

Impact of Diversity, Equity, and Inclusion on Overall Productivity in Star Category Hotels of Delhi NCR: The Moderating Role of Perceived Organisational Support

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Abstract

This study investigates the impact of Diversity, Equity, and Inclusion (DEI) practices on Overall Productivity (OP) among employees working in star category hotels in the Delhi NCR region, with Perceived Organisational Support (POS) examined as a moderating mechanism. Using a quantitative and cross-sectional research design, data were collected from employees working in 3 to 5-star hotels through a structured questionnaire administered between 15 May 2025 and 15 October 2025. From the gathered data of 548 respondents, the study employed SEM to test the direct relationships between Employee Diversity (DIV), Equity in recruitment and employment practices (EQT), Inclusive workplace practices (INC), and OP. Moderation effects were tested using PROCESS Macro. The findings confirm that DIV, EQT, and INC exert significant positive effects on OP, establishing DEI practices as essential organisational drivers of workforce performance within hospitality settings. Furthermore, POS significantly moderates all three relationships, strengthening the positive influence of DEI practices on OP when employees perceive high organisational support. The study offers strong managerial implications for integrating DEI with supportive organisational systems to improve productivity and workforce stability in star category hotels.

Keyword: Diversity, Equity, Inclusion, Perceived Organisational Support, Overall Productivity

Introduction

“Diversity is being invited to the party; inclusion is being asked to dance” (Myers, 2015). Across the global hospitality industry, Diversity, Equity, and Inclusiveness (DEI) has steadily evolved from a normative or compliance-oriented concept into a strategic organisational mechanism that directly shapes workforce outcomes and organisational competitiveness. As hotel operations become increasingly dependent on culturally diverse employee groups and experience-driven service delivery, organisations are compelled to institutionalise internal systems that promote fairness, psychological belonging, and equal opportunity (Giousmpasoglou, 2024). International research consistently demonstrates that when diversity is effectively managed, it enhances creativity, problem-solving ability, and team effectiveness, particularly within labour-intensive service environments. At the same time, equity- and inclusion-oriented practices have been shown to reinforce employee commitment, stability, and performance consistency. Hospitality-focused scholarship has mapped the growing prominence of DEI within tourism and hospitality research and highlighted the need for stronger empirical examination of its organisational consequences, particularly beyond attitudinal outcomes (Koç et al., 2025). Moreover, studies focusing on hotel employees indicate that perceptions of inclusion shape critical outcomes such as workplace attitudes, engagement, and performance, reinforcing the argument that inclusive organisational climates operate as productivity enablers rather than symbolic or regulatory obligations (Kim et al., 2025). Together, this body of work positions DEI as a central organisational capability through which hospitality firms can improve workforce effectiveness and operational efficiency.

The relevance of DEI is especially pronounced within the Indian hospitality sector, given the rapid expansion of the service economy, increasing workforce mobility, and the growing presence of multinational hotel brands.

India's hospitality workforce has historically been characterised by socio-cultural, regional, and demographic heterogeneity; however, the systematic and consistent implementation of DEI-oriented human resource systems remains uneven across hotel establishments. Emerging empirical evidence suggests that employee experiences related to workplace inclusion, gender dynamics, and organisational fairness meaningfully influence work outcomes, particularly in high-pressure hotel environments where coordination, trust, and interpersonal dependence are essential for service delivery (García-Rodríguez et al., 2020). Recent sectoral discussions and institutional research further emphasise that DEI initiatives must move beyond surface-level representation and be embedded within core organisational practices such as recruitment, training, performance evaluation, and employee experience management, especially within hospitality brands operating in highly competitive markets (Chauhan et al., 2025). More broadly, organisational behaviour and strategic HRM literature consistently acknowledges that employee management practices contribute substantially to firm performance, efficiency, and long-term sustainability. However, while these relationships have been extensively examined in sectors such as IT, healthcare, and manufacturing, comparatively fewer studies have investigated them within hotels, despite hospitality being one of the most employee-dependent industries. Hotel operations are characterised by intense time pressure, emotional labour, multitasking, and continuous guest-facing interaction, where smooth functioning depends heavily on employee coordination, mutual trust, and collaborative work culture. Within such environments, DEI has the potential not only to enhance individual performance but also to strengthen the broader organisational climate by reducing conflict, improving fairness perceptions, and increasing cooperation. Despite this potential, empirical research that simultaneously examines diversity, equity, and inclusion as an integrated framework and directly links them to productivity outcomes in Indian star category hotels remains limited, revealing a clear research gap with both theoretical and managerial implications.

Addressing this gap, the present study is strategically situated in the Delhi NCR region, one of India's most prominent hospitality hubs, hosting several pioneering hotel properties operated by leading domestic groups as well as internationally renowned global chains. Delhi NCR represents an ideal research context due to its diverse workforce composition, highly competitive service environment, and relatively structured HR frameworks commonly implemented within star category hotels (Divya & Bathla, 2025). Grounded in Social Exchange Theory and Organisational Support Theory, the study conceptualises Employee Diversity (DIV), Equity in recruitment and employment practices (EQT), and Inclusive Workplace Practices (INC) as the core predictors of Overall Productivity (OP). DIV reflects workforce heterogeneity and the presence of meaningful differences that can shape coordination and performance outcomes; EQT captures fairness in recruitment, appraisal, and opportunity structures, which influence employees' perceptions of justice, trust in organisational systems, and willingness to contribute beyond basic role requirements; and INC represents employees' experiences of belongingness, respect, and voice, which are especially critical in service-intensive hotel environments where teamwork and interpersonal coordination underpin operational success. In addition to these direct relationships, the study integrates Perceived Organisational Support (POS) as a moderating variable, recognising that DEI practices are likely to generate stronger productivity outcomes when employees perceive genuine organisational care and support (Eisenberger et al., 2020). Prior research suggests that supportive organisational climates amplify the effectiveness of HR practices by strengthening reciprocity, commitment, and performance-related behaviour. Accordingly, positioning POS as a moderator allows the model to capture not only whether DEI practices influence productivity, but also the organisational conditions under which these effects are strengthened. By empirically testing this integrated DEI-productivity framework within star category hotels in Delhi NCR, the study seeks to advance hospitality management scholarship while offering evidence-based guidance for hotel executives and HR managers seeking to design inclusive, fair, and performance-enhancing work environments.

Employee Diversity (DIV)

Employee diversity has emerged as a defining feature of contemporary organisations, particularly within service-intensive industries such as hospitality where workforce heterogeneity is both visible and operationally consequential. Diversity is commonly conceptualised as the presence of meaningful differences among

employees—such as demographic, socio-cultural, and experiential variations—that shape interpersonal interactions, coordination patterns, and performance outcomes. Prior research has consistently highlighted that diversity can enhance organisational effectiveness by broadening the pool of skills, perspectives, and problem-solving approaches available within teams, provided that such differences are effectively managed (Obeng et al., 2025). From a team-level perspective, cognitive and demographic diversity have been shown to improve adaptability, creativity, and task-related decision quality, especially in environments requiring continuous coordination and responsiveness (Qi et al., 2022).

The relationship between diversity and performance is further explained through social exchange and information elaboration logic, which argue that heterogeneous teams outperform homogeneous ones when diverse knowledge and viewpoints are actively shared, reciprocated, and integrated into work processes (Thomas, 1999). However, diversity does not automatically yield positive outcomes; its effectiveness depends on organisational contexts that support cooperation, trust development, and constructive interaction among employees. Van Knippenberg (2024) emphasised that diversity can generate either synergistic or disruptive effects depending on how differences are channelled within team structures. In service organisations, where performance is shaped by real-time collaboration and interpersonal dependence, the way diversity is embedded within everyday work routines becomes particularly critical. Within hospitality settings, workforce diversity is especially salient due to high employee mobility, multicultural guest interactions, and the reliance on team-based service delivery across departments. Hotels routinely employ individuals from varied cultural, educational, and regional backgrounds, making diversity a structural reality rather than a discretionary choice. Empirical evidence suggests that when employees perceive diversity as being valued and constructively integrated, they are more likely to engage cooperatively and contribute positively to workplace outcomes (Ko et al., 2020). Despite this relevance, there remains a notable lack of empirical studies explicitly examining how employee diversity translates into productivity outcomes within star category hotels, particularly in the Indian context. This gap underscores the need to empirically test diversity–productivity linkages in hospitality environments characterised by high coordination demands and operational pressure. Taken together, these arguments support the formulation of the following hypothesis

H1: DIV has a significant positive impact on OP.

Equity in Recruitment (EQT)

Equity in recruitment and employment practices represents a core organisational mechanism through which employees evaluate fairness, transparency, and legitimacy within workplace systems. Equity reflects the extent to which hiring, promotion, appraisal, and reward decisions are perceived as unbiased and merit-based, shaping employees' trust in organisational processes and their willingness to invest effort beyond formal role requirements. Theoretical perspectives rooted in equity theory and social exchange theory suggest that employees who perceive fair treatment from the organisation are more likely to reciprocate through enhanced motivation, engagement, and performance behaviour (Lyu et al., 2023). Equity thus functions as a signal of organisational credibility and respect, reinforcing employees' belief that contributions will be recognised and rewarded appropriately.

Empirical studies have consistently demonstrated that fairness-oriented HR practices strengthen employee commitment and improve performance outcomes by reducing uncertainty and perceived injustice (Jo & Shin, 2025). Cho et al. (2025) further argued that equitable treatment stabilises employee attitudes during employment transitions, fostering sustained work involvement and behavioural consistency. In performance-driven environments, equity-based systems enhance trust in management decisions and encourage employees to align individual effort with organisational objectives. Meta-analytic evidence also confirms that fairness in pay-for-performance and appraisal systems is positively associated with job performance through both cognitive and affective pathways (Chen et al., 2023). Moreover, equity has been linked to the development of relational trust, which further reinforces cooperative behaviour and productivity under demanding work conditions (Sharp et al., 2023). In hospitality organisations, equity assumes heightened importance due to the operational realities of shift-

based work, role interdependence, and emotionally demanding service encounters. Perceptions of inequity in work allocation, promotion, or evaluation can quickly undermine morale and reduce performance consistency in hotel environments. Despite the recognised importance of fairness and justice in organisational research, relatively few studies have empirically examined how equity in recruitment and employment practices directly influences productivity outcomes within hotels. This lack of sector-specific evidence highlights the need to extend equity–performance research into hospitality contexts where fairness perceptions are closely tied to daily operational effectiveness. Hence, the study empirically examines the following proposition:

H2: EQT has a significant positive impact on OP.

Inclusive Workplace Practices (INC)

Inclusive workplace practices have gained prominence as a critical organisational construct capturing the extent to which employees experience belongingness, respect, and meaningful participation in organisational life. Unlike diversity, which focuses on representation, inclusion reflects the quality of employee experience and the degree to which individuals feel psychologically integrated within workgroups. Inclusion and belongingness theory posits that employees perform more effectively when they experience both acceptance within the group and recognition of their unique contributions, enabling them to engage fully without fear of marginalisation (Kuknor et al., 2025). Inclusive climates therefore function as a mechanism through which workforce differences are transformed into constructive organisational outcomes.

Empirical research indicates that inclusive environments promote collaboration, reduce interpersonal conflict, and enhance individual performance by fostering trust and open communication (Arthachinda & Charoensukmongkol, 2024). Inclusion also strengthens employees' willingness to engage in discretionary behaviours that support team functioning and operational continuity. Jain (2025) highlighted that inclusion plays a decisive role in determining whether diversity initiatives lead to positive productivity outcomes, as employees' perceptions of acceptance shape their engagement and effort levels. Within hospitality settings, inclusion becomes particularly critical because service delivery relies heavily on teamwork, coordination, and emotionally regulated interactions among employees working under time pressure.

Hotels represent a unique organisational context where frontline employees must continuously coordinate across departments while managing guest expectations and operational constraints. In such environments, inclusive practices facilitate smoother communication, shared responsibility, and stronger alignment with service goals. Recent hospitality-focused research supports the view that inclusive workplaces enhance employee outcomes and contribute to more stable and productive operational systems (Kim et al., 2025; Madera et al., 2023). Additionally, organisational support and leadership studies indicate that inclusive climates reinforce commitment and encourage employees to contribute beyond minimum role expectations (Ali et al., 2022). Given these dynamics, inclusion is expected to play a pivotal role in shaping productivity outcomes within star category hotels. As a logical extension of this discussion, the following hypothesis is proposed:

H3: INC has a significant positive impact on OP.

Perceived Organisational Support (POS) as Moderator

Perceived organisational support (POS) reflects employees' general beliefs regarding the extent to which the organisation values their contributions and cares about their well-being. POS occupies a central position within organisational support theory, which argues that supportive organisational treatment fosters reciprocal attitudes and behaviours, including stronger commitment and improved performance (Eisenberger et al., 2020). POS is particularly relevant within DEI frameworks because diversity, equity, and inclusion initiatives are more likely to generate meaningful outcomes when employees perceive organisational intentions as genuine rather than symbolic.

Importantly, POS operates as a boundary condition that shapes the strength of relationships between workplace practices and performance outcomes. When POS is high, employees are more inclined to interpret DEI initiatives as authentic expressions of organisational care, thereby responding with enhanced cooperation, engagement, and productivity. Conversely, when POS is weak, even well-designed DEI practices may fail to yield strong performance outcomes due to scepticism, reduced trust, or perceived inconsistency between policy and practice (Tamimi et al., 2023). Empirical research further demonstrates that POS strengthens the effectiveness of HR practices by amplifying employees' willingness to reciprocate favourable treatment through performance-oriented behaviours (Jeong & Kim, 2021).

In high-pressure hospitality environments, POS serves as a critical psychological resource that helps employees cope with workload intensity, emotional labour, and service-related stress. Supportive organisational climates can therefore enhance the extent to which diversity, equity, and inclusion translate into productivity gains. By positioning POS as a moderator, the present study captures not only whether DEI practices influence OP, but also under what organisational conditions these effects are strengthened. Accordingly, the study extends the model by introducing POS as a moderator and posits:

H4: POS moderates the relationship between DIV and OP, indicating that the effect intensifies at higher levels of POS.

H5: POS moderates the relationship between EQT and OP, indicating that the effect intensifies at higher levels of POS.

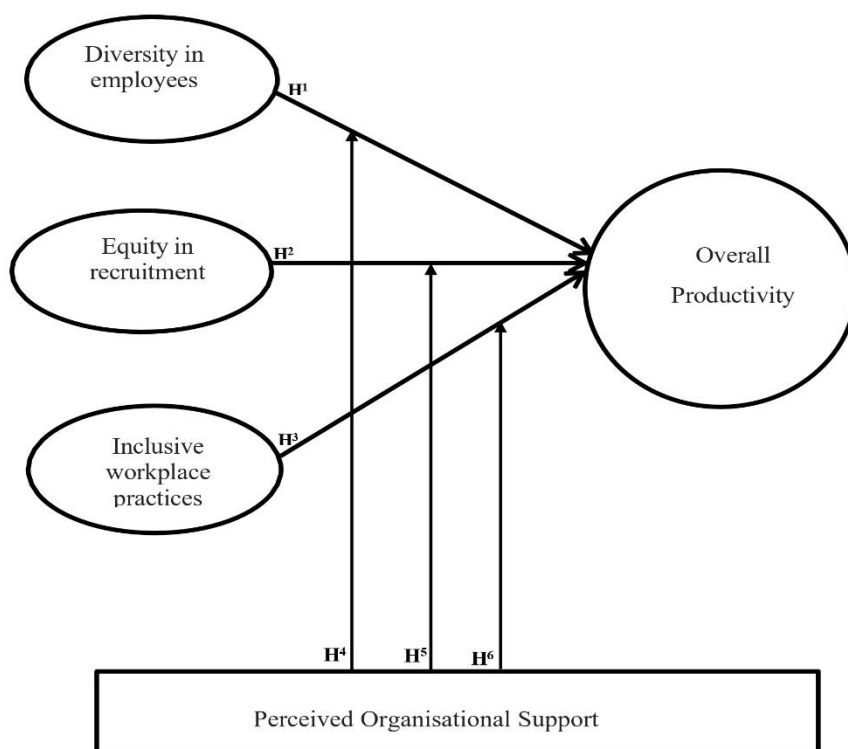
H6: POS moderates the relationship between INC and OP, indicating that the effect intensifies at higher levels of POS.

Pathway to the conceptual model

The conceptual model for the present study was developed through a focused synthesis of prior research on employee management practices and organisational outcomes, with particular emphasis on DEI-driven performance mechanisms in service-based settings. As illustrated in Fig. 1 Conceptual Model, DEI is positioned as a multidimensional workplace framework represented through DIV, EQT, and INC, each capturing a distinct but interrelated dimension of employee experience within organisations (Shore et al., 2011; Roberson, 2019). Within this framework, DIV, EQT, and INC are specified as the independent variables, reflecting the key organisational practices through which hotels can strengthen workforce effectiveness and workplace cohesion. Evidence suggests that diversity contributes to collaborative potential when differences are effectively managed (Obeng et al., 2025; Qi et al., 2022), equity reflects fairness in opportunity structures and employment systems (Lyu et al., 2023; Jo & Shin, 2025), and inclusion captures psychological integration and belongingness, which is especially important in hospitality environments driven by teamwork and service coordination (Kuknor et al., 2025; Kim et al., 2025).

The model identifies OP as the dependent variable, reflecting employees perceived efficiency, performance consistency, and contribution to organisational outcomes. Finally, POS is incorporated as a moderating variable, recognising that supportive organisational climates can strengthen the extent to which DEI practices translate into higher productivity (Eisenberger et al., 2020). Overall, the model provides a theoretically grounded and empirically testable framework for examining DEI–OP relationships within star category hotels of the Delhi NCR region.

Fig. 1 Conceptual Model for the study



Method

Research Design and Approach

The present study employed a quantitative, cross-sectional research design to examine the impact of DEI on OP in star category hotels operating in the Delhi NCR region. The study tested a predictive model comprising three direct relationships (DIV → OP, EQT → OP, and INC → OP) and examined the moderating role of POS on these relationships. The research framework was operationalised through a structured questionnaire and analysed using SEM for the direct effects and PROCESS Macro for moderation testing.

Sampling and Data Collection

Data were collected from employees working in 3 to 5star hotels across Delhi NCR. To ensure that responses were obtained from relevant establishments, the study included only hotels meeting predefined criteria related to star classification and operational continuity. Data collection was conducted between 15 May 2025 and 15 October 2025. A stratified random sampling technique was adopted to ensure proportional representation across hotel categories and employee segments.

A total of 622 questionnaires were distributed, and 578 completed responses were received. Following rigorous data screening, incomplete and inconsistent responses were removed. Consequently, 548 questionnaires were retained for final analysis, representing 94.81 per cent of the total responses received. The final sample size was considered adequate to support SEM and moderation analysis using PROCESS Macro.

Measures and Instrument Development

All constructs were assessed using multi-item measures on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The scale items were adopted from prior validated instruments and suitably contextualised for application within star category hotels. DIV, EQT, INC, and OP were operationalised through items aligned with diversity management and inclusive literature (Roberson, 2019). POS was measured using the standardised SPOS instrument originally developed by Eisenberger et al. (1986) and widely applied in subsequent research (Rhoades & Eisenberger, 2002).

The questionnaire contained two sections: demographic information (gender, age, educational qualification, job position, work experience, ethnicity, and socio-cultural background) and measurement items corresponding to the study constructs.

Reliability and Validity Assessment

To ensure measurement quality, reliability and validity were assessed using indicator loadings, Cronbach's alpha, CR, and AVE. DV was evaluated using HTMT criteria (Henseler et al., 2015). Prior to hypothesis testing, EFA was conducted to examine item structure, followed by CFA to validate the measurement model. The model demonstrated satisfactory reliability and validity and was considered suitable for further structural testing.

Data Analysis Procedure

Data analysis was conducted in two stages. First, SEM was applied to estimate the structural paths and test the direct hypotheses H1–H3, examining the influence of DIV, EQT, and INC on OP. Model adequacy was assessed through relevant fit indicators, and collinearity was examined using VIF values.

Second, moderation hypotheses (H4–H6) were tested using Hayes' PROCESS Macro. PROCESS was employed to examine whether POS conditions the strength of the relationships between each predictor (DIV, EQT, INC) and OP. Interaction terms were generated and interpreted using conditional effects to determine whether the DEI–OP relationships become stronger under higher levels of POS. This combined analytical strategy enabled robust testing of both direct effects and moderation mechanisms within the proposed model.

Results

Descriptive Analysis

The demographic profile of the respondents is presented in Table 1. The sample comprised employees working in star category hotels across the Delhi NCR region. Male participants constituted the majority of the respondents, while a comparatively lower proportion identified as female, with a negligible representation under the "other" category. In terms of age composition, a substantial proportion of employees were concentrated in the 26–35 years group, followed by those aged 36–45 years, indicating that the workforce is largely represented by early-career and mid-career professionals. With respect to educational qualification, most respondents reported diploma or graduate-level education, followed by postgraduates, while senior secondary and doctorate holders formed smaller segments.

In relation to job role distribution, operational staff accounted for the largest proportion of the sample, followed by supervisory-level employees, whereas managerial-level employees represented the smallest share. Work experience trends further revealed that a majority of respondents had 3–10 years of industry experience, followed by employees with more than 10 years of experience, while employees with less than three years of experience constituted the smallest segment. In addition, the demographic distribution showed that a considerable proportion of employees belonged to the local or regional category, followed by inter-state and inter-regional groups. Similarly, most respondents were from urban backgrounds, followed by semi-urban and rural backgrounds.

Overall, the demographic characteristics reflect a diverse and contextually appropriate workforce profile, providing a strong foundation for examining the proposed relationships between DIV, EQT, INC, POS, and OP in star category hotels in the Delhi NCR region.

Table 1: Socio-demography of the participants (N = 548)

Category	Characteristics	Frequency	Percentage (%)
Gender	Male	332	60.58
	Female	213	38.87
	Other	3	0.55
Age	Up to 25 years	64	11.68
	26 to 35 years	236	43.07
	36 to 45 years	168	30.66
	46 years and above	80	14.60
Educational Qualification	Senior Secondary	121	22.08
	Diploma / Graduate	267	48.72
	Postgraduate	133	24.27
	Doctorate	27	4.93
Job Position	Operational Staff	318	58.03
	Supervisory Level	152	27.74
	Managerial Level	78	14.23
Industry Experience	Below 3 years	97	17.70
	3–10 years	289	52.74
	Above 10 years	162	29.56
Ethnicity	Local / Regional	241	43.98
	Inter-State	189	34.49
	Inter-Regional	118	21.53
Socio-Cultural Background	Urban	314	57.30
	Semi-Urban	151	27.55
	Rural	83	15.15

Exploratory Factor Analysis (EFA)

EFA was undertaken to confirm whether the measurement items included in the employee survey formed a clear and interpretable factor structure consistent with the intended conceptual model. The analysis was conducted on

the full dataset (N = 548) using PCA with Varimax rotation to obtain an orthogonal factor solution that could be interpreted with greater clarity. The extracted factor structure revealed a coherent pattern of item clustering that aligned well with the study constructs, confirming that the questionnaire items grouped meaningfully across DIV, EQT, INC, POS, and OP.

Before factor extraction, the dataset was examined for factorability through commonly accepted diagnostic requirements, including sampling adequacy, suitability of item correlations, and explanatory strength of the extracted solution. The results indicated that all essential prerequisites were satisfied, confirming that the dataset was appropriate for factor-based validation. A summary of these prerequisite checks is presented in Table 2.

Table 2: Prerequisite Assessment for EFA (N = 548)

EFA Prerequisites	Conditions Referencing		Outcome
Sample size adequacy	n > 200	(Israel, 1992)	Validated
Bartlett's Test of Sphericity	p < 0.001	(Tobias & Carlson, 1969)	Validated
KMO measure of sampling adequacy	> 0.70	(Liu & Wang, 2021)	Validated
Communalities	> 0.50	(Hadi et al., 2016)	Validated
Cumulative variance explained	> 50%	(Howe, 1999)	Validated
First component variance	< 50%	(Howe, 1999)	Validated

Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was conducted to validate the measurement model and to assess whether the observed indicators adequately represented their respective latent constructs—DIV, EQT, INC, POS, and OP. The CFA was estimated using maximum likelihood estimation, with each observed variable specified to load only on its hypothesised construct, thereby ensuring theoretical consistency and measurement precision.

Measurement Model Fit

The adequacy of the measurement model was first evaluated using a range of absolute and incremental goodness-of-fit indices. The CFA results indicate that the measurement model demonstrates a satisfactory fit with the observed data. Specifically, the χ^2/df ratio falls within the recommended threshold, indicating an acceptable balance between model complexity and explanatory power. Incremental fit indices, including CFI, TLI, and IFI, exceed the commonly accepted cut-off of 0.90, confirming strong comparative model fit. Additionally, the RMSEA value is below the recommended upper limit of 0.08, suggesting that the model adequately approximates the population covariance structure. Collectively, these fit statistics confirm that the measurement model is well specified and suitable for further validity and reliability assessment.

Convergent Validity and Reliability

After establishing satisfactory model fit, convergent validity and internal consistency were examined. As presented in Table 3, all standardised factor loadings exceed the recommended threshold, demonstrating strong indicator reliability. The CR values for all constructs are above 0.70, confirming internal consistency, while AVE values exceed 0.50, establishing adequate CV across all constructs.

Table 3: Reliability and Validity Outcomes (N = 548)

Constructs (α)	Measured Variables (Questionnaire Statements)	Factor Loadings	CR	AVE
DIV (α = 0.90)	DIV1: Employees from different backgrounds are respected in this hotel.	0.84	0.93	0.66
	DIV2: The workforce in this hotel is culturally diverse.	0.86		
	DIV3: Gender diversity is encouraged in this hotel.	0.88		
	DIV4: Employees from different regions work together effectively.	0.83		
	DIV5: Workforce diversity contributes positively to the work environment.	0.82		
EQT (α = 0.91)	EQT1: Recruitment in this hotel is fair and unbiased.	0.84	0.94	0.68
	EQT2: Promotion decisions are based on merit.	0.87		
	EQT3: Employees receive equal growth opportunities.	0.86		
	EQT4: Performance evaluations are fair.	0.83		
	EQT5: Employees are treated fairly regardless of their gender or background.	0.81		
	EQT6: Management ensures equal access to training and development opportunities.	0.82		
INC (α = 0.92)	INC1: I feel included in workplace activities.	0.85	0.94	0.69
	INC2: My opinions are valued at work.	0.87		
	INC3: I feel respected by my colleagues.	0.86		
	INC4: I feel a sense of belonging in this hotel.	0.84		
	INC5: I am comfortable expressing my ideas and concerns at work.	0.82		
	INC6: Different viewpoints are welcomed and encouraged in this hotel.	0.81		
POS (α = 0.91)	POS1: My organisation acknowledges the value I add to its achievements.	0.84	0.93	0.66
	POS2: My organisation shows genuine concern for my welfare.	0.86		
	POS3: My organisation takes my personal values and career goals into account.	0.83		
	POS4: My organisation offers assistance whenever I encounter difficulties.	0.82		
	POS5: My organisation recognises and rewards my additional efforts at work	0.85		
OP (α = 0.91)	OP1: I perform my job efficiently.	0.86	0.93	0.67
	OP2: I contribute positively to hotel performance.	0.85		
	OP3: My productivity has improved in this workplace.	0.87		
	OP4: I complete my tasks on time.	0.85		
	OP5: I am motivated to give my best at work.	0.84		
	OP6: I regularly fulfil, and often surpass, the performance standards expected in my position.	0.82		

Discriminant Validity

DV was assessed using the HTMT criterion. As reported in Table 4, all HTMT values fall below the recommended threshold of 0.85, confirming that the constructs are empirically distinct and do not exhibit problematic overlap.

Collectively, the CFA results confirm that the measurement model demonstrates satisfactory fit, strong reliability, and robust CV and DV, thereby providing a solid foundation for subsequent structural analysis.

Table 4.4: HTMT Matrix for DV (Value < 0.85)

Constructs	DIV	EQT	INC	POS	OP	HTMT < 0.85
DIV	1.00					Pass
EQT	0.64	1.00				Pass
INC	0.68	0.66	1.00			Pass
POS	0.60	0.62	0.65	1.00		Pass
OP	0.71	0.73	0.78	0.70	1.00	Pass

Structural Model Estimation

Following the successful assessment of the measured model, SEM was employed to evaluate the direct effects proposed under H1–H3. The results clearly demonstrate that DIV, EQT, and INC exert statistically significant and positive effects on OP, thereby supporting the acceptance of all three direct hypotheses. The structural model exhibits strong explanatory consistency, indicating that diversity-oriented workforce composition, fairness in recruitment and employment practices, and inclusive workplace culture collectively contribute to enhancing OP among employees working in star category hotels in the Delhi NCR region.

The overall adequacy of the SEM model was supported by acceptable goodness-of-fit statistics as reflected in Fig. 2. The model fit indices reported were CFI = 0.931, $\chi^2/df = 2.418$, and RMSEA = 0.048, confirming that the proposed structural framework demonstrates satisfactory alignment with the observed dataset and is appropriate for hypothesis testing. In summary, the structural path estimates presented in Table 5, along with the acceptable model fit indices, confirm that all proposed direct relationships are statistically significant and consistent with the study framework. Specifically, the findings indicate that DIV ($\beta = 0.281$, C.R. = 6.120), EQT ($\beta = 0.341$, C.R. = 7.480), and INC ($\beta = 0.392$, C.R. = 8.660) have significant positive effects on OP at $***p < 0.001$. Accordingly, H1, H2, and H3 are accepted, confirming that all three predictors significantly contribute to explaining OP.

Collectively, these outcomes validate the hypothesised direct effects and indicate that the model sufficiently explains variation in OP among employees working in star category hotels across the Delhi NCR region.

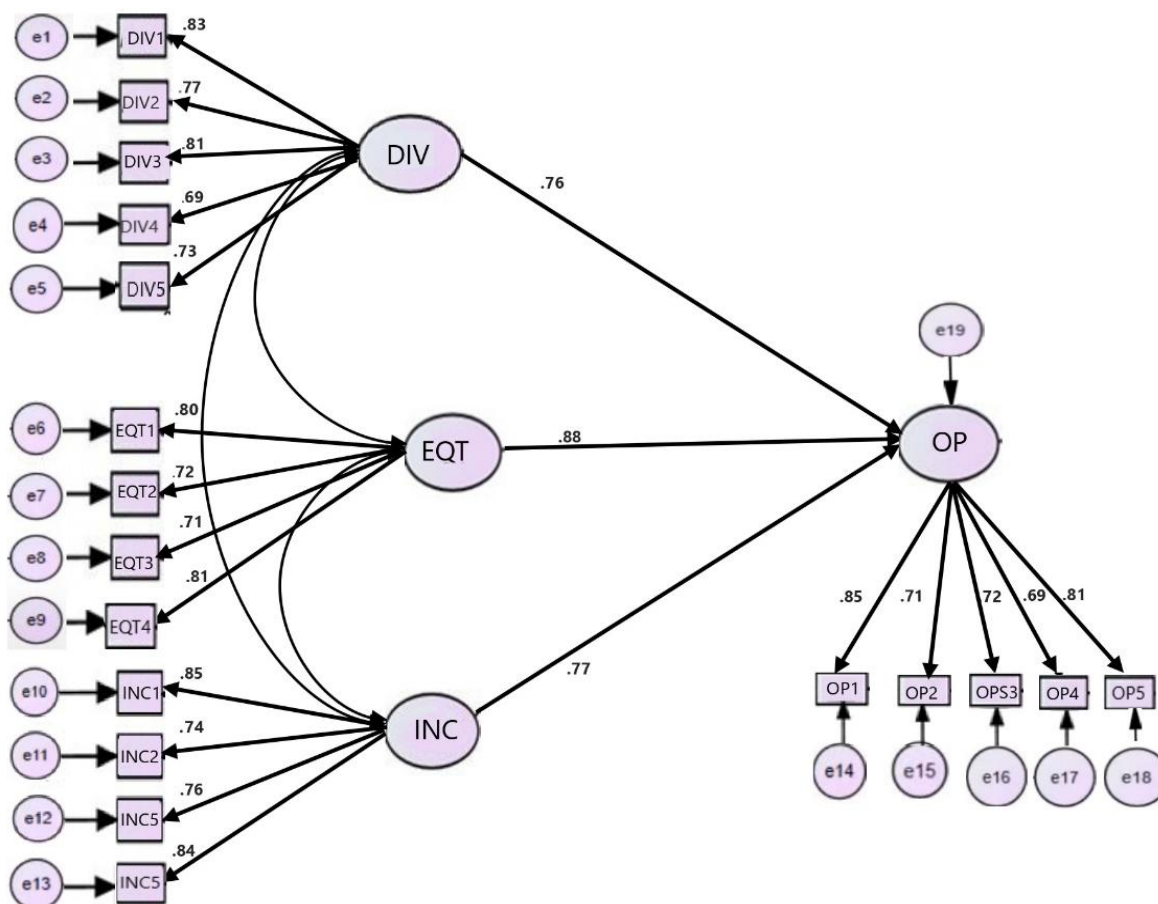
Table 5: Structural Model Results (Direct Effects)

Hypothesis	Pathways	β	S.E.	C.R.	Inference	Decision
H1	DIV → OP	0.281	0.046	6.120	***	Accepted

Hypothesis	Pathways	β	S.E.	C.R.	Inference	Decision
H2	EQT → OP	0.341	0.046	7.480	***	Accepted
H3	INC → OP	0.392	0.045	8.660	***	Accepted

***p < 0.001

Figure 1 Structural model Estimates



CFI = 0.931, $\chi^2/df = 2.418$, RMSEA = 0.048

Moderation Results

To examine the moderating role of POS, the moderation hypotheses (H4–H6) were tested using the PROCESS macro (Hayes, 2013). The findings, presented in Table 6, confirm that POS significantly moderates the relationships between DIV, EQT, INC and OP. The moderation models were estimated through interaction terms,

enabling the analysis to determine whether the strength of each direct relationship changes across varying levels of POS. In this procedure, the independent variables (DIV, EQT, and INC), the moderator (POS), and the interaction terms (DIV × POS, EQT × POS, and INC × POS) were included in the regression-based estimation to assess both main effects and conditional effects on OP. The significance of the moderation effects was evaluated using the confidence interval approach (LLCI and ULCI), whereby the interaction effects were treated as statistically meaningful when the confidence intervals did not include zero. This approach provides strong empirical evidence regarding the boundary role of POS in strengthening how DEI dimensions translate into enhanced OP among employees working in star category hotels in the Delhi NCR region.

Table 6: Assessing Moderation with PROCESS Macro

Model (DIV × POS → OP)

	coeff	se	t	p	LLCI	ULCI
constant	11.8742	1.8126	6.5514	.0000	8.3146	15.4338
DIV_T	.5648	.0673	8.3890	.0000	.4326	.6970
POS_T	.4871	.0641	7.5975	.0000	.3612	.6130
Int_1	.0726	.0185	3.9243	.0001	.0363	.1089

Model (EQT × POS → OP)

	coeff	se	t	p	LLCI	ULCI
constant	10.9927	1.9348	5.6817	.0000	7.1910	14.7944
EQT_T	.6039	.0689	8.7621	.0000	.4687	.7391
POS_T	.5024	.0668	7.5210	.0000	.3714	.6334
Int_1	.0814	.0186	4.3765	.0000	.0449	.1179

Model (INC × POS → OP)

	coeff	se	t	p	LLCI	ULCI
constant	11.2436	1.7869	6.2928	.0000	7.7346	14.7526
INC_T	.6425	.0703	9.1425	.0000	.5045	.7805
POS_T	.5187	.0649	7.9946	.0000	.3913	.6461
Int_1	.0917	.0187	4.9048	.0000	.0550	.1284

The interaction effects were statistically significant across all three moderation models. Specifically, the interaction term for DIV × POS was significant ($\beta = 0.0726$, $t = 3.9243$, $p < 0.001$), confirming that POS significantly moderates the association between DIV and OP. Likewise, the interaction term for EQT × POS was statistically significant ($\beta = 0.0814$, $t = 4.3765$, $p < 0.001$), indicating that POS moderates the relationship between

EQT and OP. The interaction term for INC × POS was significant ($\beta = 0.0917$, $t = 4.9048$, $p < 0.001$), establishing that POS moderates the relationship between INC and OP. Across all three models, the positive interaction coefficients indicate that as POS increases, the strength of the positive relationships between the independent variables and OP becomes stronger, reflecting the enhancing role of organisational support in converting DEI perceptions into productivity outcomes.

Similarly, as presented in tables 7,8 and 9, the conditional effect results provide additional clarity regarding the moderation mechanism by demonstrating that the magnitude of each direct relationship varies systematically across different levels of POS. Under lower POS, the effects of DIV, EQT, and INC on OP remain positive and significant, but their magnitude is comparatively smaller. However, as POS increases to moderate and higher levels, the positive impact of DIV, EQT, and INC on OP becomes progressively stronger, indicating that employees are more capable of translating DEI-driven workplace experiences into improved productivity when they perceive stronger organisational support. This pattern confirms that POS enhances employees’ psychological readiness, confidence, and willingness to reciprocate organisational practices through higher work effort and performance consistency, thereby reinforcing OP outcomes in star category hotels

Conditional Impacts of the Focal Predictor Based on Moderator Values (POS)

Table 7: Conditional Effects (DIV → OP at Levels of POS)

POS_T	Effect	se	t	p	LLCI	ULCI
2.0000	.4922	.0584	8.4274	.0000	.3775	.6069
3.0000	.5648	.0673	8.3890	.0000	.4326	.6970
4.0000	.6374	.0711	8.9641	.0000	.4978	.7770

Table 8: Conditional Effects (EQT → OP at Levels of POS)

POS_T	Effect	se	t	p	LLCI	ULCI
2.0000	.5225	.0615	8.4948	.0000	.4018	.6432
3.0000	.6039	.0689	8.7621	.0000	.4687	.7391
4.0000	.6853	.0708	9.6785	.0000	.5463	.8243

Table 9: Conditional Effects (INC → OP at Levels of POS)

POS_T	Effect	se	t	p	LLCI	ULCI
2.0000	.5508	.0621	8.8691	.0000	.4288	.6728
3.0000	.6425	.0703	9.1425	.0000	.5045	.7805
4.0000	.7342	.0726	10.1094	.0000	.5918	.8766

In summary, the PROCESS macro findings presented in Table 10 confirm POS as a statistically significant moderator across all three proposed relationships, thereby providing strong empirical support for the moderation hypotheses. Accordingly, H4, H5, and H6 are supported.

Table 10: Moderation Analysis Results (PROCESS Macro)

Hypothesis	Pathways	Direct Impact	Interaction Impact	Inference	Moderation Type	Decision
H4	DIV × POS → OP	0.565	0.073	Significant	Moderation Supported	Accepted
H5	EQT × POS → OP	0.604	0.081	Significant	Moderation Supported	Accepted
H6	INC × POS → OP	0.643	0.092	Significant	Moderation Supported	Accepted

Discussion and Conclusion

The acceptance of the first hypothesis H1 ($\beta = 0.281, p < 0.001$) confirms that DIV has a significant positive influence on OP among employees working in star category hotels in the Delhi NCR region. This outcome suggests that when employees perceive a diverse workforce as being respected and effectively integrated, it contributes to improved coordination, broader skill utilisation, and stronger team-based performance, ultimately enhancing productivity in hotel operations. This relationship is particularly reasonable in hospitality settings, where service delivery depends on teamwork, communication, and real-time coordination across departments, and workforce heterogeneity can strengthen service adaptability when managed effectively. The finding is consistent with organisational evidence that diversity can enhance workplace outcomes when supported through organisational systems and effective inclusive climates (Obeng et al., 2025; Van Knippenberg, 2024). Two practical lessons derived from this result are that hotels should (i) encourage cross-functional team collaboration through structured interdepartmental exposure and (ii) implement diversity sensitisation programmes that reduce bias and strengthen cooperation, thereby maximising the productivity benefits of workforce heterogeneity. Moving to the second hypothesis, the validation of H2 ($\beta = 0.341, p < 0.001$) confirms that EQT has a statistically significant positive effect on OP. This indicates that when employees perceive recruitment systems, promotions, performance evaluations, and growth opportunities to be fair and unbiased, they demonstrate stronger motivation and higher work involvement, contributing to improved productivity. In hotel settings, fairness in work allocation, performance appraisal, and career progression becomes especially critical because employees operate under demanding service conditions where perceived inequity can quickly reduce morale and effort. This result aligns with evidence indicating that fairness-related practices enhance employee commitment and performance outcomes by strengthening trust in organisational systems and signalling supportive treatment (Lyu et al., 2023; Jo & Shin, 2025). Two key implications from this finding are that star category hotels should (i) institutionalise transparent promotion and appraisal policies and (ii) ensure equal access to training and development opportunities across employee groups, as these measures can directly strengthen productivity outcomes through enhanced organisational credibility and workforce confidence. With regard to inclusion, the confirmation of H3 ($\beta = 0.392, p < 0.001$) establishes that INC is a strong predictor of OP. This implies that employees who feel valued, respected, and psychologically integrated within the workplace are more inclined to engage positively with their teams., show consistent work commitment, and perform efficiently in operational roles. This relationship is highly relevant in hospitality contexts, where interpersonal coordination, role interdependence, and teamwork-based trust act as the functional backbone of service quality and operational continuity. When inclusion is perceived as strong, employees are more willing to collaborate, share responsibilities, and contribute beyond minimum role expectations, which improves productivity outcomes. The finding corresponds with established literature indicating that inclusive climates strengthen employee contributions and help convert diversity into constructive performance outcomes (Kim et al., 2025; Madera et al., 2023). Two managerial lessons from this result are that hotels should (i) establish inclusive communication mechanisms where employee inputs are recognised and (ii) strengthen supervisory-level inclusive practices through training in respectful leadership and fair interaction behaviours, as these measures can enhance productivity by supporting employee belongingness and workplace engagement. Beyond the direct effects, the study examined the moderating influence of POS, recognising that DEI practices are likely to yield stronger productivity outcomes when employees perceive high

organisational care and support. The acceptance of H4 ($\beta = 0.073$, $p < 0.001$) establishes that POS significantly moderates the relationship between DIV and OP. This suggests that the positive effect of workforce diversity on productivity intensifies when employees perceive that the organisation values their contributions and offers meaningful support. In practical terms, diversity may generate better performance outcomes when employees feel secure and supported, as POS enhances cooperation, reduces uncertainty, and strengthens reciprocal work behaviour. This outcome is aligned with organisational support theory, which proposes that supportive organisational treatment strengthens performance-related attitudes and behavioural outcomes (Eisenberger et al., 2020; Tamimi et al., 2023). Two important lessons from this finding are that hotels should (i) strengthen support-driven HR systems such as mentoring, grievance resolution, and employee assistance initiatives and (ii) ensure that diversity initiatives are reinforced through visible organisational commitment and management support, as this can significantly enhance productivity gains from workforce diversity.

Similarly, the confirmation of H5 ($\beta = 0.081$, $p < 0.001$) establishes that POS moderates the EQT–OP relationship. This suggests that even when equity practices are perceived as fair, their productivity benefits become more substantial when employees simultaneously experience strong organisational support. Employees interpret equity-based HR systems as more credible and meaningful when the organisation demonstrates consistent care and recognition, which strengthens motivation and encourages high-performance behaviour. This finding aligns with evidence indicating that POS amplifies performance outcomes by increasing employee willingness to reciprocate favourable workplace conditions and fairness-based systems through higher effort and commitment (Jeong & Kim, 2021; Eisenberger et al., 2020). Two practical implications from this result are that hotels should (i) complement equity policies with supervisor support and recognition practices and (ii) ensure that fairness mechanisms are communicated clearly and implemented consistently, as POS strengthens the perceived legitimacy of equity practices and enhances their productivity effect.

Finally, the acceptance of H6 ($\beta = 0.092$, $p < 0.001$) establishes that POS significantly moderates the relationship between INC and OP. This suggests that inclusive workplace experiences contribute more strongly to productivity when employees perceive that the organisation actively supports their well-being and contributions. In hotel environments, where employees operate under time pressure, demanding service expectations, and emotional labour, organisational support becomes a crucial psychological resource that strengthens the benefits of inclusion by enabling employees to remain engaged, resilient, and cooperative. The result is consistent with inclusion and organisational support literature indicating that supportive climates enhance employee performance by reinforcing trust, strengthening engagement, and sustaining discretionary contribution (Men et al., 2023; Eisenberger et al., 2020). Two key recommendations based on this finding are that hotels should (i) develop structured employee support mechanisms such as counselling, feedback systems, and wellbeing-driven HR policies and (ii) encourage inclusive managerial behaviours through leadership development programmes, ensuring that inclusion is supported not only socially but also institutionally through strong organisational support. To conclude, the study outcomes robust empirical evidence in support of the proposed conceptual framework by confirming that DIV, EQT, and INC significantly improve OP in star category hotels within Delhi NCR, while POS operates as a critical boundary condition that strengthens these relationships. Collectively, the results indicate that productivity in hospitality workplaces is shaped not only by the presence of diverse teams and fairness-oriented employment structures, but also by how strongly employees perceive organisational support and care.

Implications

The outcome of the current study carry significant practical relevance for hotel executives, HR managers, departmental heads, and operational supervisors working in star category hotels across the Delhi NCR region. In the contemporary hospitality environment, where service performance is tightly linked with employee coordination, team stability, and workplace climate, DEI practices are increasingly becoming an essential managerial tool rather than a peripheral organisational initiative. The present study reinforces that hotels can strengthen workforce effectiveness and operational consistency by embedding DEI into core HR and supervisory systems. In practical terms, star category hotels should focus on building structured mechanisms that support

respectful collaboration among employees from different backgrounds, while ensuring that workplace interactions remain professional, cohesive, and performance-oriented. Such efforts are particularly important in hospitality environments characterised by high work demands, departments remain interdependent, and service delivery depends heavily on synchronised employee effort.

From a managerial standpoint, the study suggests that hotels must strengthen equity-driven HR systems by ensuring fairness in recruitment, role allocation, appraisal procedures, promotion opportunities, and access to training. When organisational systems are viewed as fair and open, employees are more inclined to sustained effort, stronger organisational attachment, and greater willingness to contribute to service outcomes. Similarly, inclusion-oriented practices should be prioritised through daily supervisory behaviours and communication norms that ensure employees feel respected, heard, and psychologically integrated within teams. Since hotel operations often involve pressure, workload intensity, and emotional labour, inclusive cultures can minimise interpersonal conflict, improve cooperation, and create healthier organisational environments that sustain employee performance over time.

In addition, the study highlights that supportive organisational climates perform an essential enabling role in converting employee-focused initiatives into tangible productivity improvements. Therefore, star category hotels must complement DEI initiatives with visible organisational support systems such as recognition programmes, mentoring structures, grievance redressal mechanisms, and well-being focused employee policies. In demanding hospitality workplaces, employees perform more consistently when they perceive that the organisation values their contribution and shows genuine concern for their well-being. Accordingly, hotels in Delhi NCR can achieve stronger workforce stability and improved operational outcomes by integrating DEI practices with support-driven leadership and employee-centred HR frameworks.

From a theoretical perspective, the study adds to hospitality and organisational behaviour literature by strengthening the relevance of DEI as a structured organisational framework linked to employee performance outcomes. By positioning DEI dimensions as core workplace drivers and incorporating POS as a contextual mechanism, the study extends existing performance-based discussions by demonstrating that employee productivity in service-intensive industries cannot be fully understood without considering both workforce practices and the supportive climate within which they operate. This provides a meaningful basis for future hospitality research to explore employee outcomes through integrated models that combine HR practices, workplace environment, and organisational support mechanisms in high-intensity service settings such as star category hotels.

Study Limitations and Directions for Future Research

Although the current study presents valuable insights into the role of DIV, EQT, INC, and POS in influencing OP within star category hotels in the Delhi NCR region, certain limitations must be noted along with potential avenues for further investigation. First, the study examined DEI broadly through composite constructs such as DIV, EQT, and INC, without separately modelling more specific demographic dimensions such as ethnicity, gender participation, and socio-cultural background as distinct explanatory constructs. While this approach supports conceptual simplicity and model clarity, it may limit deeper understanding of how particular diversity attributes influence workplace outcomes in different ways. Future research may extend the present framework by incorporating these demographic dimensions as separate constructs or as grouping variables within MGA designs, thereby enabling more precise interpretation of DEI mechanisms. Additionally, rather than focusing only on OP as the primary outcome, subsequent studies may examine outcomes such as employee attrition intention, turnover behaviour, job burnout, or organisational commitment, as these variables are highly relevant in hospitality contexts where workforce stability is a persistent managerial challenge.

Second, the respondent pool included a mixed representation of Millennials and Gen Z employees, which may have diluted generationally distinct perceptions regarding DEI practices and organisational support. While combining both cohorts increased the sample diversity and strengthened generalisability, employee expectations,

motivational patterns, and workplace value systems may vary considerably across generations. As a result, future studies could produce more refined implications by adopting a cohort-specific approach, either by conducting separate investigations for Millennials and Gen Z or by using a comparative research design to test whether the relationships among DIV, EQT, INC, POS, and OP differ significantly across generational groups. Such an approach would offer sharper insights into how DEI practices and support mechanisms can be tailored to match the workforce expectations of different age-based segments within star category hotels.

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