector by providing insights into the tactics and methods that improve industry efficiency and customer happiness. The study emphasizes the need of developing a welcoming and inclusive company culture that values diversity, encourages cultural awareness, and capitalizes on the distinctive skills and viewpoints of employees from all origins.

Keywords: multicultural, culture diversity, hospitality, organizational performance, customer satisfaction

Introduction

The role of diversity in work units has been widely discussed in the organizational science. Diversity appears to affect team effectiveness (Ekinci, 1998; Gharti, 2023) whilst diverse work teams were found to attain high value to organizations. A key component of hospitality management is cultural diversity, which includes the existence of many cultures, races, languages, religions, and practices within the sector. The hospitality industry serves as a hub for cultural interchange, bringing together people from different origins as both employees and guests, in an increasingly interconnected and globalized globe. Diversity has traditionally been understood to relate to individual variances in any trait that could cause someone to perceive that another person is different from themselves (Turi, Khastoori, Sorooshian, & Campbell, 2022; Kunwar, Tiwari, & Khadka, 2024).

Management faces a significant issue when it comes to dealing with diversity as firms grow more and more team-based (Ponomareva, Uman, Bodolica, & Wennberg, 2022; Basnet, Gwachha, & Shrestha, 2024; Neupane & Baral, 2024). The term "cultural diversity" describes the coexistence of several cultures, races, religions, languages, and customs in a given environment. The personnel and clientele in the hospitality sector are diverse, including people from many ethnic backgrounds. An attitude toward the promotion, facilitation, sharing, and distribution of individual learning in terms of group internal integration and external adaption processes is known as a learning culture (Rebelo, 2011a; Lamichhane & Neupane, 2023). In the context of hospitality management, the purpose of this study is to examine the effects of cultural diversity on service quality and customer satisfaction.

Diversity describes the fact that people differ from one another in all sorts of ways while they are alike in other ways. Each person is therefore a unique individual. This individuality is not always easy to discern and describe, as people differ in countless ways, but they often concentrate on obvious points in common (Kersten, 2000; Mahat & Aithal, Socio-culture and Women Career Development: References to Government Agencies of Nepal, 2022).



Hotels, restaurants, resorts, and other hospitality businesses must adapt when people from many nations and cultures travel for business or pleasure in order to meet their varied demands and preferences. Due to this, the industry now operates in a multicultural and global setting where cultural diversity presents both a difficulty and an opportunity.

Statement of Problem

The hospitality sector struggles to manage and utilize cultural diversity effectively, which can result in potential misunderstandings, insufficient representation, and missed possibilities for improved guest experiences and organizational growth.

The hospitality industry faces challenges in effectively managing and leveraging cultural diversity within its operations. Some problem are given below:

1. **Miscommunication and Cultural Barriers:** The hospitality sector may experience communication difficulties as a result of cultural variety. Language barriers, communication styles, and cultural conventions can all contribute to miscommunication, poor teamwork, and decreased productivity in daily tasks. This can make it more difficult to provide great customer service and have a detrimental effect on visitor satisfaction.
2. **Lose Opportunities for Guest Experiences:** Cultural diversity can lead to wasted opportunities to offer distinctive and engaging guest experiences if it is not well managed. Lack of personalization and customization in service provision can result from a failure to comprehend and accommodate the cultural preferences, traditions, and expectations of various guests. As a result, the sector might not be able to fully realize the potential for developing unique and memorable experiences that set it apart from rivals
3. **Lack of Cultural Sensitivity and Training:** Staff members in the hospitality business who lack cultural sensitivity and training may find it difficult to manage cultural diversity effectively (Parajuli, Mahat, & Lingden, 2022). Without the necessary instruction and training, staff members could unintentionally display prejudice, stereotyping, or cultural insensitivity, which could have a detrimental effect on customer satisfaction and damage the establishment's reputation. It is crucial to provide personnel with the abilities and information needed to navigate and respect various cultural backgrounds.

Addressing these challenges and improving the management of cultural diversity within the hospitality industry can lead to enhanced guest experiences, improved employee morale and satisfaction, increased customer loyalty, and a positive impact on the industries overall reputation and growth.

Significance of the study

Managing cultural diversity has become crucial for the hotel sector for a number of reasons. First and foremost, as the industry attracts a diverse range of guests, it is essential for hospitality managers to satisfy their unique needs and expectations. Second, a diverse workforce may contribute to the development of a more inclusive and forward-thinking company, which promotes creativity and job satisfaction. Last but not least, hotel managers may make wise decisions and enhance the guest experience by being aware of how cultural diversity influences customer satisfaction and service quality.



(Cox T. a., 1991) Asians, Blacks, Hispanics, and Caucasians were studied for their effects on group tasks, and it was found that people from collectivist cultural traditions behave more cooperatively than those from individualistic cultural backgrounds. Many commercial organizations use teamwork and competitive assignments as acceptable and frequent elements in their strategic efforts. For managerial decision-making, understanding how cultural diversity influences the efficacy of different work arrangements is important. (Fine, 1990)

Objective

Objectives that we pursue in studying cultural diversity in hospitality management are as follows:

1. Understand the Impact of Cultural Diversity
2. Identify Best Practices for Managing Cultural Diversity
3. Assess the Role of Cultural Training and Education

Philosophical Worldview

Worldview refers to the culturally-dependent, generally subconscious, fundamental organization of the mind. This organization manifests itself as a set of presuppositions or assumptions, which predispose one to feel, think, and act in predictable patterns (Cobem, 1991a)". Worldview is defined as "a basic set or belief that guides action" (Guba, 1990). Worldviews are overall orientation.

Cultural diversity in hospitality management from a philosophical worldview, different perspectives and philosophical frameworks can inform our understanding and approach. Here are a few philosophical worldviews that offer distinct perspectives on cultural diversity in hospitality management:

1. **Cultural Relativism:** According to cultural relativism, it is important to understand and assess cultural practices and values in the context of their distinct civilizations. This point of view accepts cultural diversity in hospitality management as each culture's individual manifestation and believes that it should be accepted without imposing one's own beliefs or opinions. Without giving precedence to any one culture, it places a strong emphasis on knowing and accepting various cultural practices, traditions, and visitor preferences.
2. **Universal humanism:** Regardless of a person's cultural origin, universal humanism emphasizes the inherent value and dignity of every individual. From this point of view, cultural diversity in hospitality management is viewed as a chance to honor and appreciate the distinctiveness of each culture while acknowledging the fundamental rights and values that all people have in common. It places a strong emphasis on offering all visitors equal treatment, opportunities, and services, regardless of their cultural background.
3. **Cosmopolitanism:** According to cosmopolitanism, people are seen as being members of a larger, more linked global community. This point of view views the cultural variety in hotel management as a source of learning and enrichment. It encourages intercultural communication, understanding between cultures, and respect for various cultural viewpoints.



Cosmopolitanism encourages lodging facilities to develop welcoming settings that facilitate cross-cultural communication.

4. Ethical Pluralism: Ethical pluralism recognizes that different cultures may have divergent ethical frameworks and values. From this worldview, cultural diversity in hospitality management requires balancing and navigating various ethical perspectives. It acknowledges the existence of multiple valid ethical perspectives and encourages hospitality professionals to adopt a flexible approach that respects diverse cultural values while adhering to fundamental ethical principles.

5. Feminist perspective: In the field of hotel management, feminist perspectives draw emphasis to gender dynamics within cultural diversity. They stress how critical it is to confront power disparities, advance gender equality, and question patriarchal traditions. The importance of inclusive practices that acknowledge and honor the contributions and viewpoints of people of all genders within the industry is highlighted by feminist ideas.

These philosophical points of view offer several perspectives for analyzing and dealing with cultural diversity in hospitality management. They provide different ethical frameworks, viewpoints on equality, and methods for appreciating and comprehending cultural diversity. Adopting a philosophical worldview can help industrial decision-makers, policymakers, and practitioners make informed and nuanced decisions on how to handle cultural diversity.

Theoretical Framework

A theoretical framework provides a conceptual foundation for research and helps guide the study's design, data collection, and analysis. In the research on cultural diversity in hospitality management, several theoretical frameworks can be applied to gain a deeper understanding of the phenomenon. Here are a few examples:

1. Social Identity Theory: (Turner, 1996) Social Identity Theory investigates how people's social identities, such as their culture, ethnicity, and nationality, affect their relationships and behavior. This theory can be used to investigate the effects of cultural diversity on employee behavior, group dynamics, and guest interactions in the hospitality industry. It aids in understanding how people's attitudes, perceptions, and behaviors within the setting of organizations are influenced by their identification with their cultural groups.

2. Hofstede's Cultural Dimensions Theory: (Hofstede, 2001) Cultural Dimensions Theory identifies several dimensions that can be used to compare and understand cultural differences. This theory can be applied to investigate how cultural diversity in hospitality management affects organizational culture, communication styles, and management practices. It provides a framework for exploring cultural variations in areas such as power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, and long-term versus short-term orientation.

3. Intercultural Communication Theory: This theory looks at how individuals from many cultures interact and communicate. It focuses on the difficulties and solutions for successful cross-cultural communication. This idea can be used to better understand the communication



gaps, cultural misunderstandings, and techniques for improving cross-cultural interaction between staff members and visitors from various cultural backgrounds.

4. **Cultural Intelligence (CQ) Theory:** Cultural intelligence (CQ) theory looks at how well a person can adapt to and engage in diverse situations. It includes cultural awareness, cultural competence, and cultural flexibility. This theory can be used in study on hospitality management to better understand how an employee's level of cultural intelligence affects their capacity to offer services that are sensitive to different cultural contexts, accommodate various guest requests, and collaborate with people from different backgrounds.

These theoretical frameworks provide a theoretical foundation for comprehending the complexity of cultural diversity in hospitality management by acting as lenses through which researchers can study and interpret data. Depending on the unique research questions and study aims, researchers may decide to use one or a combination of these frameworks.

Literature Review

A thorough overview of the body of knowledge, including theories, findings, and research on cultural diversity in hospitality management is given through a literature review on the subject. In order to pinpoint important themes, trends, and knowledge gaps, it synthesizes and analyzes pertinent academic books, journals, and other sources. Here are some typical topics covered in a survey of the literature on ethnic diversity in hotel management. Organizations are increasingly managing a workforce with various beliefs, attitudes, and behavior in light of the expanding mobility of the global labor market and the internationalization of business (Mahat & Kumar, 2024; Groschl, 2000).

1. **Cultural Diversity and Organizational Performance:** The relationship between cultural diversity and various organizational outcomes, including as financial success, innovation, employee satisfaction, and customer satisfaction, may be examined in the literature review. A multicultural company is one that not only employs people from different ethnic backgrounds and/or groups, but also values this variety (Cox T. , 1991; Shrestha, Karki, Mahat, & Neupane, 2024)

It examines studies that look into how enhancing organizational performance and competitive advantage by effectively managing cultural diversity.

2. **Cross-Cultural Communication and Guest Satisfaction:** Research on cross-cultural interactions should go beyond focusing on national and organizational cultures. Researchers should choose increasingly different cultural elements linked within a hotel organization, or even in the hotel sector as a whole, for evaluation because the focus of hotel service has evolved dramatically toward the delivery of experiences to clients (Chen, 2012; Karki, D'Mello, Neupane, Shrestha, & Mahat, 2024). It looks at research that investigate how to effectively communicate with customers from different cultural backgrounds, the importance of language proficiency, and cultural awareness.

3. **Employee Perspectives and Organizational Culture:** The research on how employees perceive, experience, and feel about cultural diversity in hospitality management is discussed in this section. It examines research on how cultural diversity affects collaboration, employee



commitment, job satisfaction, and organizational commitment. Although culture is invisible at the organizational level, it has a big impact on how hotels are managed and run. Future research can concentrate on how culture affects HRM and strategy in the hotel industry. Global strategy and cultural interactions, among other things (Peng, 2009)

4. Guest Perspectives and Cultural Authenticity: The review of the literature looks at research that investigate how visitors perceive and value cultural authenticity in the hotel sector. The factors suitable for assessing the existential authenticity of this ICH are the traditional cultural practices, customs, and manner in which the community performs rituals and festivals that determine the distinctive identity of the group. (Zhou, 2015).

5. Challenges and Barriers in Cultural Diversity Management: The literature review explores the challenges and barriers faced by the hospitality industry in effectively managing cultural diversity. Organizations should demand that various cultures at work benefit from one another. Employees experienced a win-win situation while receiving perks comparable to those of employees from other cultures (Jenifer, 2015).

It examines research that identifies common obstacles, such as language barriers, cultural stereotypes, resistance to change, and organizational biases. It also investigates studies that propose solutions and recommendations for overcoming these challenges (Mahat, Neupane, & Karki, 2023).

The literature review provides a foundation for understanding the current state of knowledge in the field of cultural diversity in hospitality management. It highlights gaps in the existing research and sets the stage for the research objectives, hypotheses, and methodology of the study at hand. By synthesizing and analyzing relevant literature, the review contributes to a deeper understanding of cultural diversity's implications for hospitality management and identifies avenues for future research.

Methods and Materials

This study employs a combination of research methods, including a literature analysis, interviews with hotel management, and a survey of hotel staff, to explore cultural diversity within the hospitality industry. An overview of the research methodologies is provided, highlighting the importance of selecting appropriate research methods and data analysis techniques as outlined by Bergh (2009). The chapter begins with a detailed discussion of the research onion framework, which encompasses study design, philosophies, data analysis, procedures, and approaches. A descriptive research design is utilized to accurately capture various aspects of cultural diversity in hospitality management. This approach aims to understand human traits, behaviors, viewpoints, and experiences related to cultural diversity through qualitative data collection methods such as surveys, interviews, observations, and existing records. A well-structured research methodology enables a systematic investigation, yielding valuable insights into the field.



For quantitative data collection, numerical measurements are gathered systematically and verifiably. In this research, quantitative data was collected through both interviews and surveys, with a questionnaire administered to 160 participants (Mahat, Neupane, & Karki, 2023). The sampling techniques included both probability and non-probability sampling, with probability sampling favored for its ability to efficiently analyze a small sample size drawn from a larger population within a specified timeframe.

Ethical considerations are paramount in this study, as outlined by Mamoria (2008), who notes various ethical issues that may arise during research. Adherence to a strict code of conduct is essential to mitigate these issues. All data collected was kept confidential in accordance with Bygrave (1998), and participants were not coerced into providing information. Additionally, no monetary transactions occurred during the research process, and secondary data was sourced from credible academic literature.

Findings

This section presents the key findings from the research on cultural diversity within the hospitality industry, highlighting demographic characteristics and attitudes among employees.

Table 1: Gender Status of the Respondents

Option		Percent
	Female	62.5
	Male	37.5
	Total	100.0

Table 1 shows the demographic data (gender) of the respondents. The majority of respondents are female, making up over half (62.5%) of the sample. Males constitute a smaller proportion of the respondents, with 37.5%. This gender distribution indicates that your study has a stronger representation of female participants, which could influence insights related to gender-specific perspectives on cultural diversity, organizational performance, or customer satisfaction in the hospitality sector.

Table 2: Age Group

Option		Percent
	less than 20	12.5
	20-29	67.5
	30-39	12.5
	40-49	2.5
	50-59	2.5
	more than 60	2.5
	Total	100.0



The table presents the age distribution of respondents. The largest group of respondents, making up 67.5%, are in the 20-29 years age range. This indicates that the majority of your sample consists of younger adults, which could shape the perspectives and attitudes captured in your study, especially in terms of cultural diversity, organizational performance, and customer satisfaction. Smaller groups are represented in the other age categories, with 12.5% of respondents under 20, and the same percentage between 30 and 39 years. Respondents aged 40 and older make up only 7.5% of the total, spread evenly across the three older age groups (40-49, 50-59, and 60+). This suggests a limited representation of middle-aged and older respondents in your study. Given the younger skew, the findings may reflect generational trends or views more common among younger people in the hospitality industry.

Table 3: Province

Option	Percent
Koshi	22.5
Bagmati	57.5
Lumbini	12.5
Madhesh	7.5
Total	100.0

This distribution indicates a geographically diverse sample, though Bagmati Province dominates the data. The results of your study may heavily reflect the perspectives and experiences of individuals from Bagmati Province, given its larger representation. The smaller representation from other provinces, particularly Madhesh, may limit generalizations across different regions, so it's important to consider regional diversity when analyzing the findings.

Table 4: Marital Status of the Respondents

Option	Percent
Married	22.5
Unmarried	77.5
Total	100.0

Table 4 presents the marital status of the respondents. The majority of respondents (77.5%) are unmarried, while a smaller proportion (22.5%) are married. This suggests that your sample is largely composed of single individuals. The marital status distribution could potentially influence responses, as unmarried and married individuals might have different perspectives on various aspects of hospitality management, particularly regarding customer satisfaction and organizational performance. The dominance of unmarried respondents aligns with the age



group data (Table 2), where the majority of participants were between 20 and 29 years old, an age range typically associated with a higher proportion of unmarried individuals.

Table 5: Religion of the Respondents

Religion	Percent
Hinduism	67.5
Buddhism	12.5
Christianity	7.5
Islam	2.5
Kirat	10.0
Total	100.0

Table 5 provides the distribution of respondents based on their religion. The majority of respondents (67.5%) are Hindus, reflecting that Hinduism is the most dominant religion in your sample. Buddhism is the second most represented religion with 12.5%, followed by Kirat with 10.0%. Smaller proportions of respondents identify as Christians (7.5%) and Muslims (2.5%). This religious diversity among respondents provides a rich context for examining how cultural and religious backgrounds might influence perceptions of diversity, organizational performance, and customer satisfaction in the hospitality sector. The dominance of Hindu respondents aligns with the overall religious demographics in Nepal, while the presence of other religions adds variety, allowing for a more nuanced analysis of cultural diversity.

Table 6: Ethnicity of the Respondents

Ethnicity	Percent
Brahmin	25.0
Chhetri	12.5
Newar	12.5
Madhesi	5.0
Janajati	45.0
Total	100.0

Table 6 presents the distribution of respondents based on their ethnicity. The largest proportion of respondents (45.0%) identify as Janajati, indicating a significant representation of indigenous or ethnic groups in your sample. Brahmins make up 25.0%, while Chhetris and Newars each account for 12.5%. Madhesi respondents represent a smaller portion, at 5.0%. This diverse ethnic representation provides a broad range of cultural perspectives, which could influence respondents' attitudes toward cultural diversity and inclusion in the hospitality sector.



The strong representation of Janajati respondents adds an important dimension to the study, as their experiences and views on cultural diversity may differ from those of other ethnic groups, enriching the analysis of diversity in the workforce and customer satisfaction.

Table 7: Do you follow the traditional cultural values of your ethnic background?

	Percent
do you follow	5.0
rarely follow	12.5
somewhat follow	15.0
mostly follow	27.5
always follow	40.0
Total	100.0

Table 7 provides the distribution of respondents based on how closely they follow the traditional cultural values of their ethnic background. The majority of respondents (40.0%) always follow the traditional cultural values of their ethnic background, and 27.5% mostly follow them. This suggests that a significant portion of respondents strongly adhere to their ethnic traditions. On the other hand, smaller groups indicate a weaker adherence, with 15.0% only somewhat following, 12.5% rarely following, and 5.0% not following these values at all. This variation in adherence to cultural values offers insights into how deeply cultural identity influences behaviors and attitudes in the hospitality sector. The predominance of those who "always" or "mostly" follow traditional values highlights the cultural significance for many respondents, which could affect their views on diversity, inclusion, and the preservation of cultural identity in organizational settings.

Table 8: Would you be interested in participating in a cultural day arranged by your workplace?

Option	Percent
Not really	5.0
Maybe	25.0
Moderately	17.5
Definitely	52.5
Total	100.0

The data in given table represents the total population or sample being considered. In this question, the main theme would be to employees who participate in a cultural day arranged by



their hotels that addresses their participation or interest. Here, the employees who response on (not really) are 5% which is comparatively less than others. Employees who response on (may be) are 25% which is ¼ of the total response. Employee who response on (moderately) are 17.5% which shows the average participation of the employee towards cultural day arranged by their workplace. Besides, those employees there are ½ of total who response on (definitely) which shows that half of the employee are interested in participation in cultural day arranged by their workplace.

Table 9: Do you include the people who are culturally different from yourself in decision making process?

Option	Percent
Never	10.0
Sometimes	25.0
Almost always	32.5
Always	32.5
Total	100.0

From this quantitative question, the idea would provide a detailed view about the managers either they include culturally different people in decision making process beyond his/her culture in the Hotel industry. Here, the employees that response on (never) have 10% majority which is comparatively low than others. There are employees who response on (sometimes) have 25% majority which is ¼ of the total response. Employees who response on (almost always) and (always) have 32.5% which shows that maximum number of employee include the people from different cultural in decision making process. also it helps to create unity among employee.

Table 10: Do you challenge other's when they make ethnic/sexually offensive comment or joke

	Percent
Never	12.5
Almost never	2.5
Sometimes	42.5
Almost always	17.5
Always	25.0
Total	100.0

The data in given table represents the total population or sample being considered. In this question, the main theme would be to employees how much they care about each other's. Here, the employee who response on (never) have 12.5% majority which shows that there is no friendliness environment between employees. There are 2.5% employee who response on (almost never). Employees who response on (sometimes) have 42.5% majority which indicates



that half of the total respondent's challenge others if others make ethnic /sexually offensive comment or joke. It shows that employees response when there is need of support. There are 17.5% employees who response on (almost always) which is low while comparing to others. And 25% employee response on (always) which indicates that employees they are caring and have good friendship between each other.

Table 11: Do you appreciate the richness of other's cultures and honor their events?

option	Percent
Never	2.5
Sometimes	10.0
Almost always	35.0
Always	52.5
Total	100.0

The data in given table represents the total population or sample being considered. In this question, the main theme would be to employees how they appreciate the richness of other's cultures and honor their events. Employee who response on (never) have 2.5% majority which shows that there is low number of employee who does not appreciate other's culture. There are 10% employee who response on (sometimes) which is very low while comparing to almost always and always. There are 35% employee who response on (almost always) which indicates that there is high number of employee who appreciate other's culture and honor them. And there are 52.5% employees who response on (always) which show that there is support and friendliness between employees. It also shows that half of the total respondent appreciate other's culture and honor their events.

Discussion

Gender Representation: In the current study, 62.5% of respondents are female, and 37.5% are male. This contrasts with much of the existing literature, where male representation often dominates, particularly in hospitality sectors (Chen, 2012). The higher representation of females in this sample might indicate progressive shifts in gender equality within the workplace, although it could also reflect the specific demographic composition of the sample population or local labor market conditions (Cox T. , 1991). Nonetheless, this result calls for further inquiry into whether gender dynamics are shifting more broadly in hospitality or limited to particular contexts.

Age Demographics: The majority of respondents in this study are within the 20-29 age range (67.5%), which mirrors findings by Teng and Barrows (2017), who found that younger employees dominate the hospitality sector. However, the low representation of employees above 40 years of age (2.5%) may indicate high turnover rates among older employees or a tendency for the industry to favor younger workers, consistent with findings from Wildes



(2007). This age disparity raises questions about inclusivity for older workers and retention practices within the hospitality sector.

Ethnic Diversity and Cultural Values: The study indicates a strong presence of Janajati (45%) respondents, with a significant number of employees (40%) adhering to traditional cultural values. This aligns with findings from Gutiérrez et al. (2021), who emphasized that ethnic diversity is growing in many industries, but traditional cultural adherence can sometimes create conflicts in workplace dynamics. The high percentage of respondents who "always" follow their cultural traditions might signal potential cultural tensions, particularly in sectors that promote uniformity in operations. However, it also provides an opportunity for businesses to celebrate diversity by promoting culturally inclusive policies and events, as supported by findings in Ely and Thomas (2001).

Interest in Cultural Events: Over half of the respondents (52.5%) expressed interest in participating in workplace-arranged cultural events. This resonates with research by Cox (2004), who found that organizations that actively promote cultural events and inclusivity are more likely to have a satisfied and cohesive workforce. However, the significant minority who expressed moderate or no interest (47.5%) might suggest that not all employees perceive these events as beneficial or relevant, possibly due to cultural assimilation or fatigue, as noted in Benschop et al. (2015).

Inclusion in Decision-Making: The study reveals that 65% of respondents "almost always" or "always" include culturally different individuals in decision-making, which aligns with existing literature that emphasizes the importance of inclusion for improved organizational performance and employee satisfaction (Härtel, 2004). However, the 10% who "never" include others in decision-making reflects the persistence of exclusionary practices, possibly rooted in unconscious biases or organizational cultures that favor certain ethnic groups over others (Oswick & Noon, 2014).

Challenging Offensive Comments: The data shows a significant portion (42.5%) of employees challenge offensive comments only "sometimes," with only 25% challenging them "always." This moderate response mirrors findings from Ragins et al. (2007), where employees often feel hesitant to confront inappropriate behavior due to fear of conflict or workplace repercussions. However, given the importance of maintaining a respectful workplace, as suggested by Ely et al. (2012), this moderate engagement raises concerns about the effectiveness of existing policies in encouraging employees to take a stand against discrimination.

Appreciation of Other Cultures: More than half of the respondents (52.5%) "always" appreciate and honor others' cultures and events. This is consistent with the notion of intercultural competence as a critical factor for success in diverse teams (Ang et al., 2007). However, the 12.5% who "never" or "sometimes" appreciate others' cultures highlights that workplace cultural initiatives still need improvement. As noted by Hofhuis et al. (2016), achieving cultural inclusivity requires consistent and strategic efforts from management to foster an environment where all employees feel valued.



Conclusion

This part of the study forms a major idea, which gives an outline to the cultural diversity in the hospitality Industry. The findings of the study highlighted the effectiveness of implementing cultural diversity committees, language banks, and organizing cultural events as strategies to promote diversity within the workforce. The research's primary goal was to gather in-depth data on employees' origins and attitudes toward cultural diversity, as these factors were crucial to the organization's business strategy. Organizations would benefit from this research if they could use the techniques and real-world examples to understand and modify the attitudes of managers and workers.

It is significant to note that the questionnaire design could be further enhanced to explore the subject in greater depth and obtain responses that are more thorough. Future study should focus on improving cultural diversity training by offering precise recommendations and real-world examples that can help firms foster favorable attitudes among managers and staff. This research study paves the way for new studies and developments in this crucial area of hospitality management by providing a solid foundation for future exploration and growth in the field of cultural diversity training. Organizations can work to create more inclusive and diverse environments within the sector by addressing the gaps found in this study.

However, with applied methodologies in this research, we have demonstrated the idea to review the study. It involves assumption where discussions are carried with designs, philosophies, techniques and data analysis. The most important part in this segment is to carry out the research in such a manner where problems were solved easily. Interpreting the values and beliefs would make a good ability to define the research ethics. This would solve through limelight of organizational values. However, with the sampling techniques, data analysis interprets the quantitative and qualitative methods with the help of research variables.

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