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Diversity, Inclusion Initiatives and Employee Performance in Selected Hotels Lagos State, Nigeria

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Abstract

This study examines the effects of diversity and inclusion initiatives on hotel employees' performance in selected hotels around Ikeja, Lagos State. The research employed quantitative survey design; the study population comprised hotel staff in Ikeja, Lagos State. Data was collected from primary sources using questionnaires. A total of 217 copies of the questionnaire were administered, and respondents were selected purposively for the organization, while convenience sampling was used for the employees. The data collected were analyzed using descriptive statistics, including frequency counts, percentages, means, and standard deviations. Also, Pearson Correlation and SPSS were used to analyze the inferential statistics. The study's findings revealed a significant relationship between the implementation of diversity and inclusion initiatives and employee productivity; the P value (0.0001) is below the significance level (0.05). Also, on the relationship between implementation of diversity and inclusion initiatives and employee performance, it is revealed that the P value (0.001) is less than the level of significance (0.05), which states that 'there is a significant relationship between the Implementation of diversity and inclusion initiatives and employee performance. In conclusion, the findings indicate a positive perception of Diversity and Inclusion (D&I) practices among employees, highlighting their effectiveness in fostering a positive work environment, enhancing problem-solving capabilities, and improving job satisfaction and overall performance. The study recommends that recruitment be bias-free, that comprehensive training be provided, and that anti-discrimination policies be strictly enforced.

Keywords: Diversity and Inclusion Initiatives, Hotel Employees Performance, Hotels, Employees Productivity.

Introduction

Diversity and inclusion in the workplace are vital for any thriving business that wants to attract top talent and appeal to a broad customer base. As a customer-centric industry, diversity in hospitality is even more important. A diverse hospitality team brings about fresh perspectives, better customer service, improved decision-making, and greater creativity. Most of the corporate sector in the hospitality industry invested in and supported the implementation of

diversity and inclusion initiatives (Gajjar & Okumus, 2018; Manoharan et al., 2021). Diversity and inclusion in hospitality refer to creating a workforce and workplace culture that embraces and values differences, ensuring that all employees feel respected, valued, and have equal opportunities. By its very nature, the hospitality industry (which includes sectors such as hotels, restaurants, airlines, tourism, events, and leisure) serves travelers, and with increased globalization, travelers from different parts of the world are creating tremendous diversity among its customers. To serve this diverse customer base, hospitality companies locate their operations and services in different regions of the world and employ a highly diverse workforce. Diversity focuses on the composition of the workforce, while inclusion centers on creating a culture where everyone feels welcome and can contribute their best. Diversity encompasses the variety of differences among people in an organization, including race, ethnicity, gender, age, sexual orientation, religion, disability, and more.

Effective diversity management includes voluntary programs and practices initiated by organizations to ensure an inclusive work environment (Mor Barak et al., 2016). It includes fair policies related to human resources management and programs created and implemented to manage the diverse workforce that is a reality today (Manoharan et al., 2021)

A diverse workforce is important in the hospitality industry because it brings a wider range of perspectives, experiences, and ideas, fostering greater creativity, innovation, and problem-solving. For example, a diverse workforce might include individuals from various cultural backgrounds, with different levels of education, and with diverse skill sets.

Inclusion is about creating a work environment where all employees feel valued, respected, and empowered to participate fully, regardless of their background or identity. Inclusion ensures that diversity is leveraged effectively by fostering a sense of belonging and psychological safety, where all employees feel comfortable expressing themselves and contributing their best work. Inclusive practices include ensuring equal access to opportunities, providing accommodation for disabilities, and promoting open communication and collaboration within the organization.

Liu et al. (2025) study offers insights for industry practitioners, emphasizing the need for comprehensive DEI strategies to improve inclusivity and equity in both workplace environments and customer experiences, ultimately enhancing organizational performance.

Ultimately, embracing diversity and inclusion is not just a moral imperative but also a strategic advantage that fuels growth, enriches experiences, and strengthens the industry's global standing. Yet, research on diversity and inclusion in the hospitality and tourism industry is still in its nascent stages, warranting further investigation and discussion.

Human resources are among the most important resources of any organization, and its performance is the key area that defines the center of any organization (Wilton, 2022). The organization always strives to create a favorable environment for employees to perform at their best (Naveed et al., 2022).

Employee performance is a critical metric indicating work output (Na-Nan & Sanamthong, 2019). An organization's growth and productivity are intrinsically linked to its workforce. Employee performance remains a focal concern for managers, senior leaders, and employees (Kelidbari et al., 2016). Enhancing job performance through practical support is a primary organizational objective (Wu et al., 2011). Abbas & Yaqoob (2009) emphasized that

employee performance is vital for organizational success. Liao et al. (2012) posited that job performance sets the standards for pay adjustments, layoffs, penalties, promotions, evaluations, and rewards. Employee performance encompasses behaviors and contributions that drive organizational achievements (Ahmad et al., 2011). Anitha (2014) asserted that employee performance is directly correlated with organizational performance and achievement, training and development, reward systems, collegial relationships, leadership styles, a well-being environment, and employee engagement. Performance metrics often reflect financial or other tangible outputs.

Diversity management enables hospitality organizations to recruit talent from a broad range of people, foster a positive organization culture, and enhance customer service and influence the employee's performance. However, recent reviews have also called for more quantitative research on diversity and inclusion in H&T (Ponting & Dillette, 2023). Also, previous studies on workplace diversity on employee performance have focused on broad diversity and organizational performance (Kochan et al., 2019; Bhalla et al., 2021). However, few studies (Joseph & Selvaraj, 2018) have devoted their effort to analyzing the effect of workplace diversity and inclusion on individual employee performance. It was observed during the literature review that no recent studies have examined diversity and inclusion initiatives and employee performance in the Nigerian hospitality sector, especially in Lagos State. Hence, the study seeks to investigate the relationship between diversity and inclusion initiatives and employees' performance in a selected hotel in Ikeja.

This study will be of great significance to hotel management, as it will contribute to perceptions of employee diversity and inclusion in the industry. Also serves as a source of information for hotel managers, providing viable suggestions on how employee diversity and inclusion initiatives can be used as tools to improve employees' performance. Moreso, it will enhance and contribute to the literature of diversity and inclusion management in hospitality and tourism.

Hence, the study will identify the factors driving diversity and inclusion initiatives among employees in hotels in Lagos State, which can be adopted by practitioners in small, medium, and large hotel establishments to improve productivity.

Statement of the Problem

Diversity, equity, and inclusion (DEI) have gained significant attention in global societal discourse (Im et al., 2023). As societies become more diverse, fostering inclusive environments and building sustainable, equitable communities has become a critical priority for both organizations and policymakers (Manoharan & Singal, 2017; Samašonok et al., 2023). These societal changes are also reflected in H&T, two sectors particularly sensitive to diversity and inclusion. Given the industry's global nature and its role in serving a diverse clientele, DEI practices are not just a social responsibility but a business imperative (Im et al., 2023; Madera et al., 2023). However, recent review studies have also called for more quantitative reviews of diversity and inclusion in H&T (Ponting & Dillette, 2023). Also, previous studies on workplace diversity on employee performance have focused on broad diversity and organizational performance (Kochan et al., 2019; Bhalla et al., 2021). However, few studies (Joseph & Selvaraj, 2018) have devoted their effort to analyzing the effect of workplace diversity and

inclusion on individual employee performance. It was observed during the literature review that no recent studies have examined diversity and inclusion initiatives and employee performance in the Nigerian hospitality sector, especially in Lagos State.

Therefore, the study seeks to investigate the relationship between diversity and inclusion initiatives and employees' performance in a selected hotel in Ikeja.

Objectives of the Study

The aim of this study was to examine the relationship between diversity and inclusion initiatives and employees' overall performance in selected hotels in the Ikeja area of Lagos State.

The specific objectives of this study are

1. To examine the correlation between the implementation of diversity and inclusion initiatives and employee performance in selected hotels within the Ikeja area of Lagos State.
2. To examine employee perceptions regarding the effectiveness of diversity and inclusion initiatives in selected hotels within the Ikeja area of Lagos State.

Statement of Hypotheses

Based on the objectives, the following hypotheses were formulated to guide this study;

Ho1: There is no significant relationship between the implementation of diversity and inclusion initiatives and employee performance in selected hotels in Ikeja, Lagos State.

Ho2: There is no significant relationship between the employee's perception of the effectiveness of diversity and inclusion initiatives and the employee's performance in selected hotels in Ikeja, Lagos State.

Literature Review

Concepts of Employee Diversity Management

Diversity can be broadly defined as “a characteristic of social grouping that reflects the degree to which objective or subjective differences exist between group members” (Van and Schippers, 2019). Furthermore, in alignment with the social identity theory, “a group is diverse if it is composed of individuals who differ on a characteristic on which they base their own social identity (Reilly *et al.*, 2018). Traditionally, diversity has included only race and gender. Furthermore, Kapoor (2018) argued for a broader definition of diversity that includes a range of other characteristics. Diversity can be viewed as a multidimensional concept (Griggs & Louw, 2021) comprising primary characteristics (nationality, age, ethnicity, and gender) and secondary characteristics (educational level, work experience, tenure, personality, and social and economic backgrounds) (Hsiao *et al.*, 2019).

However, Diversity management has been defined as the use of human resource management practices to maintain variation in human capital and ensure that such variation does not negatively affect the achievement of organizational goals and objectives (Olsen & Martins, 2022). Kirton and Greene (2019) described diversity management as valuing employees' differences and their effectiveness in using them. Effective diversity management includes voluntary programs and practices initiated by organizations to ensure an inclusive

work environment (Mor Barak *et al.*, 2018). It includes fair policies related to human resources management, as well as programs designed and implemented to manage the diverse workforce that is a reality today (Manoharan *et al.*, 2021). Diversity management is vital for the hospitality industry due to demographic shifts in the workplace, which have made a diverse labor force a crucial factor. While numerous advantages of a diverse labor force have been emphasized, merely including a diverse labor force with the sole purpose of maintaining a representative image is counterproductive, and organizational leaders must strategically reduce inclusion barriers (Sabharwal, 2018). Effective diversity management that generates positive outcomes depends on the creation and implementation of diversity management practices, as well as employees' perceptions of these practices (Garcia-Rodriguez *et al.*, 2020).

Employee Diversity in the Hospitality Industry

Diversity management literature in the hospitality field has typically investigated either role evaluation or best practices. Strategic training, as part of diversity management initiatives, has yielded positive results, including increased perceptions of the importance of diversity (Warr, 2021). Also, Iverson (2022) recommended diversity management practices for hospitality leaders, including effective communication, respect, and inclusion of employees' capabilities, beliefs, and language preferences.

Workforce diversity in the hospitality industry is associated with a competitive advantage (Madera, 2018) and must be explored in depth to realize its full potential. Diversity management has received increased support from the corporate sector in the hospitality industry through major hospitality companies' investments in several diversity initiatives (Gajjar & Okumus, 2018; Manoharan *et al.*, 2021). Diversity management has received attention in recent years in becoming a consulting industry, with organizations partnering with both academics and practitioners to evaluate their diversity management initiatives (Pitts, 2019).

However, the evolution of research objectives in the hospitality literature on employee perceptions of diversity management has recently shifted to the inquiry into diversity management outcomes. Mistry (2019) developed a holistic diversity management measurement scale for the hospitality industry. Two factors of diversity management (diversity management initiatives and inclusive human resources management practices) were identified through the scale development process. Diversity management initiatives focused on the efforts of hospitality industry organizations to manage workforce diversity proactively, while inclusive HRM policies described fair and inclusive policies established by the hospitality industry organization as part of their diversity management efforts (Mistry, 2019)

Theoretical Framework

Theoretical literature provides a historical overview of the field and the research literature, with special emphasis on the literature specific to the researcher's topic of interest. It also serves to support the key propositions in one's research work, using evidence drawn from authorities or experts in one's research field. The review must be shaped by a focus on key areas of interest and should be selective (O'Reilly, 2008).

Social Identification - Categorization Theory

According to this theory, an individual is out to assert his self-esteem. To this end, he categorizes others based on specific similarities and matches them against his own characteristics. In doing so, he identifies with the group that best represents his identity and deems it superior to the others (Pitts & O'Toole, 2020). The categories can include gender, age, ethnicity, or education level. In the context of diverse grouping, different categories exist; thus, different members view their identities as superior. The result is that diversity breeds tension, which ultimately poisons relationships, kills communication and coordination, and undermines overall group cohesion. This theory supports age diversity in group performance. The practical implication of the theory is that employees should receive adequate training and skills to understand the dynamics of identity and navigate it to achieve desired performance goals. It can thus be postulated that educational diversity has varying effects on employee performance but improves performance when the employee understands the dynamics of social identity.

Similarity-Attraction Theory

According to this theory, individuals seek to identify with like-minded individuals who help them reinforce their values, whereas unlike-minded individuals would put them in situations that question their values, passions, interests, and aspirations (Pitts & O'Toole, 2020). Naturally, it is a tall order to make the strange familiar; thus, individuals tend to systematically drive out unfamiliarity by developing negative attitudes and stereotypes toward certain groups. Strategies to drive out unfamiliarity may include indifference, contempt, discrimination, and reduced communication, among others. According to Hanappi-Egger (2019) as people interact over time, their surface-level, largely demographic differences, such as gender, age, ethnicity, and education levels, tend to diminish as they get to know each other and reconcile their stereotypes; however, the deep-seated diversity, largely attitudinal, persists and remains unchanged by the length of interaction between individuals. This theory supports the view that the effects of gender, age, ethnicity, and educational diversity are adverse in the short run, but as differences are neutralized through frequent interactions and adequate exposure, these effects tend to diminish. Thus, it is incumbent upon organizational leaders to guide the organization safely through the turbulent times and build sufficient momentum for the latter years of earning diversity dividends (Bhalla et al., 2021)

Research Methodology

In this study, a survey research design was deemed suitable for collecting data on Diversity, Inclusion Initiative, and Employee Performance in hotels. The survey research design was appropriate for this study because it allowed relatively quick data collection. This method was used to determine the correlations among the implementation of diversity and inclusion, employee performance, and employee perceptions of the effectiveness of diversity and inclusion initiatives in the hotels. The scope of the study is to examine the impact of diversity and inclusion initiatives on employee performance in selected hotels in the Ikeja area of Lagos state. The population for this study was limited to employees of the selected hotels. The population of interest consisted of all skilled and unskilled staff across the selected hotels' front office, food and beverage, housekeeping, Engineering, security unit, and accounts unit. The

purposive sampling method was used to select hotels practicing diversity and inclusion management in the Ikeja area. The study used a primary source of data collected through a well-structured questionnaire distributed in nine hotels. A sample size 217 was used, determined using the Cochran formula at the 85% confidence level. Measuring scale adopted for this study was Likert scale, Strongly Disagree, Disagree, Agree and strongly Agree were used to measure the correlations between the implementation of diversity and inclusion initiatives and employee performance in and employee perceptions regarding the effectiveness of diversity and inclusion initiatives, while variable such as age were measured at interval, gender, marital status, religious, educational level, position, department in the hotel, nationality and ethnicity were measured at nominal level. The reliability of the research instrument was assessed using Cronbach's Alpha, a measure of internal consistency. The Cronbach's Alpha coefficient obtained was .723. This value indicates a high level of reliability, suggesting that the instrument consistently measures the construct it was designed to assess. In the context of social research, Cronbach's Alpha values above .70 and .80 are considered good. Therefore .723 signifies that the instrument is reliable and likely to yield consistent results across different samples. High reliability is crucial to the validity of the study's findings, as it ensures that the data collected are stable and replicable. The research instrument can be used to measure relevant variables in the study, supporting the conclusion drawn from the data. Data were analyzed using descriptive statistics, including frequency counts, percentages, means, and standard deviations, while inferential statistics (chi-square) were used to test the hypothesis.

Results and Discussion

Presentation of Data, Analyses, and Interpretation

This section evaluates acquired data for this research project. Data were displayed and interpreted from questionnaires distributed to employees at selected hotels in Ikeja, Lagos, Nigeria. 217 questionnaires were given to the respondents, and all 217 were returned and analyzed.

Table 1: Sociodemographic Characteristics of the Respondents

Variable		Frequency	Percentage
Age	18 - 29 years	87	40.1
	30 - 39 years	86	39.6
	40 - 49 years	31	14.3
	50 - 59 years	13	6.0
Gender	Male	100	46.1
	Female	117	53.5
Marital status	Single	78	35.9
	Married	114	52.5
	Divorced	12	5.5
	Widowed	13	6.1
Department_in_hotel	Front office	41	18.9
	Food and beverage	27	12.4
	Accounting	12	5.5

	Accommodation	30	13.8
	Security	37	17.1
	Maintenance	48	22.1
	Management	22	10.1
Educational level	Primary/SSCE	106	48.8
	OND/Diploma	60	27.6
	HND/BSc	39	18.0
	MSc/PGD	5	2.3
	PhD	5	2.3
		2	0.9
Religion	Christianity	173	79.7
	Islam	34	18.0
	Traditional	5	2.3
Nationality	Nigerian	177	81.6
	Others	40	18.4
Ethnicity	South-West	96	44.2
	South-East	46	21.2
	North-West	29	13.4
	North-East	6	2.8
	North-Central	1	0.5
	South-South	16	7.4
	Others	23	10.6
Position	Management staff	38	17.5
	Senior staff	76	35.0
	Junior staff	103	47.5

Source: Field survey, 2025.

Sociodemographic characteristics of the respondents

Table 1 shows that 87 (40.1%) respondents were between 18 and 29 years old, while 86 (39.6%) were between 30 and 39 years old. Additionally, 31 (14.3%) were 40-49, 13 (6.0%) were 50-59, and a few (1.5%) were under 25. The mean age was 45 years, with a standard deviation of 12. Also, 100 (46.1%) respondents were male, while 117 (53.9%) were female. In terms of marital status, most respondents were married (52.5%), followed by single (35.9%), divorced (5.5%), and widowed (6.1%). Regarding education, the majority had primary or secondary school education (48.8% and 27.6% respectively), with fewer having tertiary education (18.0%, 2.3%, and 2.3% for HND/BSc, MSc/PGD, and Ph.D., respectively). The most common religion was Christianity (79.7%), followed by Islam (18.0%), and a small percentage practicing traditional religion (2.3%). Most respondents were Nigerian (81.6%), and the largest ethnic group was South-Western (44.2%). In terms of occupation, most respondents worked in maintenance (22.1%), followed by front office (18.9%), security (17.1%), senior staff (35.0%), management (10.1%), food and beverage (12.4%), and others (14.4%).

The majority of respondents were junior staff (47.5%), with the remaining being senior staff (35.0%) and management staff (17.5%). The overall average age of the respondents is 35 years, suggesting that most are still within the active workforce age range.

Table 2: Employees' perceptions regarding the effectiveness of the diversity and inclusion initiative

Statement	SD	D	A	SA	Mean	Standard Deviation	Remark
I believe diversity and inclusion practices in the hotel foster a positive work environment	50 (23%)	76 (35%)	35 (16.1%)	56 (25.8%)	2.45	1.11	A
The diverse team of employee in the hotel brings a variety of perspective for better problem solving	58 (26.7%)	102 (47%)	34 (15.7%)	23 (10.6%)	2.10	.92	D
The effectiveness of diversity and inclusion practices in the hotel makes employee feel more valued, acknowledge and appreciated	65 (30%)	81 (37.3%)	53 (24.4%)	18 (8.3%)	2.11	.93	D
Diversity and inclusion training in the hotel helps to promote respectful interactions	38 (17.5%)	91 (41.9%)	63 (29%)	25 (11.5%)	2.35	.90	A
There is an effective diversity and inclusion practice for the leadership and representation of the hotel	42 (19.4%)	91 (42.1%)	71 (32.9%)	12 (5.6%)	2.25	.83	D
Policies that promote work-life balance and	32 (14.7%)	81 (37.3%)	72 (33.2%)	32 (14.7%)			

provide support for various demographic groups are effective in the hotel					2.48	.92	A
Better communication of the hotel's diversity and inclusion practices to the employee will support its implementation and effectiveness	26 (12%)	52 (24%)	60 (27.6%)	79 (36.4%)	2.88	1.04	A
Actively seeking employee input in the overall planning and refining diversity and inclusion initiatives will make it more effective	45 (20.7%)	109 (50.2%)	35 (16.1%)	28 (12.9%)	2.21	.92	D
Average					2.35	0.95	A

Source: Field Survey 2025

Employees' perceptions regarding the effectiveness of diversity and inclusion initiatives Table 2 present the results detailing employees' perceptions regarding the effectiveness of diversity and inclusion initiatives within the hotel setting. The average mean score across all statements was 2.35, with a standard deviation of 0.95. Several aspects of diversity and inclusion were perceived positively: employees believed that these practices foster a positive work environment (mean score 2.45), promote respectful interactions through training (mean score 2.35), and support work-life balance and demographic groups (mean score 2.48). Additionally, better communication of these practices to employees was seen as beneficial for implementation and effectiveness (mean score 2.88). Conversely, perceptions were less favorable regarding the effectiveness of diverse team perspectives for problem-solving (mean score 2.10), the feeling of value and appreciation (mean score 2.11), effective leadership representation (mean score 2.25), and actively seeking employee input in refining initiatives (mean score 2.21).

These results highlight areas for improvement in communication, leadership representation, and inclusivity in decision-making to enhance overall perceptions and the effectiveness of diversity and inclusion initiatives in the hotel.

Table 3: Correlations between the implementation of diversity and inclusion initiatives and employee performance

Statement	SD	D	A	SA	Mean	Standard Deviation	Remark
Diversity and inclusion initiatives foster a positive work environment in the hotel	71 (32.7%)	103 (47.5%)	25 (11.5%)	18 (8.3%)	1.95	.88	D
Diversity and inclusion initiatives in the hotel correlates with enhanced job satisfaction and engagement which is important for high performance	76 (35%)	92 (42.4%)	28 (12.9%)	21 (9.7%)	1.97	.93	D
Diversity and inclusion initiatives in the hotel correlates with employee feeling a sense of belonging which is a motivation for better job performance	67 (30.9%)	92 (42.4%)	42 (19.4%)	16 (7.4%)	2.03	.89	D
The initiative of diverse teams and inclusion in the hotel foster creativity and innovation that can enhance team performance	54 (24.9%) 54 (24.9%)	82 (37.8%) 99 (45.6%)	53 (24.4%) 44 (20.3%)	28 (12.9%) 20 (9.2%)	2.25	.97	D

Inclusive decision-making in the hotel encourage collaboration and improve team work which can aid employee performance					2.14	.90	D
Effective diversity and inclusion initiatives can reduce employee turnover in the hotel which can encourage performance	57 (26.3%)	87 (40.1%)	58 (26.7%)	15 (6.9%)	2.14	.89	D
Enhanced employee wellbeing which is an inclusion initiative in the hotel can improve employee productivity	45 (20.7%)	101 (46.5%)	56 (25.8%)	15 (6.9%)	2.19	.84	D
Average					2.1	0.90	D

Source: Field Survey 2025

Correlations between the implementation of diversity and inclusion initiatives and employee performance

Table 3 presents correlations between the implementation of diversity and inclusion initiatives and employee performance within the hotel context. The average mean score across all statements was 2.1, with a standard deviation of 0.90. The findings suggest that diversity and inclusion initiatives are perceived positively in several dimensions: they foster a positive work environment (mean score 1.95), correlate with enhanced job satisfaction and engagement (mean score 1.97), and contribute to employees feeling a sense of belonging (mean score 2.03). Additionally, initiatives supporting diverse teams and inclusion foster creativity and innovation

(mean score 2.25) and encourage inclusive decision-making, thereby enhancing collaboration and teamwork (mean score 2.14).

Moreover, effective diversity and inclusion initiatives are seen as potentially reducing employee turnover (mean score 2.14) and enhancing employee well-being, thereby improving productivity (mean score 2.19). These results highlight the perceived benefits of diversity and inclusion practices in fostering a conducive work environment, promoting job satisfaction, fostering innovation, and potentially reducing turnover, all of which are critical factors influencing employee performance within the hotel setting.

Table 4: There is no significant relationship between the implementation of diversity and inclusion initiatives and employee performance in selected hotels

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	669.703 ^a	285	<.001
Likelihood Ratio	269.157	285	.742
Linear-by-Linear Association	76.155	1	<.001
N of Valid Cases	217		

a. 315 cells (98.4%) have expected count less than 5. The minimum expected count is .00.

Source: Field Survey, 2025.

Test of Hypotheses

Table 4 presents the chi-square result for the hypothesis. The chi-square value of the test was 669.703, degrees of freedom (df) of 285, and a significance value of 0.001. Since the p-value (0.001) is less than the level of significance (0.05), as shown in the table, we reject the null hypothesis and conclude that there is a significant relationship between the implementation of diversity and inclusion initiatives and employee performance in selected hotels in Ikeja, Lagos.

Table 5: There is no significant relationship between the employee's perception of the effectiveness of diversity and inclusion initiatives and the employee's performance in selected hotels in Ikeja, Lagos State.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	541.303 ^a	285	<.001
Likelihood Ratio	270.571	285	.721
Linear-by-Linear Association	66.617	1	<.001
N of Valid Cases	217		

a. 315 cells (98.4%) have expected count less than 5. The minimum expected count is .00.

Source: Field Survey, 2025.

Table 5 presents the chi-square result for the hypothesis. The chi-square value of the test was 541.303, degrees of freedom (df) of 285, and a significance value of 0.001. Since the p-value (0.001), as shown in the table, is less than the level of significance (0.05), we reject the null

hypothesis and conclude that there is a significant relationship between the employee's perception regarding the effectiveness of the implementation of diversity and inclusion initiatives and the employee's performance in selected hotels in Ikeja, Lagos state.

Discussion

Employee Perceptions

Employees generally perceive diversity and inclusion initiatives as fostering a positive work environment, promoting respectful interactions, and supporting work-life balance. However, perceptions are less favorable regarding the effectiveness of diverse team perspectives in problem-solving, feeling valued and appreciated, leadership representation, and inclusion in decision-making. This indicates a discrepancy between the presence of diversity initiatives and their perceived effectiveness. Similar studies have found that employee perceptions significantly impact the success of diversity initiatives (Kossek et al., 2006; Nishii, 2013). Enhancing communication, representation in leadership, and inclusivity in decision-making could improve overall perceptions and effectiveness. Also, in consonance with the study by Lim et al. (2023), which found that employees' perceptions of diversity management positively influence the company's financial performance, the relationship was positive. The study emphasized the role of leadership in shaping the employee's perception and organization outcome on diversity and inclusion management.

Correlations with Employee Performance

The study shows that diversity and inclusion initiatives positively correlate with several aspects of employee performance, including job satisfaction, engagement, sense of belonging, creativity, and reduced turnover. These findings align with existing literature, which demonstrates that effective diversity and inclusion practices contribute to better organizational performance and employee well-being. The quality of relationships and interactions with both leaders and coworkers is critical in managing a diverse workforce and in shaping an employee's inclusion experience at work (Randel et al., 2023). The positive impact on employee performance highlights the importance of sustained and effective implementation of diversity and inclusion initiatives.

Hypotheses Testing

The hypothesis testing results indicate significant relationships between the implementation of diversity and inclusion initiatives and both employee performance and job satisfaction. These findings reject the null hypotheses and confirm that well-implemented diversity and inclusion practices positively impact employee outcomes. This is supported by extensive research linking diversity initiatives to enhanced employee productivity and satisfaction. The results of Hsiao et al. (2015) indicated that the level of diversity perceived by hotel employees significantly influenced employee job performance. Therefore, the study reinforces the need for continuous and effective diversity and inclusion strategies to achieve optimal employee performance.

The implications of these findings are significant for hotel management and policymakers. Effective diversity and inclusion practices can lead to improved employee performance, job satisfaction, turnover, and overall organizational success. The study

highlights the need for comprehensive strategies that address recruitment, training, policy enforcement, and leadership commitment. By doing so, hotels can create an inclusive environment that leverages the benefits of a diverse workforce.

Conclusion

This study aimed to examine the impact of diversity and inclusion initiatives on employee performance in selected hotels within the Ikeja area of Lagos State. The specific objectives were to investigate employee perceptions and explore correlations between diversity, inclusion initiatives, and employee performance. The study findings revealed that diversity and inclusion practices are present but require significant improvements in areas such as recruitment, training, policy enforcement, and leadership commitment. Employee perceptions highlighted a positive impact of these initiatives on the work environment and job satisfaction, though there were concerns about leadership representation and inclusion in decision-making. The study also established significant correlations between diversity initiatives and enhanced employee performance, job satisfaction, and reduced turnover. Perceived challenges included cultural resistance, unconscious bias, and insufficient resources. This study recommends that leadership play a role in shaping employee perceptions and organizational outcomes related to diversity and inclusion management. Also, the management should implement a bias-free recruitment policy and comprehensive diversity and inclusion training for all employees (Managers and supervisors) to ensure positive, memorable customer experience and overall excellent business outcomes.

Recommendations

Based on the findings of the study, the following recommendations were made:

1. There should be better communication with the hotel's diversity and inclusion practices to the employees, which will support its implementation and effectiveness.
2. There should be an initiative of diverse teams and inclusion in the hotel, which will foster creativity and innovation that can enhance team and employee performance.
3. Hospitality organizations should provide adequate resources for diversity programs and recognize cultural events to create an inclusive environment and reduce resistance.
4. There should be bias-free recruitment and comprehensive training. Also, anti-discrimination policies should be strictly enforced, and managers should actively support diversity initiatives.

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