Gender, Age and Religious Diversity Management Practices Relating Hotel Employee Engagement in Phuket

Tianyu Zhao

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Thesis Title Gender, Age and Religious Diversity Management Practices Relating Hotel Employee Engagement in Phuket

Author Miss Tianyu Zhao

Major Program Hospitality and Tourism Management (International Program)

Major Advisor

.....

(Asst. Prof. Dr. Nareeya Weerakit)

Examining Committee:

.....Chairperson

(Dr. Chatchawan Wongwattanakit)

..... Committee

(Asst. Prof. Dr. Prathana Kannaovakun)

..... Committee

(Asst. Prof. Dr. Pornpisanu Promsivapallop)

The Graduate School, Prince of Songkla University, has approved this thesis as fulfillment of the requirements for the Master of Business Administration Degree in Hospitality and Tourism Management (International Program).

.....

(Prof. Dr. Damrongsak Faroongsarng)

Dean of Graduate School

This is to certify that the work here submitted is the result of the candidate's own investigations. Due acknowledgement has been made of any assistance received.

.....Signature
(Asst. Prof. Dr. Nareeya Weerakit)
Major Advisor

.....Signature
(Miss Tianyu Zhao)
Candidate

I hereby certify that this work has not been accepted in substance for any degree, and is not being currently submitted in candidature for any degree.

.....Signature
(Miss Tianyu Zhao)
Candidate

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บทคัดย่อ

อุตสาหกรรมการบริการ โดยเฉพาะธุรกิจโรงแรม ต้องอาศัยพนักงานที่มีความหลากหลายจากภูมิหลังที่แตกต่างกัน เพื่อให้บริการลูกค้าที่มีความหลากหลาย ดังนั้นการจัดการความหลากหลายจึงเป็นกลยุทธ์ที่สำคัญในการดูแลพนักงานที่มีความหลากหลาย เพื่อให้สามารถทำงานโดยใช้ทักษะและศักยภาพของตนได้อย่างเต็มที่ ไม่ว่าจะอยู่ในกลุ่มไหน ในขณะเดียวกัน แนวปฏิบัติการจัดการความหลากหลายที่มีประสิทธิภาพยังช่วยลดการลาออกและการขาดงานของพนักงาน รวมทั้งช่วยลดความขัดแย้งภายในที่ไม่จำเป็นระหว่างพนักงานด้วย

การศึกษานี้จึงมีวัตถุประสงค์เพื่อ (1) วิเคราะห์ความสำคัญและการนำแนวปฏิบัติในการจัดการความหลากหลาย (DMPs) ด้านเพศ อายุ และศาสนา ไปใช้ในธุรกิจโรงแรม (2) วัดผลกระทบของเพศ อายุ ศาสนา ต่อการรับรู้ของพนักงานโรงแรมที่มีต่อระดับความสำคัญและการใช้แนวปฏิบัติการจัดการความหลากหลาย และ (3) วิเคราะห์ค่าสหสัมพันธ์ระหว่างแนวปฏิบัติด้านการจัดการความหลากหลายและความผูกพันของพนักงานโรงแรมในจังหวัดภูเก็ต เป็นงานวิจัยเชิงปริมาณ เก็บข้อมูลโดยใช้แบบสอบถามกับพนักงานโรงแรมในจังหวัดภูเก็ตจำนวน 384 คนในช่วงเดือนกุมภาพันธ์ ถึงเมษายน พ.ศ. 2564 มีการวิเคราะห์ข้อมูล โดยใช้สถิติเชิงพรรณนา การวิเคราะห์ผลต่างระหว่างค่าเฉลี่ยด้วยการทดสอบ t-test และ ANOVA และการวิเคราะห์สหสัมพันธ์ ด้วยโปรแกรมสำเร็จรูปทางสถิติ SPSS

ผลการวิจัยพบว่า พนักงานโรงแรมเห็นว่าแนวปฏิบัติด้านการจัดการความหลากหลายด้านเพศ อายุ และศาสนา มีความสำคัญมาก และโรงแรมในจังหวัดภูเก็ตมีการใช้แนวปฏิบัติดังกล่าวได้อย่างมีประสิทธิผล เมื่อเปรียบเทียบความคิดเห็นต่อแนวปฏิบัติด้านความหลากหลายระหว่างพนักงานที่มีความแตกต่างด้านเพศ อายุ และศาสนา พบว่า พนักงานเพศชายให้ความสำคัญกับแนวทางการจัดการความหลากหลายทางด้านเพศและอายุมากกว่าพนักงานเพศหญิง พนักงานที่มีอายุน้อยและพนักงานที่นับถือศาสนาพุทธให้ความสำคัญกับแนวปฏิบัติด้านการจัดการความหลากหลายทางด้านเพศมากกว่าพนักงานที่มีอายุมากกว่าและพนักงานที่นับถือศาสนาอื่น สำหรับการใช้แนวปฏิบัติด้านการจัดการความหลากหลายของโรงแรม พบว่า พนักงานโรงแรมที่มีความแตกต่างในด้านเพศ อายุ ศาสนา เห็นว่าโรงแรมของตนพยายามให้โอกาสในการสรรหา คัดเลือก ฝึกอบรมและพัฒนา การเลื่อนตำแหน่ง และการจ่ายค่าตอบแทน สำหรับพนักงานในแต่ละกลุ่มอย่างเท่าเทียมกัน อย่างไรก็ตาม ผลการศึกษายังพบว่า พนักงานเพศชายค่อนข้างเห็นว่าแนวทางที่โรงแรมใช้ในการช่วยให้พนักงานสร้างสมดุลระหว่างงานและชีวิตครอบครัวระหว่างพนักงานเพศหญิงและเพศชาย อาจไม่สนับสนุนความเท่าเทียมทางเพศ นอกจากนี้ จากการวิเคราะห์ความสัมพันธ์ระหว่างการ

จัดการความหลากหลายด้านเพศ อายุ ศาสนา และความผูกพันของพนักงาน พบว่า มีเพียงการจัดการความหลากหลายด้านเพศเท่านั้นที่มีความสัมพันธ์เชิงบวกกับความผูกพันของพนักงาน

คำสำคัญ: เพศ อายุ ศาสนา การจัดการความหลากหลาย พนักงานที่หลากหลาย ความผูกพันของพนักงาน โรงแรม

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Author Miss Tianyu Zhao

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Abstract

Diversity management has become an important strategy in the hospitality organization to take care of their diverse workforce and make sure that their employees can maximize their skills and potential, regardless of which group they belong. At the same time, the implementation of diversity management can also help the organization to reduce employee turnover, absenteeism and avoid unnecessary internal conflicts among employees.

The objective of this study was to (1) investigate the importance-implementation of diversity management practices (DMPs) in terms of gender, age and religion in the hotel industry, (2) examine the impact of gender, age, religion on the hotel employees' perception toward the diversity management practices, and (3) to investigate the correlation between DMPs and employee engagement. Quantitative research method was applied. The data was collected using questionnaires with 384 full-time hotel employees in Phuket during the period of February to April 2021. The data were analyzed using SPSS, mainly in terms of descriptive statistics, t-test, One - Way ANOVA and correlations test.

The results showed that hotel employees viewed DMPs as considerable importance and the hotels in Phuket had efficiently implemented. Comparing between employees who are different in terms of gender, age and religion, the results found that male employees pay more attention to gender and age diversity management practices, young employees and the employees who are Buddhism viewed gender diversity management practices more important than older employees and other religion employees. In terms of the implementation of DMPs, hotel employees in different gender, age and religion can recognize that their hotels tried to provide equal opportunity in recruitment, selection, training and development, promotion, and compensation to them. The results of the study also found that the approach that hotel companies used to help their male and female employees balance their work and family life may hinder rather than supporting gender equality. On the other hand,

the results showed that among 3 aspects of DMPs which were gender, age and religion DMPs, only Gender DMPs were positively correlated with employee engagement.

Keywords: gender, age, religion, diversity management, diverse workforce, employee engagement, hotel.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter shows the background and rationale of the research. The main contents of this chapter include research justification, research questions and objectives, and scope of this research. The hypotheses of this study and this reporting structure are summarized and outlined at the end of this chapter.

1.2 Rationale of research

With the progress of globalization, having workforce diversity is an inevitable trend for major hotels (Childs, 2005). Workforce Diversity means that the organization's labor force composition becoming increasingly diverse in terms of gender, age, and religion (Kundu, 2001). Due to employees among different religions, different ethnic groups, different ethics, and different legal systems, organizations produce different values, attitudes, and behaviors (Mohammad, 2019). Employees won't put their value preferences and life orientations aside as they work. When entering another cultural system in a hotel, one always meets various actions and ways of outlanders in their cultural backgrounds, cultural conflicts, and sometimes even annoyance and insecurity (Gröschl, 2011). The difference in cultural factors is a quite important and complex variable in the diversification of hotel operations. Among these main problems that diversity management (DM) needs to overcome, Conflicts due to these different backgrounds are the most common and the most enduring (Jäämaa, 2015).

DM refers to a strategic approach to understanding the differences between organizations and individuals in a company (Aretz & Hansen, 2003). Labor force diversity management is crucial in hotel operations (Singal, 2014; Manoharan and Singal, 2017). DM ensures that every employee in the hotel can maximize their skills and potential, regardless of which group they belong to (Kandola & Fullerton, 1998). At the same time, the implementation of diversity management can also save costs for the hotel such as reducing employee turnover, absenteeism and avoiding unnecessary internal conflicts among employees (Bassett, 2005). If the hospitality industry has diverse workforce, it will not only enable employees to master good communication skills in different cultures during group training but also enable the hotel to gradually derive a unique cultural atmosphere to attract customers (Grobelna, 2016).

However, workforce DM is hard to run (Rijamampianina & Carmichael, 2008). The challenge that hotels face when managing employees is to get used to a variety of people by identifying different customs, working styles, and lifestyles (Korjala, 2013). In the global market, the hotel industry encountered a lot of issues about unfair wages (Allen and Sachs, 2007). There are also some differential treatments caused by gender bias (Crafts and Thompson, 1997). Shen et al. (2009) pointed out this problem, due to there are not many practical diversity management practices (DMPs), the literature on human resource management methods needed to effectively manage diversity exists blank. Diversity plays a vital role in the hotel industry, but the management is not effective (Korjala, 2013).

The differences in personalities brought differences in the diversity of the workforce are manifested in the different ways of thinking of employees and different feelings about the same thing (Robbins & Judge, 2017). This difference brings diversity management problems to the organization. Although these problems and shallow contradictions can be easily seen, prejudice and discrimination have always existed in people's work and interactions (Ugwuzor, 2014), giving the company work process and efficiency have brought great obstacles. Therefore, many countries have also conducted in-depth research on the management of workforce diversity. For example, Munjuri and Maina (2013) studied the diverse management of Kenyan regional bank employees by gender, age, and education level. It also investigated the impact of labor diversification management on the performance of Kenyan banking employees. The results show that labor diversification management has a positive impact on employee performance. This also reflects the impact of labor diversification management on employee engagement. Ugwuzor (2014) studied the management of workforce diversity based on gender, race, and religion in Nigeria. The results show that poor management of superficial and deep diversity can lead to decreased employee engagement and reduced company performance. Recently, Elkhwesky, Salem & Barakat (2019) use five-star hotels in Egypt as experimental subjects to study the level of importance and implementation DMPs in terms of religion, gender and ethnicity. A moderately and significant positive correlation was found between the implementation and importance DMPs in terms of gender and religion.

Workforce diversity in the Thai hospitality industry

Thailand is one of the best travel destinations, and the popularity of tourist attractions is largely attributed to the hospitality industry. As the second-largest economy in Southeast Asia, the hotel and catering industry contributes huge revenue to Thailand’s GDP. In 2019, the hotel and catering industry contributed approximately

994 billion baht to the country's GDP. In the same year, Thailand's GDP reached nearly 17 trillion baht. At the same time, the hospitality industry also provides huge career opportunities for Thai people. According to the Statista Research Department (2020), tourism employees will account for approximately 12.2% of Thailand's total employment in the first quarter of 2020. During the same period, Thailand's tourism industry employed approximately 4.5 million people. With the increase in employment in the tourism industry, the hospitality industry will also increase. The employment rate of the Thai population has greatly increased.

However, among the employed population in Thailand, the diversity of gender, age, religion, etc. is very inconsistent. First of all, the employment rate of men and women is quite different in Thailand, men are more likely to be accepted when they are hired, which has led to a decline in the employment rate of women. (Labour Force Survey, 2001 and 2010). Although the rate of female labor force participation has been continuously increased, for example, according to reports, the rate of women labor force participation of women over 15 years old in Thailand was about 64% in the year 2010 and 65.5% in the year 2011 (International Labour Organization, 2020). The increasing of the female labor force participation rate doesn't mean that there are equal job and promotion opportunities between males and females in the labor market.

In Thailand, it is common for women to take care of their family members. This phenomenon is more serious after marriage, which may be a factor of gender bias in the labor market. After going through a structural society and undergoing a long period of economic transformation, the economic dynamics of Thai society have had a huge conflict with the issue of women taking on the main housework. Due to modernization, women's status in the Thai labor market has been greatly improved compared to the past. According to International Labour Organization (2020), as of the end of 2019, the rate of Thai female workforce participation was 58.79%, while the rate of male workforce participation was 75.50%. This shows that the male labor force is still dominant in Thailand and Thai women still faced many challenges in their careers (Srisomboon, 2013).

Secondly, Thailand has entered the Aging Society since about 2005. The Kasikorn Research Center (2019) predicts that by 2022, the number of elderlies with an average annual income of 300,000 baht or more (income exceeding the level of living required) will reach 570,000, accounting for an estimated proportion of 13.61 million elderly people in the total population is less than 5%, and the proportion of elderly people with an average annual income of less than 300,000 baht is as high as 95-96%.

This means that most elderly people can only get the basic salary or the minimum government guarantee. As the aging population increases, this will pose a huge threat to Thailand's overall employment rate and per capita income.

From the perspective of the religious structure of Thailand, according to CIA World Factbook (2015), 94.6% of the Thai population believe in Buddhism, 4.3% believe in Islam, and the remaining 1.1% believe in Christianity and other various denominations. This extreme religious differentiation makes it impossible for a small part of the faithful to gain a sense of religious identity and enjoy cultural benefits such as holidays and religious activities because they are not in line with the "trend" at work (Mayhew, 2017). Therefore, re-planning and using DM is partially a key issue in Thailand, especially in the Thai hospitality industry because the hospitality workforce is characterized by high levels of diversity among employees, and it has been argued that hospitality companies need to be proactive in practicing diversity management if they want fresh ideas, strong growth, a positive image, and a better ability to hire qualified workers (Manoharan, Sardeshmukh & Gross, 2019).

However, there is little research on diversity management in Thailand. Although when studying the diversity of the workforce, many aspects can be broken down. Such as gender, race, ethnicity, age, or disability, etc. (Robbins & Judge, 2017). However, the current social workforce data in Thailand shows that the diversity of Thailand's workforce is large in gender, age, and religion. In addition, DM is essential to the hospitality industry, so far, in Thailand, there is still very little research on DMPs and their effects on employee engagement. Therefore, this research aims to analyze the level of implementation and importance DMPs and examine their effect on employee engagement in Thai hospitality.

1.3 Research questions and objectives

1.3.1 Research questions

1) What is the relationship between the importance and the implementation of gender, age, and religion DMPs from the perception of hotel employees in Phuket?

2) Are there differences between the importance and the implementation of DMPs among hotel employees in different groups of gender, age, and religion in Phuket?

3) Is there any correlation between DMPs and hotel’s employee engagement in Phuket?

1.3.2 Research objectives

1) To examine the relationship between the importance and the implementation of DMPs from the perception of hotel employees in Phuket.

2) To examine the impact of gender, age, and religion of hotel employees on their perception toward the importance and the implementation of DMPs in Phuket.

3) To investigate the correlation between gender, age, and religion DMPs and hotel's employee engagement in Phuket

1.4 Scope of the research

The study will be conducted within the following scope:

This study investigated the hotel employee's perception towards the importance and implementation of diversity management practices and the relationship between diversity management practices (in terms of genders, ages, and religions) and employee engagement. The site of study is in Phuket, one of the most famous tourist destinations in Thailand.

1.5 Definition of keyword

Workforce Diversity: gathering all kinds of people in the same workplace. This workplace will consist of people with rich experience, complex backgrounds, and a wide range of characteristics (Weiss, 2015).

Diversity Management (DM): a comprehensive management process developed for all employees (Munjuri & Maina, 2013) to create an organizational climate that makes workers and managers sensitive to differences related to gender, race, age, and nationality, and enables the various workforce to maximize their potential (Ellis & Sonnenfield, 1994).

Diversity Management Practices: refer to specific measures when the hotel implements diversity management (Elkhwesky et al. 2019). DMPs in this study focus on genders, ages, and religious aspects.

Hotel employee: refer to full-time employees working for at least 1 year in the hotel in Phuket.

Employee engagement is a positive attitude held by the employee towards the organization and its value so that they can devote themselves to work every day, regard corporate value as their value, seek benefits for the organization, and obtain a sense of happiness (Ryton et al., 2012).

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews related concepts and literature in the areas of Diversity Management. Factors Diversity Management is also reviewed. Relationships among these factors are surveyed in the literature to develop hypotheses and conceptual framework for further testing in the chapters that follow.

2.2 Workforce Diversity and Diversity Management: The definition and its importance.

2.2.1 Workforce Diversity

Workforce Diversity refers to gathering all kinds of people in the same workplace. This workplace will consist of people with rich experience, complex backgrounds, and a wide range of characteristics (Weiss, 2015).

Johnston and Packer (1987) believe that diversity is an important part of the workforce. Nowadays, more and more women, the elderly, and ethnic minorities go out to seek jobs and even immigrate to other countries to seek jobs. Therefore, the diversity of the labor force has become more and more complex, and the base is also growing. Cox and Blake (1991) regarded diversification as an imperative business and emphasized that companies should understand the value of diversification to establish a competitive advantage over competitors.

The benefits of the diversity of the workforce for employees are long-term and comprehensive. Employees of different backgrounds have different thinking and ideas, and most of the sparks of inspiration generated by them can propose creative methods to solve problems (Kim, 2006). In addition, increasing the diversity of employees means reducing discrimination and enhancing the company's image. For example, when people think of Marriott, Hilton, or McDonald's, they will immediately think of these as large international companies. The so-called internationality is actually the feeling that the diversity of the workforce brings to people. In addition, the labor shortage has always been a serious problem in the hospitality industry, especially in the area of catering services. It is difficult to maintain high-quality labor in entry-level jobs to meet the interaction with customers from all over the world. The diversity of the workforce can just solve this difficult problem and improve the company's competitiveness.

Diversity includes various reference factors beyond gender, age, religion, etc. that can show identity (Kundu, 2001). The diversity of the workforce is manifested in the diversity of employees at work. However, this study focuses on 3 factors that make employees diverse. It includes age, gender, and religion. The differences in thinking patterns between men and women are caused by gender factors, the empirical and innovative differences brought about by age factors, and the cultural differences brought about by religion. Managing these differences become a common part of diversity management in many organizations.

2.2.2 Diversity Management

Workforce Diversity Management refers to a comprehensive management process developed for all employees (Munjuri & Maina, 2013). Managing the diversity of the workforce means creating an organizational climate that makes workers and managers sensitive to differences related to gender, race, age, and nationality, and enables the various workforce to maximize their potential (Ellis & Sonnenfield, 1994).

Diversified management is considered to be a vital management responsibility to improve the overall social welfare and corporate organizational interests. Therefore, failure to respond to social norms and values (such as increasing the diversity of the workforce) will destroy the company's image and prevent potential employees from applying for the company.

Diversity management can increase labor productivity. Studies have shown that organizations of different gender, ages, religions and, other backgrounds increase the selectivity and decision-making power of enterprises better than organizations of the same background, so as to increase the enterprises' competitiveness (Dike, 2013). Employees can standardize professional ethics to a greater extent, communicate with customers more effectively, improve leadership skills, and thereby increase employee productivity (Osborne & Hammoud, 2017). Workforce diversity also makes the solutions of the company more optimized, that is why brainstorming is popular. Employees of different genders, different ages, and different backgrounds can attract talents from the broadest labor market (Wan et al., 2012).

However, if diversity management cannot be carried out effectively, workforce diversity will also cause a lot of management issues. For example, low corporate cultural cohesion, low morale, low tacit understanding between employees, increasing the possibility of employee disagreement. These actions will cause internal

conflicts among employees, and the diversity of labor with different attributes will lead to different conflicts (Williams & O`Reilly, 1998).

Employees from different cultures and regions have different values (Liu, 2006). Although the diversity of the workforce may cause internal conflicts among employees, it may also stimulate employee productivity (Joseph & Selvaraj, 2015). Out of respect for cultural differences, companies can better supervise and solve existing problems in different ways. Companies can discover new business opportunities, develop new products, attract new customers and expand new markets by encouraging cultural diversity (Heather, 2002). Respecting the cultural differences of employees can lay the foundation for the company's development in different cultural markets.

Companies can better improve market competitiveness by creating an atmosphere of tolerance and respect for diversity. Attention and investment in diversified management are an important part of the management of outstanding company personnel (Wan et al., 2012). For managers, the main value is to create and maintain equal opportunities in the workplace in the company, mobilize the enthusiasm of each employee, and let them contribute to the company (Dike, 2013). The diversity of the workforce in a team makes employees full of vitality, companies more competitive. The diversified team and corporate culture enable the company to obtain high returns (Heather, 2002). Many successful cases in the global market attract managers in the organization to pay attention to this issue. Facts have proved that if diversification management is not implemented, the company will soon lose its attractiveness to existing and future employees (Bryan & John, 1999).

2.2.3 Diversity Management in Hotel Industry

There were several studies that investigated diversity management in hospitality. For example, Connolly and McGing (2007) concluded in a study of Irish hospitality that as customers have higher and higher requirements for hotel service quality, if Irish hotels are to survive in the huge market competition, they must solve the issues of employee representation, participation and communication channels to improve employee efficiency. DM can solve this problem and increase the potential for competitive advantage. Garib (2013) conducted indirect research related to DM in Europe, testing the Dutch tourism managers' perception of diversity and the relationship between organizational outcomes and the improvement of DM. The results show that labor diversification is regarded as a positive value added by the tourism industry. It can improve work efficiency, productivity, service quality, etc. in the organization. When managers need to deal with diversity and improve

organizational results, they can increase the positive impact of workplace diversity based on the impact of employee diversity in the workplace. Singal (2014) stated that DM is not only a response to the needs of society but also a response to changing demographic trends. And it has a positive impact on improving financial performance, and it can also provide a business case for DM in the hotel industry. The study compared hotel companies and non-hotel companies and found that due to diversity being more important to service-related industries, hotel companies invest more in diversification management than non-hotel companies. DM can point out the direction for the hotel's investment in diversity management to improve financial performance. Yadav and Rajak (2021) also found that diversified management practices in the hotel industry are very important by measuring the impact of diversified management practices on organizational performance. If diversified management practices are implemented correctly in the organization, it will increase their efficiency and productivity, thereby promoting the overall growth of the organization. Through analysis, García-Rodríguez et al. (2020) found that DM may have an indirect impact on job satisfaction through employee motivation, engagement, or effort. In addition, people with disabilities, LGTB workers, etc. are also direct beneficiaries of DM. The hotel brings convenience to special groups through DM.

Additionally, there were a few numbers of recent studies that investigated diversity management in Thailand. For example, Tatli et al. (2017) pointed out that some human resource management has been unable to solve the problems related to gender discrimination in the workplace in a study on gender DM in Thailand. Srisorn et al. (2019) also pointed out that as the aging process of Thai people accelerates, proper management of the elderly labor force in the future will become a major challenge in human resource management. In addition, Sumarni and Kalupae (2020) also mentioned in their research that the religious conflict in Thailand is one of Thailand's long-term problems to be resolved. However, there were no studies in diversity management in the Thai hotel industry. Therefore, the research aims to study the DMPs in terms of gender, age, and religion in the hotel industry and examine their relation to employee engagement.

2.2.4 Gender and Diversity Management

According to the survey, more than 57% of about 13,000 companies in 70 countries agree that gender diversity initiatives have improved company efficiency; around three-quarters of enterprises that track changes in gender diversity have increased their profits from 5% to 20%, the most enterprises growth rate is between 10% and 15% (EMP, 2019). Approximately 57% of surveyed enterprises believe that

gender diversity is easier to attract talent, the resulting benefits make talents more willing to stay in the company. More than 54% of respondents believe that creativity, openness, and innovation have been improved; a similar proportion of companies surveyed believe that gender inclusiveness has improved their reputation of the company; simultaneously, about 37% of respondents believe that gender diversity enables enterprises to judge customers' emotions more effectively. A report analyzed the data of 186 countries/regions from 1991 to 2017 and found that the growth of women's employment in a country/region is positively correlated with the country's GDP growth (ACT, 2019).

Through a series of tests on DM, Sodexo (2018) found that a balanced ratio of men and women among the managers of the leadership team is more likely to succeed. This five-year study covers different functional departments of 70 entities around the world, including 50,000 managers. A team with a male-female ratio between 40% and 60% means that the team's male-female ratio has reached a gender balance. Gender-balanced teams have high key performance indicators, such as operating profitability, customer satisfaction, and employee retention. The main findings of Sodexo's research on gender balance are as follows:

(1) Compared with other teams, a more gender-balanced team created a significant increase in operating profit.

(2) The employee retention rate of gender-balanced entities is 8% higher than that of other entities.

(3) The customer retention rate of gender-balanced entities is 9% higher than that of other entities.

(4) The employee engagement of the gender-balanced management team is 14% higher than that of other entities.

(5) The accident rate of gender-balanced entities is 12% lower than that of other entities.

This example clearly shows the importance of gender diversity management to the company and the benefits it will have after implementation.

According to the latest report issued by the Employers' Activities Bureau of the International Labour Organization (2019), companies that have truly achieved gender diversity, especially in terms of management, have achieved better performance and significant profit growth.

Traditionally, women are called "housewives", they should stay at home to do housework, raise children, cook, and wait for their husbands to come back (Vanessa, 2012). As more and more women go out of their homes to seek job

opportunities but they still must bear family responsibilities, do corporate cultures with "anytime, anywhere" sexual responsibilities in companies would have a greater impact on women; at the same time, women are required to require companies to be more inclusive than men when they work. For example, some policies can balance work and lifetime, such as flexible working hours and maternity leave (Employers' Activities Bureau, 2019).

Duncan and Loretto (2004) found that in all age groups, women are more prone to age bias than men due to appearance or gender factors. Kyalo (2015) also argues that, compared with women, organizations prefer to hire male workers as they are considered to have better performance capabilities. Recently, Yonhap News Agency (2020) reported that companies seem to prefer men when hiring employees, which may be due to the nature of the work the company is engaged in. Men have always been considered more productive, have greater endurance, and can work in workplaces with potential safety hazards.

Robbins & Judge (2017) stated that gender differences rarely affect work performance, because the differences in learning and abilities between men and women are basically negligible, so women and men are both effective leaders. Gender balance among senior managers refers to any gender ratio of managers should be 40%-60%. Similarly, the composition of the gender structure of the general labor force should theoretically remain the same. When the female proportion in leadership and management is 30%, the gender diversity benefits begin to appear. However, around 60% of companies in the market failed to achieve this goal. Bureau for Employers' Activities (2019) believes that women rarely hold important decision-making positions in the industry.

In the global market environment, only 1-5% of executives are women, because few women have seats on the company's board of directors (Yemisi et al., 2012). This is due to gender discrimination and gender inequality caused by gender bias. Because of society's perception of women's status, women will be deprived of certain rights and privileges at work. There are many factors related to women's difficulty in entering the decision-making level. For example, there is a common phenomenon in social enterprises: the higher the management level, the lower the proportion of women (ACT, 2019). At work, female managers often take up roles in human resources, finance, and administration. These jobs are considered relatively low-level management jobs. It is hard to be promoted to a board member or CEO in the future (EMP, 2019). Therefore, more than 78% of the CEOs of social enterprises are

men, most of the CEOs of women are small enterprises. This means it is difficult for most companies to enjoy the benefits of gender diversity.

Salem and Shaheen (2021) proposed that although women are fighting to win equal treatment, gender prejudice in Muslim countries is still widespread. In fact, compared with Muslim countries, non-Muslim countries generally support women's rights and gender democracy to a higher level (Rizzo et al., 2007). Koburtay et al. (2018) also explained in the study that Muslim patriarchy greatly restricts women's employment. On the other hand, older female employees usually get fewer job opportunities than older male employees. Van der Horst et al. (2017) mentioned in the study that older female employees suffer more prejudice in job hunting because of family, health, and other issues.

Therefore, the following hypothesis was developed:

H_1: There are differences between male and female hotel employees' perceptions toward the level of importance and implementation of DMPs.

2.2.5 Age and Diversity Management

With the acceleration of the global population aging process, the problem of labor aging is also inevitable. People's impression of old employees being outdated, bad-tempered, and unaware of flexibility is gradually changing. More and more people see that older employees are working elites with rich experience, accurate judgment, positive and upward, with strong professional ethics and commitment to quality (Robbins & Judge, 2017). Nevertheless, in most cases, older employees are still considered to be less adaptable and less able to accept new knowledge. When organizations promote employees, older employees are still excluded because of their age (Bersin & Chamorro-Premuzic, 2019). Although age bias is extremely common in real life or work environment, a large number of research results show that age bias will be more obvious under certain circumstances or conditions.

For example, when the company makes certain decisions, such as hiring, promotion, skills assessment and, other related decisions, if the selection rules for candidate employees are not given, young evaluators will easily make biased and exclude older employees (Finkelstein et al., 1995). Zhong and Hertzman (2014) also found that in hotel management, whether it is the experience generation gap caused by the superficial reasons of age or the moral development problems caused by the deep reasons of age, Asian employees are less enthusiastic about cooperation with older employees.

Hassel and Perrewé (1995) tested 179 employees in an experiment conducted in the United States. The results found that compared with younger employees, older employees have a positive attitude towards older employees, while their enthusiasm for younger employees is relatively low. On the contrary, compared with younger managers, older managers have less enthusiasm for older employees, and may even have a negative attitude towards older employees. The stereotypes of older managers to older employees may be similar to those of younger managers, and they are affected by this perception when making certain relevant decisions (Posthuma & Campion, 2009). However, Ruggs et al. (2014) found that older male job seekers may encounter more frustrations in the job search process than older female and young male job seekers.

In fact, the enthusiasm of older employees in the company will greatly affect the working atmosphere in the company (Chattopadhyay, 1999). The level of this enthusiasm depends on the decision-making of top managers. When managers have age prejudice against older employees, differences in decision-making will make older employees less motivated to work (Shore & Goldberg, 2004). Most young employees will become lazy and lazy under the influence of older employees. This will have a very serious impact on the company in the long run.

Faced with the age difference of employees around the world, corporate management is in an awkward position. On the one hand, it is necessary for the company to establish a standardized human resource management system for employees of all ages, to avoid that when managing employees of all ages, due to age deviations, the work of elderly employees cannot be carried out in a timely and effective manner. On the other hand, the management of age diversity cannot be separated from the entire organizational management system. Companies inevitably have to clearly understand age differences and the deep value differences caused by age issues in order to improve human resource management and give full play to the effectiveness of human resources (Chen et al., 2017).

Therefore, the following hypothesis was developed:

H_2: There are differences among hotel employees' different age groups' perceptions toward the importance and the implementation of DMPs.

2.2.6 Religion and Diversity Management

Employees from different religions need to celebrate religious festivals at different times. The celebration methods and customs of these festivals are quite different. These religious festivals are almost distributed throughout the year. There are many fasting customs or holidays in some religions when celebrating religious

festivals, which definitely affect work (Jenkins & Chapple, 2011). Such as Jews celebrate the light; Muslims celebrate the Eid AL-Adha, Christians commemorate the birth of Jesus at Christmas. There are also their own grand religious celebrations which held by Buddhists from Eastern.

Religious and non-religious people not only question each other's belief systems, but people of different religious beliefs often conflict. This is one of the reasons why workforce diversity teams have communication problems at work (John, 2011). On a global scale, religion has played an important role in human resource management and economic development. For example, Lee Kuan Yew and other Asian leaders sincerely expressed the important role of Confucian "Asian values" in the rapid economic development of the ASEAN region (Hofstede & Bond, 1988; Sen, 1997). The development of religious culture within an organization will bring huge benefits to the organization.

Religious conflict management in organizations is necessary. However, studies have shown that few companies currently provide training on religious diversity within the organization. Managers cannot understand employees under different religious and cultural backgrounds and formulate reasonable management policies for them to ease the conflicts between different religions and cultures (SHRM, 2001). However, those companies that have formulated a series of measures for religious issues have gained greater benefits in the ever-evolving market. For example, Fraport AG prepares prayer rooms for believers of different religions in the office and passenger areas. Organizing common celebrations for the Abraham religions and allowing daily fasts during Ramadan. The IKEA Home Furnishing Group has set up special employee training organizations to organize anti-discrimination seminars, etc., so that employees are respected and have a sense of belonging, and contribute more labor to the organization (Hansper, 2019).

Respect for the cultural differences of employees under different religious backgrounds can make employees feel more identified with the organization (Saxena, 2014). When arranging team activities or festival gatherings, give full consideration to the religious beliefs and habits of everyone, which avoid conflicts, make stimulate team cohesion, and efficiency. Moreover, each religion has its own fixed time for prayer. Coordinating the time of prayer and work without affecting work, so that there is no conflict and overlap, and can also increase the enthusiasm of employees for work. In this way, religious diversity in the workplace can bring many benefits to the company from different perspectives.

Because the cultural beliefs promoted in various religions encourage believers to work hard and show their value in their work (Gannon, 1994; Johnson, 1997). Each religion has a high degree of consistency in the value concept of work, but they have different interpretations of workload, working hours, work intensity, and other variables. The enthusiasm for work is different from the return required for hard work. The importance of the role in life is also different (Rao, 2012). Because of the differences between beliefs, it is easy for organizations to conflict over trivial matters.

Therefore, the following hypothesis was developed:

H_3: Employees with different religious backgrounds have different perceptions toward the importance and the implementation of DMPs

2.3 The relationship between diversity management and employee engagement

Employees' positive attitude towards the organization and its value so that they can devote themselves to work every day, regard corporate value as their own value, seek benefits for the organization, and obtain a sense of happiness (Ryton et al., 2012). Employee engagement needs to be built on the trust, communication and, commitment between the organization and members. If the members of the organization can consider the organization comprehensively, then the benefits of the organization can be maximized.

Managers are a key factor in employee engagement. The progress of the manager's implementation of diversification management is the main potential driver for employees. In 2006, the American Association of Public Administration found a clear correlation between diversity management and overall employee job satisfaction or participation. Australian Centre for International Business (2009) found that effective diversity management practices could help the organization to enhance creativity and innovation ability, reduce conflicts caused by diversity in the workplace, reduce absenteeism and cultivate employees' teamwork skills. In contrast, poor diversity management may lead to internal conflicts between employees while communication difficulties decreased employee satisfaction and other adverse effects (Skalsky & Mccarthy, 2009). The organization should provide relatively favorable working conditions to attract employees with higher quality and different characteristics (gender, age, religion, etc.), combine them into a workforce diversity team, which is managed and cultivated so that they have a sense of belonging to the organization and are dedicated to the organization (Sifatu et al., 2020).

However, employees with different characteristics have different values and different definitions of work. Conflicts caused by these differences will lead to the

inconvenience of communication among employees in the organization, inability to balance life and work, inability to coordinate innovative technologies, and severely even lead to changes in the relationship between employees and management (Hillman, 2014). Diversity management promotes employee enthusiasm, dedication, and participation (Sifatu et al., 2020).

It can be seen that diversity management in a company has a direct impact on employee engagement. Whether managers can give equal respect to employees when making decisions, so that employees can get a sense of satisfaction, determines whether employees have sufficient vitality, love, and dedication. This is precisely the issue that needs attention in diversity management practices. Therefore, the following hypothesis was developed:

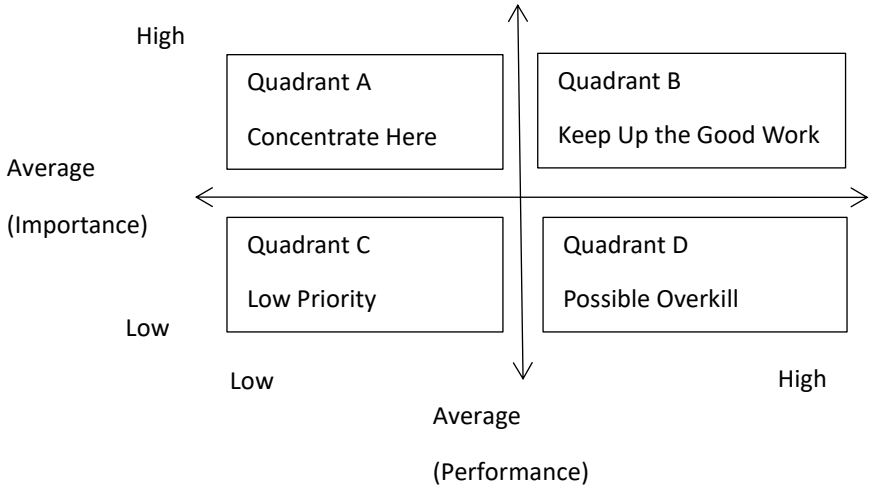
H_4: There is a positive correlation between DMPs and employee engagement.

2.4 Importance-performance analysis

Importance-performance analysis (IPA) refers to a widely accepted method of measuring service quality (Wibowo, 2019). Elkhwesky et al. (2019) used IPA analysis to check the relationship between the importance and implementation of diversity management practices. In general, the ideology of IPA is derived from the functional theory of customers' expectations of important attributes and the judgment of satisfaction with the ability of attribute operation (Martilla & James, 1977). The relationship between the performance attributes and the important attributes of employee satisfaction in IPA is symmetric and linear (Geng & Chu, 2012). In this article, it is used to identify performance gaps related to DMP attributes and their importance, so as to determine which attributes or their combinations have a greater impact on employee satisfaction. The information derived from the IPA can be used to evaluate and determine the available strategies.

In the process of implementing IPA analysis, it is important to clarify the attributes that need to be analyzed. According to predetermined attributes, the importance of attributes and their performance are divided into two dimensions. Then, filter the evaluation data of participating users, analyze the central tendency (average value) for every attribute, and sort from high to low according to the category. Pair the importance of each attribute with the central tendency of performance and determine the coordinates. Mark each attribute in a two-dimensional grid. Note that the two-dimensional grid needs to be divided into four quadrants before the attributes are drawn, the grid as shown in Figure 2.1.

Figure 2.1 Importance-performance analysis



Sour: Wibowo, A. (2019).

In IPA, each quadrant is divided into two factors, including the vertical axis (importance attributes from high to low) and the horizontal axis (performance attributes from high to low). Therefore, the difference between performance and importance can be determined (Martilla & James, 1977). The next step study of IPA can be completed by moving each attribute from top to bottom in the order of its relative importance and performance and positioning each attribute in the appropriate quadrant.

Quadrant A: Concentrate Here

In this quadrant, the attributes are of low performance, but the importance is high. In the article, it can be defined as employees expecting more than the performance of the hotel. That is, the hotel cannot satisfy the staff. In order to ensure employee satisfaction, this attribute should be the first priority to be improved. In this case, reasonable management measures need to be formulated immediately. If it cannot be achieved immediately, it might be a main potential weakness that lowers the competitiveness level (Azzopardi & Nash, 2013).

Quadrant B: Keep Up the Good Work

In this quadrant, the attributes placed have been well implemented and are of high importance. In this article, it means that employees value this attribute and employees are satisfied with the implementation of this attribute. Therefore, the attributes in this quadrant must be maintained, moreover it also should be used to maximize its benefits and use this as a potential competitive advantage. In this regard,

it is important to maintain the optimal state of resource input to meet its best interests (Phadermrod et al., 2019).

Quadrant C: Low Priority

In this quadrant, the attributes are poorly implemented and of low importance. It describes that the attribute is performing poorly, but no better management measures are needed because, in the eyes of employees, it has no effect on improving DMPs. Therefore, there is no need to make any changes to the attributes in this quadrant. Any resources and extra effort spent on the attribute which falls in this quadrant will be in vain because the attribute has the least impact on the service consumed (Bi et al., 2019).

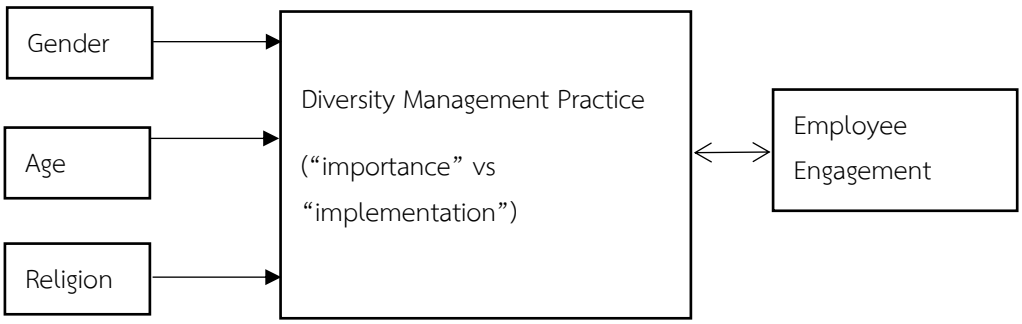
Quadrant D: Possible Overkill

The attributes that fall into this quadrant are of low importance but have a high degree of implementation. In this article, it indicates that the property has been successfully implemented, but the employees believe that the implementation of the property has no impact on the management and services of the hotel. It is important to understand the degree of demand for this attribute and the reallocation of resources for this attribute. Perhaps it would be more conducive to reducing resource allocation and devoting energy to other attributes with higher resource requirements (Babu et al., 2018).

2.5 Research Conceptual Framework

To answer 3 objectives of this study, the intensive review of literature in Chapter 2 was conducted to form the following research conceptual framework as shown in Figure 2.2.

Figure 2.2 Research Conceptual Framework



From the conceptual framework, four hypotheses were developed to test as follows:

Table 2.1 Overall hypothesis

H_1	There are differences between male and female hotel employees' perception toward the level of importance and implementation of DMPs.
H_2	There are differences among hotel employee's different age groups' perception toward the importance and the implementation of DMPs.
H_3	Employees with different religious background have different perception toward the importance and the implementation of DMPs
H_4	There is a positive correlation between DMPs and employee engagement.

CHAPTER 3

RESEARCH METHODS

3.1 Introduction

This chapter shows the theoretical methods used in the research. The relevant sampling methods, data collection procedures, and planned data analysis are introduced in detail. It outlines the general framework for designing the questionnaire, including the classification and number of questions.

3.2 Overview of research method used

In order to test the hypothesis made in the previous chapter, the quantitative method using personal management surveys will be adopted. The programs with questionnaire development involve an extensive literature review of relevant variables understudy to establish the measures of each variable. The questionnaire then was validated by three university lecturers who are experts on the topic. After that, the questionnaire subsequently was tested with 30 hotel staff. Then, the questionnaire was translated into Thai. After confirming the Thai version, it was back-translated to English by two technical English - Thai translators to check the accuracy of the questionnaire. Convenience sampling was applied. Some of the data were collected online and offline through the hotel HR department, others were collected by individual channels.

3.3 Research Instrument Development

3.3.1 Measures

The questionnaire was developed based on past research through literature review, conceptual framework, and hypotheses. Concepts of Respondents' demographic characteristics, importance and the implementation of DMPs, employee engagement are explored. The measurement of the concepts under study are accepted from past literature. The following three parts are the composition of the questionnaire:

Part 1 Respondents' demographic characteristics include gender, age, religion, marital status, job position, etc.

Part 2 The importance and the implementation of DMPs, 35 statements adapted from Elkhwesky, Salem, and Barakat (2019), Denison (2000), Hanaysha and Tahir (2016) as can be seen in more details in Table 3.1, using a five-point Likert scale

to test hotel employees toward the level of importance and the implementation of DMPs (1 means not at all important to 5 means extremely important), (1 means Strongly disagree to 5 means Strongly agree).

Part 3 Employee engagement, 7 statements adapted from Tsourvakas, & Yfantidou (2018), using a five-point Likert scale to test the correlation between DMPs in terms of gender, age, religion, and employee engagement (1 means Strongly disagree to 5 means Strongly agree).

Table 3.1 Sources of DMPs statements

DMPs statements	Sources
Gender DMPs	Elkhwesky, Salem, & Barakat (2019)
Age DMPs	Denison (2000)
Religion DMPs	Hanaysha and Tahir (2016)

3.3.2 Questionnaire face validity check

The draft questionnaire was checked to ensure face validity by three expert lecturers in the field of hospitality and tourism. In this process, the questionnaire needs to use the Item-Objective Congruence (IOC) to analyze with a score in the range of +1 to -1.

Congruent = + 1

There is a problem = 0

Inconsistency = -1

Revise items with scores below 0.5. Furthermore, keep items with a score higher than or equal to 0.5. From the IOC process, 8 items were revised based on the comments from the lecturers. The question about the size of the hotel has been deleted. The specific age division of "older" is explained in more detail.

3.3.3 Questionnaire pretest

The questionnaire reliability is determined to ensure that the responses collected using the tool are consistent and reliable. The questionnaire was pretested by 30 hotel staff for accuracy and ease of understanding.

Using Cronbach’s alpha to calculate the reliability value to make sure if the internal nature of the project is consistent. This research explained the Coefficient Cronbach's Alpha’s value as follows: equal to or less than 0.5=Unacceptable, equal to or greater 0.5= Poor, equal to or greater 0.6= Questionable, equal to or greater 0.7= Acceptable, equal to or greater 0.8= Good, and equal to or greater 0.9= Excellent. Therefore, to maintain the reliability of the research questionnaire, the Coefficient

Cronbach's Alpha value must be at least 0.7 (George and Mallery, 2010). After calculation, the Cronbach's Alpha was shown in Table 3.2, so the questionnaire was highly reliable.

Table 3.2 Cronbach' s Alpha

Factors	No. Of variable	Cronbach's alpha	
		Importance	Implementation
Gender DMPs	16	0.88	0.94
Age DMPs	11	0.87	0.94
Religion DMPs	8	0.84	0.87
Employee Engagement	7	0.87	

3.3.4 Questionnaire translation

The questionnaire was drafted in two languages, foreign staff read English and Thai staff read Thai. Drafting the questionnaire in English first, after the pretest and revision, the final questionnaire's version was translated to Thai. After confirming the Thai questionnaire, it was back-translated to English by two technical English - Thai translators. And then comparing the back-translated questionnaire with the original version.

3.4 Site of Study

According Tourism Authority of Thailand (2015), as the largest island in Thailand, Phuket is of great significance for the upcoming Thai tourism industry. As a very important component in the tourism industry in Phuket, hotels have a huge impact on the economic development of Phuket. Because Phuket has a very large gender, age, and religious diversity labor force, it can also drive the gender, age, and religious diversity of the hotel staff. In this case, DMPs are particularly important in the hotel industry in Phuket. So, Phuket was selected to be the study site.

3.5 Sampling and data collection

The target population for this study includes all of the staff working in hotels in Phuket. Data collection took place at hotels in Phuket during the time staff are working in their hotel. According to booking.com as of April 2021, there were 552 hotels still operated during the COVID-19 pandemic in Phuket. However, the number of hotel employees was not available. When the population is unknown, Cochran's

formula was used to calculate the sample size. With a margin of error of 5% and a confidence level of 95%, 384 samples were the target.

Convenience sampling was utilized, 156 three-star and above hotels that still operated during the COVID-19 crisis in Phuket were contacted by emails and personal visits to ask for their kind support. 54 of them were 5-star hotels, 49 were 4-star and, 53 were 3-star hotels. After 2 months, there were 10 hotels that agreed to support. 4 of them were 5-star hotels, 3 were 4- star and 3 were 3-star hotels. The human resources department staff in each hotel who agreed to help distribute the questionnaires were informed to confirm their employees that their participation is on a volunteer base. 5 hotels asked the researcher to send the online version of the questionnaire to distribute to their employees. Only 42 were completed and returned. For the other 5 hotels that were willing to get a hard-copy version. 108 questionnaires were sent and 102 were completed and returned. Altogether, 144 returned and were usable from this approach. Additionally, to achieve the targeted sample size, the researcher also distributed questionnaires (using both hard-copy and online version) directly to hotel employees who worked in 3 or more-star hotels in Phuket using personal networking, and 240 were completed and returned. It took 2 months (from February to April 2021) for data collection. 384 completed questionnaires were returned and usable.

3.6 Data analysis

Step 1 - The data was checked for accuracy and cleaned accordingly.

Step 2 - Descriptive statistics were applied to give a general sense of the data.

All items used a five-point Likert-type scale ranging from 1 means Not at all Important/Strongly Disagree to 5 means Very Important/Strongly Agree. Therefore, based on the five levels of scoring, the following formula is used to calculate the interpretation of these responses:

$$\text{Interval} = \frac{\text{the highest score} - \text{the lowest score}}{\text{the numberofinterval}}$$

From this point of view, the interval scale in the research was:

$$\text{Interval} = \frac{5 - 1}{5} = 0.8$$

Thus, the score ranges of the five levels are detailed as follows:

Figure 3.1 Meaning of the score ranges of five-point Likert-type scale

Mean range	Meaning
4.21-5.00	Extremely Important/Strongly agree
3.41-4.20	Considerably Important/ Agree
2.61-3.40	Moderately Important/ Neither agree nor disagree
1.81-2.60	Slightly Important/Disagree
1.00-1.80	Not at all Important/Strongly disagree

Sours: Mohammed, Amal. (2016).

Step 3 – To answer Objective#1, use Paired sample T-test to check the differences between the level of the importance and the implementation of DMPs. Then IPA will be conducted to examine the relationship between importance and implementation of gender, age, and religion DMPs.

Step 4 – To answer Objective#2, an independent sample t-test and one-way ANOVA were utilized.

Step 5 – To answer Objective#3, Correlation analysis was applied.

CHAPTER 4
FINDINGS

4.1 Respondents' profile

A total of 384 questionnaires have been collected. According to Table 4.1, among the position factors, hotel managers accounted for 22.14 percent of the respondents, and supervisors accounted for 28.13 percent. Most of the participants were Operational staff (49.74 percent). Since the ratio of men to women is deliberately controlled at the time of collecting data, the ratio of men to women is roughly the same, and only a very small number of people are unwilling to disclose their gender (0.78 percent). Touching the religion regarding of the participants, the majority were Buddhists (62.76 percent). In addition, the minority were Muslims (23.7 percent). The remaining (13.02 percent) are Christians, and only a very small number of people have no religious beliefs (0.52 percent). The largest number of respondents was 25 and less than 40 years (43.75 percent), less than 25 years constituted 24.22 percent of the respondents, 40and less than 55 years constituted 19.01 percent of the respondents, 55 years and above constituted 13.02 percent of the respondents. The majority of the respondents were not married (55.47 percent). From the educational background of the respondents, most of them (56.51 percent) hold bachelor's degrees.

Table 4.1 Respondents' profile

Category	Frequency (n)	Percent(%)
Gender		
Male	181	47.14%
Female	200	52.08%
Rather not to say	3	0.78%
Age		
Less than 25 years	93	24.22%
25 and less than 40 years	168	43.75%
40and less than 55 years	73	19.01%
55 years and older	50	13.02%

Table 4.1 Continued

Category	Frequency (n)	Percent(%)
Position		
Operational staff	191	49.74%
Supervisor	108	28.12%
Manager/Assistant Manager	85	22.14%
Educational background		
Less than secondary school	20	5.21%
Secondary school	40	10.42%
High/Vocational school	57	14.84%
Undergraduate (Bachelor's Degree)	217	56.51%
Post-graduate		
Other	50	13.02%
Marital status		
Single	213	55.47%
Married without children	77	20.05%
Married with children	70	18.23%
Divorced/Widow	24	6.25%

4.2 The respondents' perception toward the importance level of Diversity Management Practices.

4.2.1 Gender DMPs

Table 4.2 shows that all the DMPs were considerably important. Providing maternity leave opportunities for pregnant women got the highest mean importance score ($\bar{x}$: 4.12) while free childcare services for women during work (for example the company has a dedicated child care room) had the lowest mean importance score ($\bar{x}$: 3.57).

Table 4.2 The importance mean ratings and meaning of gender DMPs

Gender Diversity Management Practices	Mean	S.D.	Meaning
1. The company supports the full participation of a women in the workplace	3.97	1.16	Considerably important
2. The company does not have gender selectivity when publishing recruitment information (except for special positions)	3.86	1.17	Considerably important

Table 4.2 Continued

Gender Diversity Management Practices	Mean	S.D.	Meaning
3. The company provides equal employment opportunities for men and women when recruiting senior managers	4.08	1.12	Considerably important
4. The company provides equal training conditions and development plans for male and female employees	4.05	1.06	Considerably important
5. The company consciously spreads the cultural awareness of gender equality to employees	4.01	1.16	Considerably important
6. The company provides equal opportunities for promotion to male and female employees	4.03	1.08	Considerably important
7. The company provides equal salary and bonuses to male and female employees	4.02	1.25	Considerably important
8. The company can objectively and equally evaluate the work performance of male and female employees	4.01	1.16	Considerably important
9. The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces	3.97	1.15	Considerably important
10. The company will provide women with flexible work schedules	3.85	1.15	Considerably important
11. The company provides free childcare services for women during work (for example: the company has a dedicated child care room)	3.57	1.33	Considerably important
12. The company provides regular physical examinations for male and female employees	4.08	1.14	Considerably important
13. The company provides maternity leave opportunities for pregnant women	4.12	1.12	Considerably important
14. The company provides opportunities for male employees to take paternity leave	3.96	1.25	Considerably important
15. The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees	4.08	1.17	Considerably important
16. The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work	4.05	1.16	Considerably important

4.2.2 Age DMPs

Table 4.3 shows revealed that all the practices were considerably important. A practice that had the highest importance rating mean score belongs to providing equal opportunity for all ages to give feedback, for solving problems or improving work ($\bar{x}$: 4.14) and the least important age DMP mean score was arranging appropriate working hours for elder employees with a mean score of ($\bar{x}$: 3.84).

Table 4.3 The importance mean ratings and meaning of age DMPs

Age Diversity Management Practices	Mean	S.D.	Meaning
1. The company supports job participation for all age groups (no bias in term of age)	3.95	1.15	Considerably important
2. The company does not have age selectivity when publishing recruitment information	3.91	1.19	Considerably important
3. The company provides equal employment opportunities for all age groups when recruiting senior managers	4.00	1.06	Considerably important
4. The company provides reasonable training conditions and development plans for employees of all ages	4.02	1.09	Considerably important
5. The company provides equal opportunities for promotion to employees of all ages	4.02	1.09	Considerably important
6. The company provides reasonable salary and bonuses to employees of all ages	4.09	1.05	Considerably important
7. The company can objectively and equally evaluate the work performance of employees of all ages	4.05	1.17	Considerably important
8. The company will arrange appropriate working hours for elder employees (more than 40 years old)	3.84	1.20	Considerably important
9. The company provides more physical health checks for elderly employees	3.98	1.14	Considerably important
10. The company provides appropriate jobs with lower labor intensity for older employees	3.96	1.14	Considerably important
11. The company provides equal opportunity for all ages to give feedback, for solving problems or improving work	4.14	1.07	Considerably important

4.2.3 Religion DMPs

After comparing religion DMPs, it was found that it was considerably important for all the practices. In terms of religion, the most important practices which got the highest mean scores included accepting and respecting employees of all religions to celebrate religious holidays ($\bar{x}$: 4.07). But the practice of allowing the religious habits of employees of various religions (such as Female Muslim employees wear headscarves) had the least importance mean rating ($\bar{x}$: 3.85) when compared with other religious practices.

Table 4.4 The importance mean ratings and meaning of religion DMPs

Religion Diversity Management Practices	**Mean**	**S.D.**	**Meaning**
1. The company can effectively avoid religious discrimination among employees in the workplace	3.96	1.18	Considerably important
2. The company does not have religious selectivity when publishing recruitment information	4.02	1.20	Considerably important
3. The company respects the food management of employees of all religions in their daily lives or festivals	4.05	1.15	Considerably important
4. The company accepts and respects employees of all religions to celebrate religious holidays	4.07	1.07	Considerably important
5. The company provides religious holiday blessings for employees of various religions	3.87	1.20	Considerably important
6. The company allows employees of all religions to pray daily (such as: Muslim employees perform prayers and attend Al-khutbah of Friday)	3.96	1.11	Considerably important
7. The company allows the religious habits of employees of various religions (such as: Female Muslim employees wear headscarves)	3.85	1.23	Considerably important
8. The company allows Muslim and Christian employees for Sawm (such as: fasting)	3.95	1.19	Considerably important

4.3 The respondents' perception toward the implementation of Diversity Management Practices.

4.3.1 Gender DMPs

In gender DMPs, the practices that got the highest implementation mean scores were: providing equal training conditions and development plans for male and female employees ($\bar{x}$: 4.12). But there are two practices that had low implementation mean scores were: providing free childcare services for women during work (for example the company has a dedicated child care room) ($\bar{x}$: 3.73) and providing women with flexible work schedules ($\bar{x}$: 3.90)

Table 4.5 The implementation mean ratings and meaning of gender DMPs

Gender Diversity Management Practices	Mean	S.D.	Meaning
1. The company supports the full participation of a women in the workplace	4.00	1.10	Agree
2. The company does not have gender selectivity when publishing recruitment information (except for special positions)	4.01	1.10	Agree
3. The company provides equal employment opportunities for men and women when recruiting senior managers	4.08	1.12	Agree
4. The company provides equal training conditions and development plans for male and female employees	4.12	1.05	Agree
5. The company consciously spreads the cultural awareness of gender equality to employees	4.03	1.05	Agree
6. The company provides equal opportunities for promotion to male and female employees	4.09	1.05	Agree
7. The company provides equal salary and bonuses to male and female employees	4.04	1.15	Agree
8. The company can objectively and equally evaluate the work performance of male and female employees	4.09	1.12	Agree
9. The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces	4.08	1.07	Agree
10. The company will provide women with flexible work schedules	3.90	1.19	Agree

Table 4.5 Continued

Gender Diversity Management Practices	Mean	S.D.	Meaning
11. The company provides free childcare services for women during work (for example: the company has a dedicated child care room)	3.73	1.22	Agree
12. The company provides regular physical examinations for male and female employees	4.07	1.09	Agree
13. The company provides maternity leave opportunities for pregnant women	4.07	1.14	Agree
14. The company provides opportunities for male employees to take paternity leave	4.02	1.17	Agree
15. The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees	4.08	1.09	Agree
16. The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work	4.09	1.07	Agree

4.3.2 Age DMPs

It was moderately implemented for all age DMPs. The practices with a high implementation mean rating included providing equal opportunity for all ages to give feedback ($\bar{x}$: 4.16). Conversely, practices with lower implementation mean score included arranging appropriate working hours for elder employees ($\bar{x}$: 3.93).

Table 4.6 The implementation mean ratings and meaning of age DMPs

Age Diversity Management Practices	Mean	S.D.	Meaning
1. The company supports job participation for all age groups (no bias in term of age)	4.03	1.07	Agree
2. The company does not have age selectivity when publishing recruitment information	3.98	1.11	Agree
3. The company provides equal employment opportunities for all age groups when recruiting senior managers	4.05	1.04	Agree
4. The company provides reasonable training conditions and development plans for employees of all ages	4.14	1.02	Agree

Table 4.6 Continued

Age Diversity Management Practices	Mean	S.D.	Meaning
5. The company provides equal opportunities for promotion to employees of all ages	4.10	1.07	Agree
6. The company provides reasonable salary and bonuses to employees of all ages	4.12	1.02	Agree
7. The company can objectively and equally evaluate the work performance of employees of all ages	4.08	1.10	Agree
8. The company will arrange appropriate working hours for elder employees (more than 40 years old)	3.93	1.13	Agree
9. The company provides more physical health checks for elderly employees	4.05	1.07	Agree
10. The company provides appropriate jobs with lower labor intensity for older employees	4.01	1.09	Agree
11. The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work	4.16	1.02	Agree

4.3.3 Religion DMPs

All religion DMPs were moderately implemented. The practices of accepting and respecting employees of all religions to celebrate religious holidays ($\bar{x}$: 4.17) while compared with other religious practices that allowing the religious habits of employees of various religions (such as Female Muslim employees wear headscarves) got the lowest religious implementation mean score ($\bar{x}$: 3.94) and it was moderately implemented.

Table 4.7 The implementation mean ratings and meaning of religion DMPs

Religion Diversity Management Practices	Mean	S.D.	Meaning
1. The company can effectively avoid religious discrimination among employees in the workplace	4.07	1.11	Agree
2. The company does not have religious selectivity when publishing recruitment information	4.10	1.03	Agree
3. The company respects the food management of employees of all religions in their daily lives or festivals	4.13	1.02	Agree
4. The company accepts and respects employees of all religions to celebrate religious holidays	4.17	0.96	Agree
5. The company provides religious holiday blessings for employees of various religions	4.00	1.09	Agree
6. The company allows employees of all religions to pray daily (such as: Muslim employees perform prayers and attend Al-khutbah of Friday)	4.06	1.01	Agree
7. The company allows the religious habits of employees of various religions (such as: Female Muslim employees wear headscarves)	3.94	1.15	Agree
8. The company allows Muslim and Christian employees for Sawm (such as: fasting)	4.09	1.05	Agree

4.4 The relationship between importance and implementation of DMPS

To answer objective#1, Table 4.4.1- 4.4.3 shows the importance and implementation mean ratings of the 35 DMPs items that are related to age, religion, and gender. It also shows the t-test statistics and implementation gaps (implementation minus importance).

4.4.1 Gender DMPs

When comparing the importance and implementation level of gender DMPs, the gap of the level was negative in two gender practices which means the implementation mean score is lower than the important level. These 2 practices include providing regular physical examinations for male and female employees and providing maternity leave opportunities for pregnant women. In other cases, the gap was positive, which meant that the implementation mean score is higher than the importance mean score. Paired sample t-test was conducted and the results showed that the importance and implementation mean score for all attributes are not significantly different (p-value > 0.05) except “The company does not have gender selectivity when publishing recruitment information (except for special positions)” and

"The company provides free childcare services for women during work (for example the company has a dedicated child care room)" where p-value = 0.04 and 0.05 respectively.

Table 4.8 Importance and implementation ratings of gender DMPs
(mean difference between importance-performance of gender DMPs)

Gender	Importance	Implementation	Gap (P-I)	p-value
1. The company supports the full participation of a women in the workplace	3.97	4.00	0.03	0.70
2. The company does not have gender selectivity when publishing recruitment information (except for special positions)	3.86	4.01	0.15	0.04*
3. The company provides equal employment opportunities for men and women when recruiting senior managers	4.08	4.08	0	0.97
4. The company provides equal training conditions and development plans for male and female employees	4.05	4.12	0.07	0.37
5. The company consciously spreads the cultural awareness of gender equality to employees	4.01	4.03	0.02	0.78
6. The company provides equal opportunities for promotion to male and female employees	4.03	4.09	0.06	0.36
7. The company provides equal salary and bonuses to male and female employees	4.02	4.04	0.02	0.79
8. The company can objectively and equally evaluate the work performance of male and female employees	4.01	4.09	0.08	0.27

Table 4.8 Continued

Gender	Importance	Implementation	Gap (P-I)	p-value
9. The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces	3.97	4.08	0.11	0.13
10. The company will provide women with flexible work schedules	3.85	3.90	0.05	0.57
11. The company provides free childcare services for women during work (for example: the company has a dedicated child care room)	3.57	3.73	0.16	0.05*
12. The company provides regular physical examinations for male and female employees	4.08	4.07	-0.01	0.89
13. The company provides maternity leave opportunities for pregnant women	4.12	4.07	-0.05	0.51
14. The company provides opportunities for male employees to take paternity leave	3.96	4.02	0.06	0.42
15. The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees	4.08	4.08	0	1.00
16. The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work	4.05	4.09	0.04	0.53
Overall mean	3.98	4.03	0.05	0.52

In gender DMPs, 16 measurement items fell in the gender IPA grid. As shown in Figure 4.1, the figure was divided into four quadrants. The majority of the attributes fell in quadrants B which means keep up the good work, a few of them fell

in C (low priority), and one of them fell in quadrants D (possible overkill) but none of gender DMPs attributes was in quadrants A.

According to this matrix, 10 attributes under gender DMPs with high implementation and high importance (Quadrant B). These practices were:

- The company provides equal employment opportunities for men and women when recruiting senior managers
- The company provides equal training conditions and development plans for male and female employees
- The company consciously spreads the cultural awareness of gender equality to employees
- The company provides equal opportunities for promotion to male and female employees
- The company provides equal salary and bonuses to male and female employees
- The company can objectively and equally evaluate the work performance of male and female employees
- The company provides regular physical examinations for male and female employees
- The company provides maternity leave opportunities for pregnant women
- The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees
- The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work

Employees value these attributes and are satisfied with the implementation of these attributes. Therefore, the hotel must maintain and use these attributes as a potential competitive advantage to realize its maximum benefit. Hotels should maintain the optimal level of resources devoted to these attributes to meet their best interests.

5 practices had a low importance, also were low implemented (Quadrant C) which include:

- The company supports the full participation of a women in the workplace
- The company does not have gender selectivity when publishing recruitment information (except for special positions)

- The company will provide women with flexible work schedules
- The company provides free childcare services for women during work (for example: the company has a dedicated child care room)
- The company provides opportunities for male employees to take paternity leave

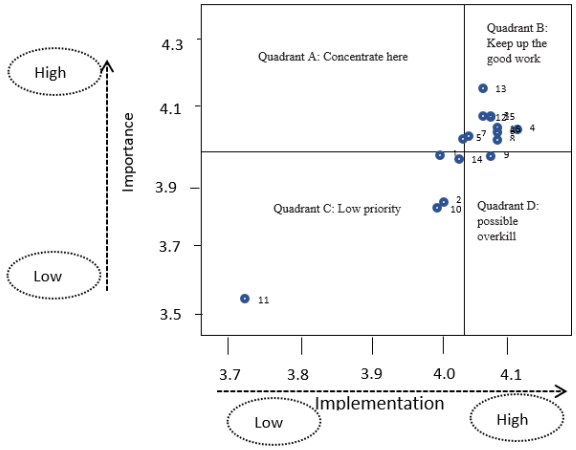
These attributes perform poorly, but no further management measures are needed because, in the eyes of employees, it has no effect on improving DMP. Therefore, there is no need to make any changes to the attributes in this quadrant.

One practice was low in importance and were highly implemented (Quadrant D).

- The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces

This attribute has been successfully implemented, but employees believe that the implementation of the attribute has no impact on the management and services of the hotel. It is very important to understand the degree of demand for the attribute by the hotel staff and the reallocation of resources for the attribute. Perhaps it would be more conducive to reducing resource allocation and devoting energy to other attributes with higher resource requirements.

Figure 4.1 Gender importance –implementation analysis "grid"



4.4.2 Age DMPs

In age DMPs, all cases were positive for the gaps, which means the implementation mean score was higher than the importance mean score. The biggest gap between importance and implementation was providing reasonable training

conditions and development plans for employees of all ages (0.12). Moreover, all the gaps of important-implementation were not significantly different (p-value> 0.05).

Table 4.9 Importance and implementation ratings of age DMPs
(mean difference between importance-performance of age DMPs)

Age	Importance	Implementation	Gap (P-I)	p-value
1. The company supports job participation for all age groups (no bias in term of age)	3.95	4.03	0.08	0.29
2. The company does not have age selectivity when publishing recruitment information	3.91	3.98	0.07	0.41
3. The company provides equal employment opportunities for all age groups when recruiting senior managers	4.00	4.05	0.05	0.47
4. The company provides reasonable training conditions and development plans for employees of all ages	4.02	4.14	0.12	0.10
5. The company provides equal opportunities for promotion to employees of all ages	4.02	4.10	0.08	0.24
6. The company provides reasonable salary and bonuses to employees of all ages	4.09	4.12	0.03	0.66
7. The company can objectively and equally evaluate the work performance of employees of all ages	4.05	4.08	0.03	0.69
8. The company will arrange appropriate working hours for elder employees (more than 40 years old)	3.84	3.93	0.09	0.23
9. The company provides more physical health checks for elderly employees	3.98	4.05	0.07	0.34

Table 4.9 Continued

Age	Importance	Implementation	Gap (P-I)	p-value
10. The company provides appropriate jobs with lower labor intensity for older employees	3.96	4.01	0.05	0.48
11. The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work	4.14	4.16	0.02	0.71
Overall mean	3.99	4.06	0.07	0.42

In addition, when these 11 measurement items of age DMPs fell in the age IPA grid. The results were shown in Figure 4.2. The majority of the attributes fell in quadrants B and C, and one fell in quadrants A. And no one belongs to quadrant D. According to this matrix, 5 attributes under age DMPs were in Quadrant B with high importance and high implementation as listed below:

- The company provides reasonable training conditions and development plans for employees of all ages
- The company provides equal opportunities for promotion to employees of all ages
- The company provides reasonable salary and bonuses to employees of all ages
- The company can objectively and equally evaluate the work performance of employees of all ages
- The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work

Employees value these attributes and are satisfied with the implementation of these attributes. Therefore, the hotel must maintain and use these attributes as a potential competitive advantage to realize its maximum benefit. Hotels should maintain the optimal level of resources devoted to these attributes to meet their best interests.

5 attributes were under Quadrant C: Low priority with low importance and low implementation.

- The company supports job participation for all age groups (no bias in term of age)

- The company does not have age selectivity when publishing recruitment information
- The company will arrange appropriate working hours for elder employees (more than 40 years old)
- The company provides more physical health checks for elderly employees
- The company provides appropriate jobs with lower labor intensity for older employees

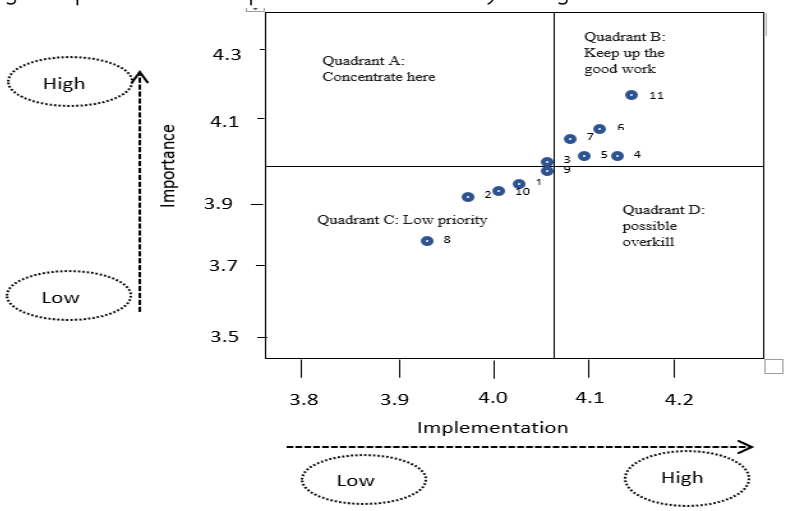
Although these attributes were performed poorly, no further management measures are needed because, in the eyes of employees, it is also not much important. Therefore, there is no need to make any changes to the attributes in this quadrant.

One practice falls in Quadrant A: Concentrate here with high importance, but low implementation which was:

- The company provides equal employment opportunities for all age groups when recruiting senior managers

For this attribute, employees expect more than just the performance of the hotel. In other words, the hotel cannot satisfy the employees. In order to ensure employee satisfaction, this attribute should be the first improvement. In this case, the hotel should try harder to provide equal employment opportunities for all age groups especially when recruiting senior managers.

Figure 4.2 Age importance –implementation analysis "grid"



4.4.3 Religion DMPs

In religion DMPs, all cases were positive for the gap, which means the implementation was up than the importance. The biggest gap between importance and implementation was allowing Muslim and Christian employees for Sawm (such as fasting) (0.14). Moreover, all the gaps of important-implementation were not significantly different (p-value > 0.05).

Table 4.10 Importance and implementation ratings of religion DMPs (mean difference between importance-performance of religion DMPs)

Religion	Importance	Implementation	Gap (P-I)	p-value
1. The company can effectively avoid religious discrimination among employees in the workplace	3.96	4.07	0.11	0.16
2. The company does not have religious selectivity when publishing recruitment information	4.02	4.10	0.08	0.32
3. The company respects the food management of employees of all religions in their daily lives or festivals	4.05	4.13	0.08	0.27
4. The company accepts and respects employees of all religions to celebrate religious holidays	4.07	4.17	0.10	0.11
5. The company provides religious holiday blessings for employees of various religions	3.88	4.00	0.12	0.09
6. The company allows employees of all religions to pray daily (such as: Muslim employees perform prayers and attend Al-khutbah of Friday)	3.96	4.06	0.10	0.16

Table 4.10 Continued

Religion	Importance	Implementation	Gap (P-I)	p-value
7. The company allows the religious habits of employees of various religions (such as: Female Muslim employees wear headscarves)	3.85	3.94	0.09	0.26
8. The company allows Muslim and Christian employees for Sawm (such as: fasting)	3.95	4.09	0.14	0.06
Overall mean	3.97	4.07	0.10	0.18

In addition, 8 measurement items of religion DMPs fell in the religion IPA grid. As shown in Figure 4.3, the graph was divided into four quadrants. The majority of the attributes fell in quadrants B and C, and one fell in quadrant D. No one belongs to quadrants A. According to this matrix, 3 attributes under religion DMPs with high implementation and high importance (quadrants B), These practices were:

- The company does not have religious selectivity when publishing recruitment information
- The company respects the food management of employees of all religions in their daily lives or festivals
- The company accepts and respects employees of all religions to celebrate religious holidays

Employees value these attributes and are satisfied with the implementation of these attributes. Therefore, the hotel must maintain and use these attributes as a potential competitive advantage to realize its maximum benefit. Hotels should maintain the optimal level of resources devoted to these attributes to meet their best interests.

3 attributes were under quadrants C with low importance, low implementation.

- The company provides religious holiday blessings for employees of various religions
- The company allows employees of all religions to pray daily (such as: Muslim employees perform prayers and attend Al-khutbah of Friday)

- The company allows the religious habits of employees of various religions (such as: Female Muslim employees wear headscarves)

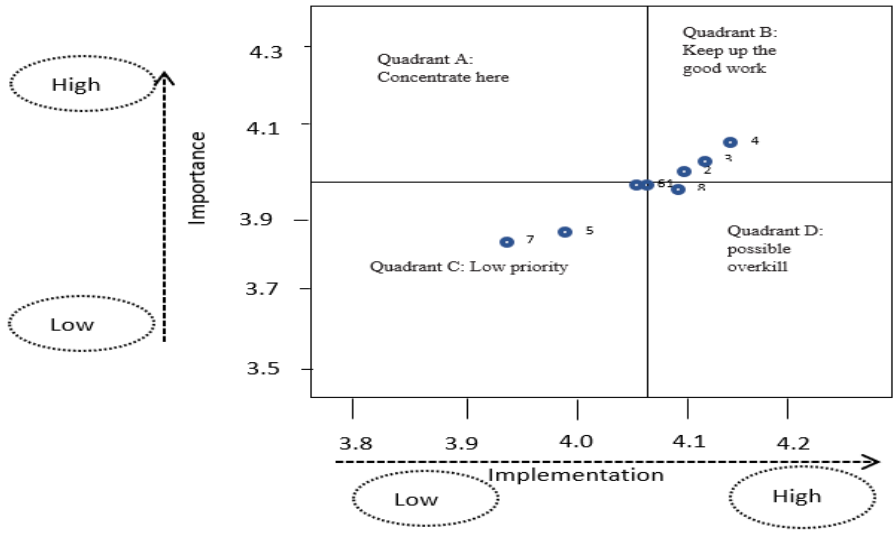
These attributes perform poorly, but no further management measures are needed because, in the eyes of employees, it has no effect on improving DMP. Therefore, there is no need to make any changes to the attributes in this quadrant.

One practice has a low importance, but were highly implemented (quadrants D).

- The company allows Muslim and Christian employees for Sawm (such as: fasting)

This attribute has been successfully implemented, but employees believe that the implementation of the attribute has no impact on the management and services of the hotel. It is very important to understand the degree of demand for the attribute by the hotel staff and the reallocation of resources for the attribute. Perhaps it would be more conducive to reducing resource allocation and devoting energy to other attributes with higher resource requirements.

Figure 4.3 Religion importance –implementation analysis "grid"



4.5 The impact of gender, age and religion on the importance and the implementation of DMPS

To answer objective#2, the independent sample t-test and ANOVA were calculated to check the impact of gender, age, and religion on the importance and the implication of DMPs in Phuket hotels.

4.5.1 Gender and DMPs

In order to test H_1: There are differences between male and female hotel employees' perception toward the level of importance and implementation of DMPs, 2 sub-hypotheses were developed.

$H_{1.1}$: Male and female hotel employees view the importance of DMPs differently.

$H_{1.2}$: Male and female hotel employees view the implementation of DMPs differently.

4.5.1.1 Gender and the importance of DMPs

To test $H_{1.1}$, the independent sample t-test was used in order to test whether male and female hotel employees have different perceptions toward the importance of DMPs. Table 4.11 revealed that out of 35, 6 attributes under age DMPs showed significantly different with p-value ≤ 0.05. These 6 attributes include "The company does not have age selectivity when publishing recruitment information" (p-value = 0.02 < 0.05), "The company provides equal opportunities for promotion to employees of all ages", "The company provides reasonable salary and bonuses to employees of all ages" (p-value = 0.05), "The company will arrange appropriate working hours for elder employees (more than 40 years old)", "The company provides more physical health checks for elderly employees" (p-value = 0.04 < 0.05), and "The company provides appropriate jobs with lower labor intensity for older employees" (p-value = 0.03 < 0.05). When comparing the mean values in each attribute, it showed that male respondents perceived these 6 attributes as more important than female respondents.

Table 4.11 The comparison of gender and employees' perception toward the importance of DMPs

DMPs	Male		Female		p-value
	mean	S.D.	mean	S.D.	
Gender DMPs					
1. The company supports the full participation of a women in the workplace	3.93	1.22	4.01	1.11	0.49
2. The company does not have gender selectivity when publishing recruitment information (except for special positions)	3.88	1.10	3.84	1.23	0.72
3. The company provides equal employment opportunities for men and women when recruiting senior managers	4.07	1.09	4.09	1.16	0.87
4. The company provides equal training conditions and development plans for male and female employees	4.07	1.05	4.03	1.08	0.67
5. The company consciously spreads the cultural awareness of gender equality to employees	3.99	1.19	4.02	1.14	0.80
6. The company provides equal opportunities for promotion to male and female employees	4.03	1.10	4.02	1.07	0.91
7. The company provides equal salary and bonuses to male and female employees	4.02	1.25	4.00	1.27	0.83
8. The company can objectively and equally evaluate the work performance of male and female employees	4.00	1.13	4.00	1.19	0.97
9. The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces	4.01	1.12	3.92	1.18	0.45
10. The company will provide women with flexible work schedules	3.76	1.19	3.92	1.12	0.18
11. The company provides free childcare services for women during work (for example: the company has a dedicated child care room)	3.56	1.28	3.56	1.38	0.99

Table 4.11 Continued

DMPs	Male		Female		p-value
	mean	S.D.	mean	S.D.	
12. The company provides regular physical examinations for male and female employees	4.10	1.11	4.05	1.16	0.61
13. The company provides maternity leave opportunities for pregnant women	4.09	1.14	4.13	1.10	0.79
14. The company provides opportunities for male employees to take paternity leave	3.97	1.20	3.93	1.29	0.74
15. The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees	4.10	1.21	4.05	1.14	0.65
16. The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work	4.04	1.11	4.04	1.20	0.94
Age DMPs					
1. The company supports job participation for all age groups (no bias in term of age)	4.03	1.08	3.86	1.21	0.15
2. The company does not have age selectivity when publishing recruitment information	4.05	1.10	3.78	1.25	0.02*
3. The company provides equal employment opportunities for all age groups when recruiting senior managers	4.09	0.94	3.91	1.15	0.09
4. The company provides reasonable training conditions and development plans for employees of all ages	4.11	0.99	3.92	1.17	0.09
5. The company provides equal opportunities for promotion to employees of all ages	4.12	1.01	3.91	1.16	0.05*
6. The company provides reasonable salary and bonuses to employees of all ages	4.19	0.98	3.99	1.11	0.05*
7. The company can objectively and equally evaluate the work performance of employees of all ages	4.15	1.11	3.95	1.22	0.09
8. The company will arrange appropriate working hours for elder employees (more than 40 years old)	3.96	1.08	3.71	1.29	0.04*

Table 4.11 Continued

DMPs	Male		Female		p-value
	mean	S.D.	mean	S.D.	
9. The company provides more physical health checks for elderly employees	4.10	1.14	3.86	1.14	0.04*
10. The company provides appropriate jobs with lower labor intensity for older employees	4.08	1.06	3.84	1.21	0.03*
11. The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work	4.23	0.92	4.05	1.18	0.09
Religion DMPs					
1. The company can effectively avoid religious discrimination among employees in the workplace	3.87	1.25	4.04	1.10	0.17
2. The company does not have religious selectivity when publishing recruitment information	3.91	1.22	4.11	1.17	0.11
3. The company respects the food management of employees of all religions in their daily lives or festivals	4.02	1.20	4.07	1.11	0.68
4. The company accepts and respects employees of all religions to celebrate religious holidays	4.08	1.09	4.04	1.06	0.74
5. The company provides religious holiday blessings for employees of various religions	3.89	1.21	3.85	1.19	0.72
6. The company allows employees of all religions to pray daily (such as: Muslim employees perform prayers and attend Al-khutbah of Friday)	3.96	1.16	3.95	1.08	0.89
7. The company allows the religious habits of employees of various religions (such as: Female Muslim employees wear headscarves)	3.82	1.30	3.86	1.17	0.74
8. The company allows Muslim and Christian employees for Sawm (such as: fasting)	3.90	1.22	3.98	1.17	0.54

It can be concluded that the perception between male and female hotel employees toward the importance level of all attributes in gender and religion DMPs were not significantly different (p-value > 0.05) but there were significant differences in terms of age diversity management practices. Therefore, $H_{1.1}$ was partially accepted.

4.5.1.2 Gender and the implication of DMPs

To test $H_{1.2}$, the independent sample t-test was used in order to test whether male and female hotel employees have different perceptions toward the implementation of DMPs. Table 4.12 revealed that, in terms of gender DMPs, only 1 attribute was found significantly different which is "The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces" with p-value = 0.05. Female respondents had the stronger perception that their company tried its best to ensure that there were no conflicts in the work and family life of male and female employees in working hours and workplaces than male respondents.

Table 4.12 The comparison of gender and employee perception toward the implementation of DMPs

DMPs	Male		Female		p-value
	mean	S.D.	mean	S.D.	
Gender DMPs					
1. The company supports the full participation of a women in the workplace	4.02	1.09	3.98	1.11	0.75
2. The company does not have gender selectivity when publishing recruitment information (except for special positions)	4.00	1.09	4.02	1.11	0.89
3. The company provides equal employment opportunities for men and women when recruiting senior managers	4.07	1.13	4.09	1.11	0.87
4. The company provides equal training conditions and development plans for male and female employees	4.05	1.11	4.18	0.98	0.24
5. The company consciously spreads the cultural awareness of gender equality to employees	3.98	1.12	4.08	1.00	0.37
6. The company provides equal opportunities for promotion to male and female employees	4.08	1.04	4.11	1.07	0.80

Table 4.12 Continued

DMPs	Male		Female		p-value
	mean	S.D.	mean	S.D.	
7. The company provides equal salary and bonuses to male and female employees	4.02	1.19	4.05	1.12	0.78
8. The company can objectively and equally evaluate the work performance of male and female employees	4.06	1.11	4.11	1.13	0.64
9. The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces	3.96	1.15	4.18	0.99	0.05*
10. The company will provide women with flexible work schedules	3.85	1.22	3.94	1.17	0.49
11. The company provides free childcare services for women during work (for example: the company has a dedicated child care room)	3.80	1.21	3.67	1.22	0.28
12. The company provides regular physical examinations for male and female employees	4.05	1.09	4.08	1.09	0.82
13. The company provides maternity leave opportunities for pregnant women	4.03	1.16	4.09	1.12	0.66
14. The company provides opportunities for male employees to take paternity leave	4.04	1.17	4.00	1.17	0.72
15. The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees	4.09	1.09	4.06	1.09	0.77
16. The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work	4.08	1.08	4.11	1.07	0.80
Age DMPs					
1. The company supports job participation for all age groups (no bias in term of age)	4.02	1.10	4.02	1.05	0.99
2. The company does not have age selectivity when publishing recruitment information	3.96	1.12	3.98	1.11	0.87
3. The company provides equal employment opportunities for all age groups when recruiting senior managers	4.00	1.05	4.10	1.03	0.37

Table 4.12 Continued

DMPs	Male		Female		p-value
	mean	S.D.	mean	S.D.	
4. The company provides reasonable training conditions and development plans for employees of all ages	4.09	1.08	4.18	0.96	0.41
5. The company provides equal opportunities for promotion to employees of all ages	4.08	1.07	4.12	1.08	0.73
6. The company provides reasonable salary and bonuses to employees of all ages	4.12	1.07	4.12	0.97	0.99
7. The company can objectively and equally evaluate the work performance of employees of all ages	4.06	1.13	4.10	1.07	0.73
8. The company will arrange appropriate working hours for elder employees (more than 40 years old)	3.91	1.16	3.96	1.11	0.64
9. The company provides more physical health checks for elderly employees	4.09	1.10	4.02	1.05	0.51
10. The company provides appropriate jobs with lower labor intensity for older employees	4.09	1.07	3.94	1.10	0.17
11. The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work	4.15	1.01	4.16	1.03	0.96
Religion DMPs					
1. The company can effectively avoid religious discrimination among employees in the workplace	4.14	1.05	4.00	1.16	0.19
2. The company does not have religious selectivity when publishing recruitment information	4.18	0.95	4.01	1.10	0.12
3. The company respects the food management of employees of all religions in their daily lives or festivals	4.18	1.00	4.08	1.04	0.33
4. The company accepts and respects employees of all religions to celebrate religious holidays	4.23	0.90	4.11	1.01	0.22
5. The company provides religious holiday blessings for employees of various religions	4.06	1.08	3.93	1.10	0.24
6. The company allows employees of all religions to pray daily (such as: Muslim employees perform prayers and attend Al-khutbah of Friday)	4.10	0.96	4.01	1.06	0.36

Table 4.12 Continued

DMPs	Male		Female		p-value
	mean	S.D.	mean	S.D.	
7. The company allows the religious habits of employees of various religions (such as: Female Muslim employees wear headscarves)	4.03	1.09	3.86	1.19	0.14
8. The company allows Muslim and Christian employees for Sawm (such as: fasting)	4.12	1.01	4.04	1.09	0.45

From Table 4.12, it can be concluded that, overall, the perception between the male and female respondents toward the level of implementation of gender, age, and religion DMPs are not significantly different (p-value > 0.05). Therefore, $H_{1.2}$ was rejected.

4.5.2 Age and DMPs

In order to test H_2: There are differences among hotel employees' different age groups' perception toward the importance and the implementation of DMPs, 2 sub-hypotheses were developed.

$H_{2.1}$: hotel employees in different age groups view the importance of DMPs differently.

$H_{2.2}$: hotel employees in different age groups view the implementation of DMPs differently.

4.5.2.1 Age and the importance of DMPs

To test $H_{2.1}$, the ANOVA was used in order to test whether different age groups of hotel employees have different perceptions toward the importance of DMPs. Table 4.13 revealed the comparison of the perception toward the importance of DMPs among different age groups. In terms of gender DMPs, all attributes showed significantly different (p-value < 0.05) except "The company will provide women with flexible work schedules" (p-value = 0.90 > 0.05), "The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work" (p-value = 0.50 > 0.05), and "The company provides opportunities for male employees to take paternity leave" (p-value = 0.33 > 0.05). In terms of age DMPs, all attributes showed not significantly different (p-value > 0.05). In terms of religion DMPs, most attributes are no significant differences (p-value > 0.05), except 2 attributes which were "The company respects the food management of employees of all religions in their daily lives or festivals" and "The company accepts and respects employees of all religions to celebrate religious holidays" (p-value = 0.01 < 0.05).

It can be concluded that the perception among different age groups of hotel employees toward the importance level of all attributes in age DMPs was not significantly different (p-value > 0.05) but there were significant differences in terms of gender and religion DMPs. Therefore, $H_{2.1}$was partially accepted.

Table 4.13 The ANOVA comparison of age and the important level of DMPs

DMPs	Importance	
	F.	P-Value
Gender DMPs		
1. The company supports the full participation of a women in the workplace	3.11	0.05*
2. The company does not have gender selectivity when publishing recruitment information (except for special positions)	6.11	0.00*
3. The company provides equal employment opportunities for men and women when recruiting senior managers	4.25	0.02*
4. The company provides equal training conditions and development plans for male and female employees	3.42	0.03*
5. The company consciously spreads the cultural awareness of gender equality to employees	5.16	0.01*
6. The company provides equal opportunities for promotion to male and female employees	4.73	0.01*
7. The company provides equal salary and bonuses to male and female employees	7.38	0.00*
8. The company can objectively and equally evaluate the work performance of male and female employees	5.29	0.01*
9. The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces	3.85	0.02*
10. The company will provide women with flexible work schedules	0.10	0.90
11. The company provides free childcare services for women during work (for example: the company has a dedicated child care room)	0.69	0.50
12. The company provides regular physical examinations for male and female employees	3.87	0.02*
13. The company provides maternity leave opportunities for pregnant women	5.74	0.00*

Table 4.13 Continued

DMPs	Importance	
	F.	P-Value
14. The company provides opportunities for male employees to take paternity leave	1.12	0.33
Gender DMPs		
15. The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees	6.84	0.00*
16. The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work	6.93	0.00*
Age-DMPs		
1. The company supports job participation for all age groups (no bias in term of age)	0.25	0.78
2. The company does not have age selectivity when publishing recruitment information	1.16	0.32
3. The company provides equal employment opportunities for all age groups when recruiting senior managers	0.50	0.61
4. The company provides reasonable training conditions and development plans for employees of all ages	0.86	0.42
5. The company provides equal opportunities for promotion to employees of all ages	0.90	0.41
6. The company provides reasonable salary and bonuses to employees of all ages	0.22	0.80
7. The company can objectively and equally evaluate the work performance of employees of all ages	0.54	0.58
8. The company will arrange appropriate working hours for elder employees (more than 40 years old)	1.32	0.27
9. The company provides more physical health checks for elderly employees	1.17	0.31
10. The company provides appropriate jobs with lower labor intensity for older employees	0.32	0.73
11. The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work	0.17	0.84

Table 4.13 Continued

DMPs	Importance	
	F.	P-Value
Religion-DMPs		
1. The company can effectively avoid religious discrimination among employees in the workplace	2.25	0.11
2. The company does not have religious selectivity when publishing recruitment information	2.38	0.09
3. The company respects the food management of employees of all religions in their daily lives or festivals	4.25	0.01*
4. The company accepts and respects employees of all religions to celebrate religious holidays	4.86	0.01*
5. The company provides religious holiday blessings for employees of various religions	1.74	0.18
6. The company allows employees of all religions to pray daily (such as: Muslim employees perform prayers and attend Al-khutbah of Friday)	0.59	0.56
7. The company allows the religious habits of employees of various religions (such as: Female Muslim employees wear headscarves)	0.25	0.78
8. The company allows Muslim and Christian employees for Sawm (such as: fasting)	2.18	0.11

From Table 4.14, in terms of gender DMPs, 13 attributes showed significant differences. The posthoc test using LSD was conducted to uncover specific differences between the 3 age groups. Table 4.5.2.1-2 shows that the respondents who were less than 25 years old viewed the practices of “The company supports the full participation of women in the workplace” and “The company provides regular physical examinations for male and female employees” as less important than the respondents who were in the age group of “25 to less than 40 years”. However, the respondents who were 40 years and older perceived the important level of these attributes as not significantly different from the respondents who were younger than 40.

For the other 11 attributes which included “The company does not have gender selectivity when publishing recruitment information (except for special

positions)", "The company provides equal employment opportunities for men and women when recruiting senior managers", "The company provides equal training conditions and development plans for male and female employees", "The company consciously spreads the cultural awareness of gender equality to employees", "The company provides equal opportunities for promotion to male and female employees", "The company provides equal salary and bonuses to male and female employees", "The company can objectively and equally evaluate the work performance of male and female employees", "The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces", "The company provides maternity leave opportunities for pregnant women", "The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees", and "The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work". Table 4.5.2-2 shows that the respondents who were "25 and less than 40 years" perceived these attributes as more important than the respondents who were "Less than 25 years" and "40 years and older". However, it was not significantly different in terms of the importance level toward these attributes between the respondents who were "Less than 25 years" and "40 years and older".

Table 4.14 Multiple comparisons (LSD) among different age groups hotel employees and their perception toward the importance of gender DMPs

Age	N	Mean	SD	Letter*
"The company supports the full participation of a women in the workplace"				
Less than 25 years	93	3.74	1.19	a
25 to less than 40 years	168	4.11	1.04	b
40 years and older	123	3.96	1.28	ab
"The company does not have gender selectivity when publishing recruitment information (except for special positions)"				
Less than 25 years	93	3.63	1.17	a
25 to less than 40 years	168	4.10	1.02	b
40 years and older	123	3.72	1.31	a

Table 4.14 Continued

Age	N	Mean	SD	Letter*
"The company provides equal employment opportunities for men and women when recruiting senior managers"				
Less than 25 years	93	3.92	1.28	a
25 to less than 40 years	168	4.27	0.89	b
40 years and older	123	3.94	1.24	a
"The company provides equal training conditions and development plans for male and female employees".				
Less than 25 years	93	3.92	1.14	a
25 to less than 40 years	168	4.21	0.92	b
40 years and older	123	3.93	1.16	a
"The company consciously spreads the cultural awareness of gender equality to employees"				
Less than 25 years	93	3.83	1.22	a
25 to less than 40 years	168	4.23	1.00	b
40 years and older	123	3.86	1.28	a
"The company provides equal opportunities for promotion to male and female employees"				
Less than 25 years	93	3.75	1.19	a
25 to less than 40 years	168	4.18	0.95	b
40 years and older	123	4.03	1.14	a
"The company provides equal salary and bonuses to male and female employees"				
Less than 25 years	93	3.74	1.35	a
25 to less than 40 years	168	4.29	1.05	b
40 years and older	123	3.85	1.37	a
"The company can objectively and equally evaluate the work performance of male and female employees"				
Less than 25 years	93	3.85	1.27	a
25 to less than 40 years	168	4.22	1.02	b
40 years and older	123	3.83	1.21	a

Table 4.14 Continued

Age	N	Mean	SD	Letter*
"The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces"				
Less than 25 years	93	3.85	1.22	a
25 to less than 40 years	168	4.15	1.03	b
40 years and older	123	3.80	1.23	a
"The company provides regular physical examinations for male and female employees"				
Less than 25 years	93	3.86	1.24	a
25 and less than 40 years	168	4.25	0.99	b
40 years and older	123	4.02	1.21	ab
"The company provides maternity leave opportunities for pregnant women"				
Less than 25 years	93	3.96	1.18	a
25 to less than 40 years	168	4.33	0.99	b
40 years and older	123	3.94	1.19	a
"The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees"				
Less than 25 years	93	3.95	1.25	a
25 to less than 40 years	168	4.32	1.03	b
40 years and older	123	3.85	1.24	a
"The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work"				
Less than 25 years	93	3.87	1.30	a
25 to less than 40 years	168	4.29	1.00	b
40 years and older	123	3.85	1.19	a

*Means with the same letter are no significant differences (+/-5% variation)

In terms of religion DMPs, 2 attributes showed significant differences. From Table 4.15, the respondents who were in the age of "25 and less than 40 years" viewed the practices of "The company respects the food management of employees of all religions in their daily lives or festivals", and "The company accepts and respects employees of all religions to celebrate religious holidays" more important than the respondent who were in the age of "less than 25 years" and "40 years and older". However, the respondents who were in the age of "25 to less than 40 years" perceived the implementation level of this attribute as not significantly different from the respondents who were in the age of "Less than 25 years" and "40 years and older".

Table 4.15 Multiple comparisons (LSD) among different age groups hotel employees and their perception toward the importance of religion DMPs

Age	N	Mean	SD	Letter*
"The company respects the food management of employees of all religions in their daily lives or festivals"				
Less than 25 years	93	3.85	1.29	a
25 to less than 40 years	168	4.24	1.04	b
40 years and older	123	3.94	1.15	a
"The company accepts and respects employees of all religions to celebrate religious holidays"				
Less than 25 years	93	3.89	1.08	a
25 to less than 40 years	168	4.26	1.00	b
40 years and older	123	3.93	1.13	a

*Means with the same letter are no significant differences (+/-5% variation)

4.5.2.2 Age and the implication of DMPs

To test $H_{2.2}$, the ANOVA was used in order to test whether different age groups of hotel employees have different perceptions toward the implementation of DMPs. Table 4.16 revealed the comparison of the perception toward the implementation of DMPs among different age groups. In terms of gender DMPs, all attributes showed not significantly different (p-value > 0.05). Similarly, in terms of age DMPs, most attributes showed no significant differences (p-value > 0.05) except "The company provides equal employment opportunities for all age groups when recruiting senior managers" (p-value = 0.05) and "The company provides reasonable training conditions and development plans for employees of all ages" (p-value = 0.02 > 0.05).

In terms of religion DMPs, most attributes are significantly different (p-value < 0.05) except "The company allows employees of all religions to pray daily (such as Muslim employees perform prayers and attend Al-khutbah of Friday)" (p-value = 0.13 > 0.05) and "The company allows the religious habits of employees of various religions (such as Female Muslim employees wear headscarves)" (p-value = 0.46 > 0.05).

It can be concluded that the perception among different age groups of hotel employees toward the level of implementation of all attributes in gender DMPs were not significantly different (p-value > 0.05). but there were significant differences in terms of age and religion DMPs. Therefore, $H_{2.2}$ was partially accepted.

Table 4.16 The ANOVA comparison of age and the implementation level of DMPs

DMPs	Implementation	
	F.	P-Value
Gender-DMPs		
1. The company supports the full participation of a women in the workplace	0.55	0.58
2. The company does not have gender selectivity when publishing recruitment information (except for special positions)	0.07	0.94
3. The company provides equal employment opportunities for men and women when recruiting senior managers	1.12	0.33
4. The company provides equal training conditions and development plans for male and female employees	0.58	0.56
5. The company consciously spreads the cultural awareness of gender equality to employees	0.51	0.60
6. The company provides equal opportunities for promotion to male and female employees	0.55	0.58
Gender-DMPs		
7. The company provides equal salary and bonuses to male and female employees	1.12	0.33
8. The company can objectively and equally evaluate the work performance of male and female employees	0.51	0.60
9. The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces	0.99	0.37
10. The company will provide women with flexible work schedules	0.17	0.84
11. The company provides free childcare services for women during work (for example: the company has a dedicated child care room)	0.81	0.44
12. The company provides regular physical examinations for male and female employees	0.38	0.69
13. The company provides maternity leave opportunities for pregnant women	2.61	0.08
14. The company provides opportunities for male employees to take paternity leave	0.42	0.66
15. The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees	2.29	0.10
16. The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work	1.00	0.37

Table 4.16 Continued

DMPs	Implementation	
	F.	P-Value
Age-DMPs		
1. The company supports job participation for all age groups (no bias in term of age)	1.45	0.24
2. The company does not have age selectivity when publishing recruitment information	1.58	0.21
3. The company provides equal employment opportunities for all age groups when recruiting senior managers	2.95	0.05*
Age-DMPs		
4. The company provides reasonable training conditions and development plans for employees of all ages	4.02	0.02*
5. The company provides equal opportunities for promotion to employees of all ages	0.93	0.40
6. The company provides reasonable salary and bonuses to employees of all ages	2.88	0.06
7. The company can objectively and equally evaluate the work performance of employees of all ages	2.08	0.13
8. The company will arrange appropriate working hours for elder employees (more than 40 years old)	1.56	0.21
9. The company provides more physical health checks for elderly employees	1.09	0.34
10. The company provides appropriate jobs with lower labor intensity for older employees	1.09	0.34
11. The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work	1.48	0.23
Religion-DMPs		
1. The company can effectively avoid religious discrimination among employees in the workplace	8.94	0.00*
2. The company does not have religious selectivity when publishing recruitment information	11.90	0.00*

Table 4.16 Continued

DMPs	Implementation	
	F.	P-Value
3. The company respects the food management of employees of all religions in their daily lives or festivals	5.30	0.01*
4. The company accepts and respects employees of all religions to celebrate religious holidays	4.92	0.01*
5. The company provides religious holiday blessings for employees of various religions	3.87	0.02*
6. The company allows employees of all religions to pray daily (such as: Muslim employees perform prayers and attend Al-khutbah of Friday)	2.02	0.13
7. The company allows the religious habits of employees of various religions (such as: Female Muslim employees wear headscarves)	0.78	0.46
8. The company allows Muslim and Christian employees for Sawm (such as: fasting)	4.04	0.02*

In terms of age DMPs, 2 attributes showed significantly different. From Table 4.17, the respondents who were in the age of “25 to less than 40 years” perceived that their hotels had implemented the practices of “The company provides equal employment opportunities for all age groups when recruiting senior managers” more than the respondents who were in the age of “less than 25 years”. However, the respondents who were in the age of “40 years and older” perceived the implementation level of this attributes not significantly different from the respondents who were in the age of “Less than 25 years” and “25 to less than 40 years”.

The respondents who were in the age of “25 to less than 40 years” viewed that their hotel had implemented the practices of “The company provides reasonable training conditions and development plans for employees of all ages” more than the respondents who were in the age of “less than 25 years” and “40 years and older”. However, it was not significantly different in terms of the implementation level toward this attribute between the respondents who were in the age of “Less than 25 years” and “40 years and older”.

Table 4.17 Multiple comparisons (LSD) among different age groups hotel employees and their perception toward the implementation of age DMPs

Age	N	Mean	SD	Letter*
"The company provides equal employment opportunities for all age groups when recruiting senior managers"				
Less than 25 years	93	3.90	0.94	a
25 to less than 40 years	168	4.20	1.02	b
40 years and older	123	3.98	1.11	ab
"The company provides reasonable training conditions and development plans for employees of all ages"				
Less than 25 years	93	4.05	1.05	a
25 to less than 40 years	168	4.30	0.94	b
40 years and older	123	3.98	1.07	a

*Means with the same letter are no significant differences (+/-5% variation)

From Table 4.18, in terms of religion DMPs, 6 attributes showed significantly different. The posthoc test using LSD was conducted to uncover specific differences between the 3 age groups. Table 4.5.2.2-3 shows that the respondents who were less than 25 years old viewed the practices of "The company can effectively avoid religious discrimination among employees in the workplace", "The company does not have religious selectivity when publishing recruitment information", "The company accepts and respects employees of all religions to celebrate religious holidays", "The company provides religious holiday blessings for employees of various religions" and "The company allows Muslim and Christian employees for Sawm (such as fasting)" were a lower level of implementation than the respondents who were in the age group of "25 to less than 40 years" and "40 years and older". However, it was not significantly different in terms of the implementation level toward these attributes between the respondents who were in the age of "25 to less than 40 years" and "40 years and older".

For another attribute which was "The company respects the food management of employees of all religions in their daily lives or festivals", Table 4.5.2.2-3 shows that, the respondents who were "25 to less than 40 years" perceived this attribute lower level of implementation than the respondents who were "Less than 25 years" However, the respondents who were in the age of 40 years and older perceived the implementation level of this attributes not significantly different from

the respondents who were in the age of “Less than 25 years” and “25 to less than 40 years”.

Table 4.18 Multiple comparisons (LSD) among different age groups hotel employees and their perception toward the implementation of religion DMPs

Age	N	Mean	SD	Letter*
“The company can effectively avoid religious discrimination among employees in the workplace”				
Less than 25 years	93	3.68	1.30	a
25 to less than 40 years	168	4.27	1.02	b
40 years and older	123	4.11	1.00	B
“The company does not have religious selectivity when publishing recruitment information”				
Less than 25 years	93	3.66	1.21	a
25 to less than 40 years	168	4.26	0.96	b
40 years and older	123	4.21	0.88	b
“The company respects the food management of employees of all religions in their daily lives or festivals”				
Less than 25 years	93	3.87	1.18	a
25 to less than 40 years	168	4.29	0.92	b
40 years and older	123	4.11	0.97	Ab
“The company accepts and respects employees of all religions to celebrate religious holidays”				
Less than 25 years	93	3.91	1.19	a
25 to less than 40 years	168	4.30	0.86	b
40 years and older	123	4.19	0.86	b
“The company provides religious holiday blessings for employees of various religions”				
Less than 25 years	93	3.73	1.25	a
25 to less than 40 years	168	4.11	1.04	b
40 years and older	123	4.06	0.99	B
“The company allows Muslim and Christian employees for Sawm (such as: fasting)”				
Less than 25 years	93	3.83	1.32	a
25 to less than 40 years	168	4.21	0.95	b
40 years and older	123	4.11	0.92	b

*Means with the same letter are no significant differences (+/-5% variation)

4.5.3 Religion and DMPs

In order to test H3: Employees with different religious backgrounds have different perceptions toward the importance and the implementation of DMPs, 2 sub-hypotheses were developed.

$H_{3.1}$: Employees with different religious backgrounds view the importance of DMPs differently.

$H_{3.2}$: Employees with different religious backgrounds view the implementation of DMPs differently.

4.5.3.1 Religion and the importance of DMPs

To test $H_{3.1}$, the ANOVA was used in order to test whether hotel employees with different religious backgrounds have different perceptions toward the importance of DMPs. Table 4.19 revealed the comparison of different religious backgrounds toward the level of importance DMPs. In terms of gender DMPs, all attributes showed significantly different (p-value < 0.05) except "The company provides free childcare services for women during work (for example the company has a dedicated child care room)" (p-value = 0.89 > 0.05). In terms of age DMPs, all attributes showed not significantly different (p-value > 0.05). Lastly, in terms of religion DMPs, all attributes showed no significant differences (p-value > 0.05), except "The company can effectively avoid religious discrimination among employees in the workplace" (p-value = 0.04 < 0.05).

It can be concluded that, overall, the perception among hotel employees with different religious backgrounds toward the importance level of age and religion DMPs were not significantly different (p-value > 0.05) but there were significant differences in terms of gender DMPs. Therefore, $H_{3.1}$ was partially accepted.

Table 4.19 The ANOVA comparison of religion and the important level of DMPs

DMPs	Importance	
	F.	P-Value
Gender DMPs		
1. The company supports the full participation of a women in the workplace	5.04	0.01*
2. The company does not have gender selectivity when publishing recruitment information (except for special positions)	3.18	0.04*
3. The company provides equal employment opportunities for men and women when recruiting senior managers	6.97	0.00*
4. The company provides equal training conditions and development plans for male and female employees	4.52	0.01*
5. The company consciously spreads the cultural awareness of gender equality to employees	5.87	0.00*
6. The company provides equal opportunities for promotion to male and female employees	4.14	0.02*
7. The company provides equal salary and bonuses to male and female employees	5.49	0.00*
8. The company can objectively and equally evaluate the work performance of male and female employees	4.76	0.01*
9. The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces	3.63	0.03*
10. The company will provide women with flexible work schedules	4.88	0.01*
11. The company provides free childcare services for women during work (for example: the company has a dedicated child care room)	0.12	0.89
Gender DMPs		
12. The company provides regular physical examinations for male and female employees	4.55	0.01*
13. The company provides maternity leave opportunities for pregnant women	6.73	0.00*
14. The company provides opportunities for male employees to take paternity leave	4.01	0.02*
15. The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees	9.21	0.00*
16. The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work	14.17	0.00*

Table 4.19 Continued

DMPs	Importance	
	F.	P-Value
Age DMPs		
1. The company supports job participation for all age groups (no bias in term of age)	0.73	0.48
2. The company does not have age selectivity when publishing recruitment information	0.24	0.79
3. The company provides equal employment opportunities for all age groups when recruiting senior managers	0.55	0.58
4. The company provides reasonable training conditions and development plans for employees of all ages	1.30	0.28
5. The company provides equal opportunities for promotion to employees of all ages	1.01	0.37
6. The company provides reasonable salary and bonuses to employees of all ages	2.32	0.10
7. The company can objectively and equally evaluate the work performance of employees of all ages	2.42	0.09
8. The company will arrange appropriate working hours for elder employees (more than 40 years old)	0.37	0.69
9. The company provides more physical health checks for elderly employees	1.86	0.16
10. The company provides appropriate jobs with lower labor intensity for older employees	0.49	0.61
11. The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work	1.37	0.26
Religion DMPs		
1. The company can effectively avoid religious discrimination among employees in the workplace	3.25	0.04*
2. The company does not have religious selectivity when publishing recruitment information	0.48	0.62
3. The company respects the food management of employees of all religions in their daily lives or festivals	1.67	0.19
4. The company accepts and respects employees of all religions to celebrate religious holidays	0.89	0.41

Table 4.19 Continued

DMPs	Importance	
	F.	P-Value
5. The company provides religious holiday blessings for employees of various religions	0.22	0.80
6. The company allows employees of all religions to pray daily (such as: Muslim employees perform prayers and attend Al-khutbah of Friday)	0.61	0.54
7. The company allows the religious habits of employees of various religions (such as: Female Muslim employees wear headscarves)	0.22	0.80
8. The company allows Muslim and Christian employees for Sawm (such as: fasting)	2.07	0.13

From Table 4.20, in terms of gender DMPs, 15 attributes showed significant differences. The posthoc test using LSD was conducted to uncover specific differences between the 3 religion groups. Table 4.5.3.1-2 shows that the respondents who were Buddhism viewed the practices of “The company does not have gender selectivity when publishing recruitment information (except for special positions)”, “The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces”, “The company provides regular physical examinations for male and female employees” and “The company provides opportunities for male employees to take paternity leave” more important than the respondents who were in the religion group of Christian. However, the respondents who were Muslim perceived the important level of these attributes as not significantly different from the respondents who were Buddhism and Christian.

For the other 11 attributes which included “The company supports the full participation of a women in the workplace”, “The company provides equal employment opportunities for men and women when recruiting senior managers”, “The company provides equal training conditions and development plans for male and female employees”, “The company consciously spreads the cultural awareness of gender equality to employees”, “The company provides equal opportunities for promotion to male and female employees”, “The company provides equal salary and bonuses to male and female employees”, “The company can objectively and equally evaluate the work performance of male and female employees”, “The company will provide women with flexible work schedules”, “The company provides maternity leave opportunities for pregnant women”, “The company provides marriage leave,

ordination leave and funeral leave opportunities for male and female employees", and "The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work", Table 4.5.3.1-2 shows that, the respondents who were Buddhism perceived these attributes more important than the respondents who were Muslim and Christian. However, it was not significantly different in terms of the importance level toward these attributes between the respondents who were Muslim and Christian.

Table 4.20 Multiple comparisons (LSD) among hotel employees with different religious background and their perception toward the importance of gender DMPs

Religion	**N**	**Mean**	**SD**	**Letter***
"The company supports the full participation of a women in the workplace"				
Buddhism	241	4.11	1.09	a
Muslim	91	3.78	1.18	b
Christian	50	3.64	1.34	b
"The company does not have gender selectivity when publishing recruitment information (except for special positions)"				
Buddhism	241	3.97	1.11	a
Muslim	91	3.75	1.21	ab
Christian	50	3.56	1.34	b
"The company provides equal employment opportunities for men and women when recruiting senior managers"				
Buddhism	241	4.24	0.96	a
Muslim	91	3.85	1.26	b
Christian	50	3.74	1.40	b
"The company provides equal training conditions and development plans for male and female employees"				
Buddhism	241	4.17	0.95	a
Muslim	91	3.89	1.13	b
Christian	50	3.76	1.33	b
"The company consciously spreads the cultural awareness of gender equality to employees"				
Buddhism	241	4.17	1.05	a
Muslim	91	3.78	1.31	b
Christian	50	3.70	1.28	b

Table 4.20 Continued

Religion	N	Mean	SD	Letter*
"The company provides equal opportunities for promotion to male and female employees"				
Buddhism	241	4.14	0.99	a
Muslim	91	3.87	1.24	b
Christian	50	3.74	1.12	b
"The company provides equal salary and bonuses to male and female employees"				
Buddhism	241	4.17	1.12	a
Muslim	91	3.77	1.35	b
Christian	50	3.68	1.54	b
"The company can objectively and equally evaluate the work performance of male and female employees"				
Buddhism	241	4.14	1.06	a
Muslim	91	3.77	1.19	b
Christian	50	3.76	1.45	b
"The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces"				
Buddhism	241	4.07	1.07	a
Muslim	91	3.90	1.24	ab
Christian	50	3.60	1.32	b
"The company will provide women with flexible work schedules"				
Buddhism	241	3.95	1.11	a
Muslim	91	3.85	1.08	a
Christian	50	3.40	1.37	b
"The company provides regular physical examinations for male and female employees"				
Buddhism	241	4.20	1.03	a
Muslim	91	3.97	1.27	ab
Christian	50	3.70	1.28	b
"The company provides maternity leave opportunities for pregnant women"				
Buddhism	241	4.26	1.03	a
Muslim	91	3.97	1.15	b
Christian	50	3.68	1.33	B
"The company provides opportunities for male employees to take paternity leave"				
Buddhism	241	4.08	1.16	a
Muslim	91	3.82	1.33	ab
Christian	50	3.58	1.40	b

Table 4.20 Continued

Religion	N	Mean	SD	Letter*
"The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees"				
Buddhism	241	4.27	1.02	a
Muslim	91	3.77	1.27	b
Christian	50	3.70	1.47	b
"The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work"				
Buddhism	241	4.26	1.00	a
Muslim	91	3.79	1.24	b
Christian	50	3.44	1.40	b

*Means with the same letter are no significant differences (+/-5% variation)

In terms of religion DMPs, there was only one attribute that showed significantly different. From Table 4.21, the respondents who were Buddhism viewed the practices of "The company can effectively avoid religious discrimination among employees in the workplace" as more important than the respondents who were Muslim. However, the respondents who were Christian perceived the important level of this attribute not significantly different from the respondents who were Buddhism and Muslim.

Table 4.21 Multiple comparisons (LSD) among hotel employees with different religious background and their perception toward the importance of religion DMPs

Religion	N	Mean	SD	Letter*
"The company can effectively avoid religious discrimination among employees in the workplace"				
Buddhism	241	4.07	1.11	a
Muslim	91	3.70	1.31	b
Christian	50	3.90	1.18	ab

*Means with the same letter are no significant differences (+/-5% variation)

4.5.3.2 Religion and the implication of DMPs

To test $H_{3.2}$, the ANOVA was used in order to test whether hotel employees with different religious backgrounds have different perceptions toward the implementation of DMPs. Table 4.22 revealed that the perception among hotel employees with different religious backgrounds toward the level of implementation

DMPs. In terms of gender DMPs, all attributes showed not significantly different (p-value > 0.05). In terms of age DMPs, most attributes are significantly different (p-value < 0.05), except "The company provides reasonable salary and bonuses to employees of all ages" (p-value = 0.15 > 0.05), "The company can objectively and equally evaluate the work performance of employees of all ages" (p-value = 0.07 > 0.05), "The company will arrange appropriate working hours for elder employees (more than 40 years old)" (p-value = 0.21 > 0.05), "The company provides more physical health checks for elderly employees" (p-value = 0.65 > 0.05) and "The company provides appropriate jobs with lower labor intensity for older employees" (p-value = 0.20 > 0.05). In terms of religion DMPs, all attributes showed no significant differences (p-value > 0.05), 2 attributes which were "The company can effectively avoid religious discrimination among employees in the workplace" (p-value = 0.05) and "The company provides religious holiday blessings for employees of various religions" (p-value = 0.02 < 0.05).

It can be concluded that the perception among hotel employees with different religious backgrounds toward the level of implementation of all attributes in gender DMPs were not significantly different (p-value > 0.05). but there were significant differences in terms of age and religion DMPs. Therefore, $H_{3.2}$ was partially accepted.

Table 4.22 The ANOVA comparison of religion and the implementation of DMPs

DMPs	Importance	
	F.	P-Value
Gender-DMPs		
1. The company supports the full participation of a women in the workplace	0.12	0.89
2. The company does not have gender selectivity when publishing recruitment information (except for special positions)	0.16	0.86
3. The company provides equal employment opportunities for men and women when recruiting senior managers	0.26	0.77
4. The company provides equal training conditions and development plans for male and female employees	0.76	0.47
5. The company consciously spreads the cultural awareness of gender equality to employees	0.45	0.64
6. The company provides equal opportunities for promotion to male and female employees	0.12	0.88

Table 4.22 Continued

DMPs	Importance	
	F.	P-Value
7. The company provides equal salary and bonuses to male and female employees	1.03	0.36
8. The company can objectively and equally evaluate the work performance of male and female employees	0.42	0.65
9. The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces	0.10	0.91
10. The company will provide women with flexible work schedules	0.57	0.57
11. The company provides free childcare services for women during work (for example: the company has a dedicated child care room)	1.12	0.33
12. The company provides regular physical examinations for male and female employees	0.38	0.68
13. The company provides maternity leave opportunities for pregnant women	0.10	0.90
14. The company provides opportunities for male employees to take paternity leave	0.08	0.92
15. The company provides marriage leave, ordination leave and funeral leave opportunities for male and female employees	0.19	0.82
16. The company provides both male and female equal opportunity to give feedback, for solving problems or improving your work	0.46	0.63
Age-DMPs		
1. The company supports job participation for all age groups (no bias in term of age)	5.62	0.00*
2. The company does not have age selectivity when publishing recruitment information	3.53	0.03*
3. The company provides equal employment opportunities for all age groups when recruiting senior managers	3.79	0.02*
4. The company provides reasonable training conditions and development plans for employees of all ages	3.50	0.03*
5. The company provides equal opportunities for promotion to employees of all ages	4.41	0.01*
6. The company provides reasonable salary and bonuses to employees of all ages	1.92	0.15

Table 4.22 Continued

DMPs	Importance	
	F.	P-Value
7. The company can objectively and equally evaluate the work performance of employees of all ages	2.67	0.07
8. The company will arrange appropriate working hours for elder employees (more than 40 years old)	1.57	0.21
9. The company provides more physical health checks for elderly employees	0.43	0.65
10. The company provides appropriate jobs with lower labor intensity for older employees	1.61	0.20
11. The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work	4.91	0.01*
Religion-DMPs		
1. The company can effectively avoid religious discrimination among employees in the workplace	2.94	0.05*
2. The company does not have religious selectivity when publishing recruitment information	2.11	0.12
3. The company respects the food management of employees of all religions in their daily lives or festivals	0.43	0.65
4. The company accepts and respects employees of all religions to celebrate religious holidays	2.64	0.07
5. The company provides religious holiday blessings for employees of various religions	3.98	0.02*
6. The company allows employees of all religions to pray daily (such as: Muslim employees perform prayers and attend Al-khutbah of Friday)	2.13	0.12
7. The company allows the religious habits of employees of various religions (such as: Female Muslim employees wear headscarves)	1.10	0.33
8. The company allows Muslim and Christian employees for Sawm (such as: fasting)	2.03	0.13

From Table 4.23, in terms of age DMPs, 6 attributes showed significant differences. The posthoc test using LSD was conducted to uncover specific differences between the 3 religion groups. Table 4.5.3.2-2 shows that the respondents who were

Buddhism viewed the practice of "The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work" higher level of implementation than the respondents who were Christians. However, the respondents who were Muslim perceived the implementation level of this attribute as not significantly different from the respondents who were Buddhism and Christian.

And the respondents who were Buddhism viewed the practices of "The company does not have age selectivity when publishing recruitment information" and "The company provides equal employment opportunities for all age groups when recruiting senior managers" higher level of implementation than the respondents who were Muslims. However, the respondents who were Christian perceived the implementation level of these attributes not significantly different from the respondents who were Buddhism and Muslim.

For the other 3 attributes which included "The company supports job participation for all age groups (no bias in term of age)", "The company provides reasonable training conditions and development plans for employees of all ages" and "The company provides equal opportunities for promotion to employees of all ages", Table 4.5.3.2-2 shows that the respondents who were Buddhism perceived these attributes were a higher level of implementation than the respondents who were Muslim and Christian. However, it was not significantly different in terms of the implementation level toward these attributes between the respondents who were Muslim and Christian.

Table 4.23 Multiple comparisons (LSD) among hotel employees with different religious background and their perception toward the implementation of age DMPs

Religion	**N**	**Mean**	**SD**	**Letter***
"The company supports job participation for all age groups (no bias in term of age)"				
Buddhism	241	4.16	0.99	a
Muslim	91	3.82	1.10	b
Christian	50	3.72	1.26	b
"The company does not have age selectivity when publishing recruitment information"				
Buddhism	241	4.08	1.01	a
Muslim	91	3.74	1.24	b
Christian	50	3.86	1.28	ab

Table 4.23 Continued

Religion	N	Mean	SD	Letter*
"The company provides equal employment opportunities for all age groups when recruiting senior managers"				
Buddhism	241	4.16	0.97	a
Muslim	91	3.82	1.12	b
Christian	50	3.94	1.13	ab
"The company provides reasonable training conditions and development plans for employees of all ages"				
Buddhism	241	4.24	0.93	a
Muslim	91	3.97	1.15	b
Christian	50	3.94	1.13	b
"The company provides equal opportunities for promotion to employees of all ages"				
Buddhism	241	4.22	0.95	a
Muslim	91	3.92	1.24	b
Christian	50	3.82	1.24	b
"The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work"				
Buddhism	241	4.26	0.91	a
Muslim	91	4.10	1.11	ab
Christian	50	3.78	1.28	b

*Means with the same letter are no significant differences (+/-5% variation)

In terms of religion DMPs, 2 attributes showed significantly different. From Table 4.24, the respondents who were Buddhism viewed the practices of "The company can effectively avoid religious discrimination among employees in the workplace" and "The company provides religious holiday blessings for employees of various religions" were a higher level of implementation than the respondents who were Muslim. However, the respondents who were Christian perceived the implementation level of these attributes not significantly different from the respondents who were Buddhism and Muslim.

Table 4.24 Multiple comparisons (LSD) among hotel employees with different religious background and their perception toward the implementation of religion DMPs

Religion	N	Mean	SD	Letter*
"The company can effectively avoid religious discrimination among employees in the workplace"				
Buddhism	241	4.17	1.04	a
Muslim	91	3.86	1.26	b
Christian	50	3.96	1.09	ab
"The company provides religious holiday blessings for employees of various religions"				
Buddhism	241	4.11	1.02	a
Muslim	91	3.74	1.25	b
Christian	50	3.94	1.02	ab

*Means with the same letter are no significant differences (+/-5% variation)

4.6 The relationship between DMPs and employee engagement

To answer objective#3, correlations analysis was used to test H4 whether there was a correlation between DMPs and employee engagement. Table 4.25 was revealed that between gender, age, and religion DMPs and employee engagement, only gender DMPs show a significant correlation with employee engagement and the two have reached a significant positive correlation (Pearson Correlation = 0.105, p-value < 0.05) when there is no correlation between age, religion DMPs and employee engagement (p-value >0.05). This means that gender DMPs and engagement will co-variate positively with each other. That is, the higher the level of implementation of gender DMPs, the higher employee engagement. However, the correlation coefficient at 0.105 shows a very weak linear relationship. Therefore, H_4 was partially accepted for gender DMPs.

Table 4.25 Correlations rating between DMPs and employee engagement

Correlations					
		Gender DMPs	Age DMPs	Religion DMPs	Engagement
Gender DMPs	Pearson Correlation	1.00	0.08	0.09	.105*
	Sig. (2-tailed)		0.10	0.06	0.04
	N	384.00	384.00	384.00	384.00
Age DMPs	Pearson Correlation	0.08	1.00	0.05	0.05
	Sig. (2-tailed)	0.10		0.28	0.30
	N	384.00	384.00	384.00	384.00
Religion DMPs	Pearson Correlation	0.09	0.05	1.00	0.01
	Sig. (2-tailed)	0.06	0.28		0.91
	N	384.00	384.00	384.00	384.00
Engagement	Pearson Correlation	.105*	0.05	0.01	1.00
	Sig. (2-tailed)	0.04	0.30	0.91	
	N	384.00	384.00	384.00	384.00

*. Correlation is significant at the 0.05 level (2-tailed).

CHAPTER 5
CONCLUSION AND DISCUSSION

5.1 Introduction

This chapter presents the overall findings, conclusions, discussions, suggestions, limitations, and suggestions for future study of the research. The main purpose of this study is to explore the hotel employee perception toward diversity management practices (DMPs), investigate the impact of gender, age, and religion on the DMPs, and assess the correlation between DMPs and employee engagement in Phuket, Thailand.

The results of the study show that in Phuket hotels, the ratio of men to women is not much different. As far as the overall respondents are concerned, most of the employees are Buddhism. In terms of education level, the number of respondents with Graduate (Bachelor's Degree) far exceeds that of other age groups. The vast majority of hotel employees are single.

5.2 Conclusion

The study had investigated the importance and implication of DMPs in 3 aspects which include gender DMPs, age DMPs, and religion DMPs. The results are shown below:

Objectives 1: To examine the relationship between the importance and the implementation of DMPs.

The results of this study showed that hotel employees viewed DMPs as of considerable importance and the hotels in Phuket had efficiently implemented them. When comparing the importance and implementations of each DMPs using an independent sample t-test, the results found that the perception of hotel employees toward the importance and implementation of most of the DMPs in gender, age and, religion DMPs are generally not significantly different, except in terms of gender DMPs, hotel employees in Phuket viewed that their hotels had implemented the recruitment process with free of gender bias and provide child care services for women during work more than their expectation.

When IPA was conducted, the results also showed that 18 attributes of DMPs fell in quadrants B (keep up the good work):

Gender DMPs:

- provides equal employment opportunities for men and women when recruiting senior managers

- provides equal training conditions and development plans for male and female employees
- consciously spreads the cultural awareness of gender equality to employees
- provides equal opportunities for promotion to male and female employees
- provides equal salary and bonuses to male and female employees
- objectively and equally evaluate the work performance of male and female employees
- provides regular physical examinations for male and female employees
- provides maternity leave opportunities for pregnant women
- provides marriage leave, ordination leave and funeral leave opportunities for male and female employees
- provides both male and female equal opportunity to give feedback, for solving problems or improving your work

Age DMPs:

- provides reasonable training conditions and development plans for employees of all ages
- provides equal opportunities for promotion to employees of all ages
- provides reasonable salary and bonuses to employees of all ages
- objectively and equally evaluate the work performance of employees of all ages
- provides equal opportunity for all ages to give feedback, for solving problems or improving your work

Religion DMPs:

- does not have religious selectivity when publishing recruitment information
- respects the food management of employees of all religions in their daily lives or festivals
- accepts and respects employees of all religions to celebrate religious holidays

It means that hotel have managed DMPs effectively. However, hotels need to pay attention for 1 DM practice that fell in Quadrant A and put less energy on 2 DM practices that fell in Quadrant D which were:

Quadrant A (Concentrate here):

- provide equal employment opportunities for all age groups when recruiting senior managers.

Quadrant D (Possible overkill):

- manage employees' work-life balance to minimize conflicts in the work and family life of male and female employees in working hours and workplaces.
- allow Muslim and Christian employees for Sawm (such as: fasting).

Hotels also need to alert fell in quadrant C, avoid put any energy to 13 attributes which fell in this quadrant.

Gender DMPs:

- The company supports the full participation of a women in the workplace
- The company does not have gender selectivity when publishing recruitment information (except for special positions)
- The company will provide women with flexible work schedules
- The company provides free childcare services for women during work (for example: the company has a dedicated child care room)
- The company provides opportunities for male employees to take paternity leave

Age DMPs:

- The company supports job participation for all age groups (no bias in term of age)
- The company does not have age selectivity when publishing recruitment information
- The company will arrange appropriate working hours for elder employees (more than 40 years old)
- The company provides more physical health checks for elderly employees
- The company provides appropriate jobs with lower labor intensity for older employees

Religion DMPs:

- The company provides religious holiday blessings for employees of various religions
- The company allows employees of all religions to pray daily (such as: Muslim employees perform prayers and attend Al-khutbah of Friday)
- The company allows the religious habits of employees of various religions (such as: Female Muslim employees wear headscarves)

Objectives 2: To examine the impact of gender, age and religion on the importance and the implementation of DMPs.

This study investigated the impact of the hotel employees' demographic characteristics in terms of gender, age, and religion on their perception toward the importance and implementation of DMPs. The results of this study showed that gender, age, and religion have partially impacted employees' perception toward DPMs in their hotel companies.

Gender:

The results of this study showed that male employees have higher expectations for their hotels to pay attention when selecting the recruitment choices free of bias in terms of age, offer equal promotion opportunities, wages, and bonuses to employees of all ages. They are also more concerned about whether the hotels provide suitable working hours and work intensity for elderly employees, concern for the health of elderly employees, and conduct regular health checks for elderly employees. On the other hand, female employees have a stronger perception than male employees that their hotel tried its best to ensure that there were no conflicts in the work and family life of male and female employees in working hours and workplaces.

Age:

The employees who were in the age of "25 to less than 40 years" pay more attention to whether the hotels support the full participation of women in the workplace and provide regular physical examinations for male and female employees than the employees who were in the age of "less than 25 years old". The employees who were in the age of "25 to less than 40 years" also are more concerned than the employees who were in the age of "less than 25 years" and "40 years and older" about whether the hotels:

- have gender selectivity when publishing recruitment information (except for special positions).

- provide equal employment opportunities for men and women when recruiting senior managers.
- provide equal training conditions and development plans for male and female employees.
- consciously spreads the cultural awareness of gender equality to employees, whether the hotels provide equal opportunities for promotion to male and female employees.
- provide equal salary and bonuses to male and female employees,
- be able to objectively and equally evaluate the work performance of male and female employees
- try their best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces.
- provide maternity leave opportunities for pregnant women.
- provide marriage leave, ordination leave and funeral leave opportunities for male and female employees.
- provide both male and female equal opportunity to give feedback, for solving problems or improving your work.

However, the perception among different age groups toward the level of implementation for gender DMPs is not significantly different.

In terms of age DMPs, the perception among different age groups rated the level of importance not differently. However, the employees in different age groups rated the implementation level differently. For example, the employees who were in the age of "25 to less than 40 years" have the stronger perception that their hotel can provide equal employment opportunities for all age groups when recruiting senior managers than the employees who were in the age of "less than 25 years". They also have the stronger perception that their hotel tried its best to ensure that providing reasonable training conditions and development plans for employees of all ages than the employees who were in the age of "less than 25 years" and “40 years and older”.

In terms of religion DMPs, the employees who were in the age of “25 and less than 40 years” are more concerned about whether the hotels respect the food management of employees of all religions in their daily lives or festivals than the employees who were in the age of “less than 25 years” and “40 years and older”. They also have the stronger perception that their hotel can respect the food management of employees of all religions in their daily lives or festivals than the

employees who were in the age of “less than 25 years”. The employees who were in the age of “25 and less than 40 years” are more concerned about whether the hotels accept and respect employees of all religions to celebrate religious holidays than the employees who were in the age of “less than 25 years” and “40 years and older”.

When looking at how their hotel implements religion DMPs, the employees who were in the age of “25 and less than 40 years” and “40 years and older” have the stronger perception that their hotel can accept and respect employees of all religions to celebrate religious holidays than the employees who were in the age of “less than 25 years”. On the other hand, the employees who were in the age of “25 and less than 40 years” and “40 years and older” have stronger perception than the employees who were in the age of “less than 25 years” that their hotel tried its best to:

- avoid religious discrimination among employees in the workplace.
- no religious selectivity when publishing recruitment information in their hotel.
- provide religious holiday blessings for employees of various religions.
- allow Muslim and Christian employees for Sawm (such as: fasting).

Religion:

The employees who were Buddhism pay more attention than Christian to whether the hotel tried to:

- have unbiased gender selectivity when publishing recruitment information (except for special positions).
- ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces.
- provide regular physical examinations for male and female employees.
- provide opportunities for male employees to take paternity leave

Additionally, Buddhism are more concerned than Muslim and Christian employees about whether the hotels:

- support the full participation of a women in the workplace.

- provide equal training conditions and development plans for male and female employees
- spreads the cultural awareness of gender equality to employees
- provide equal opportunities for promotion to male and female employees
- provide equal salary and bonuses to male and female employees
- evaluate the work performance of male and female employees objectively and equally
- provide women with flexible work schedules
- provide maternity leave opportunities for pregnant women
- provide marriage leave, ordination leave and funeral leave opportunities for male and female employees
- provide both male and female equal opportunity to give feedback, for solving problems or improving your work.

The perception among employees with different religious background toward the level of implementation for gender DMPs are not significantly different.

In terms of age DMPs, the perception among employees with different religious backgrounds rated the level of importance not differently. But the employees who were Buddhism have the stronger perception that their hotel tried its best to provide equal opportunity for all ages to give feedback, for solving problems, or improving their work than the employees who were Christians. They also have the stronger perception that there is no age selectivity when publishing recruitment information in their hotel and their hotel tried its best to provide equal employment opportunities for all age groups when recruiting senior managers than the employees who were Muslim. In addition, the employees who were Buddhism have the stronger perception that their hotel tried its best to support job participation for all age groups (no bias in terms of age), their hotel can provide reasonable training conditions and development plans for employees of all ages and their hotel can provide equal opportunities for promotion to employees of all ages than the employees who were Muslim and Christian.

In terms of religious DMPs, the employees who were Buddhism are more concerned about whether the hotels can effectively avoid religious

discrimination among employees in the workplace than the employees who were Muslim. And they also have the stronger perception that their hotel tried its best to avoid religious discrimination among employees in the workplace than the employees who were Muslim. In addition, the employees who were Buddhism also have the stronger perception that their hotel tried its best to provide religious holiday blessings for employees of various religions than the employees who were Muslim.

Objectives 3: To investigate the correlation between gender, age, and religion DMPs and employee engagement.

The results showed that among 3 aspects of DMPs which were gender, age and religion DMPs, only Gender DMPs were positively correlated with employee engagement. However, age and religion DMPs do not have any correlation with employee engagement. It means that if the hotels' managers managed gender DM more effectively, their employees will be more engaged.

In summary, the overall hypothesis testing results are as follows:

Table 5.1 Overall hypothesis research results

	Gender		Age		Religion		Employee engagement
	Importance	Performance	Importance	Performance	Importance	Performance	
Gender DMPs	×	×	√	×	√	×	√
Age DMPs	√	×	×	√	×	√	×
Religion DMPs	×	×	√	√	×	√	×

* "√" means the hypothesis was accepted, "×" means the hypothesis was rejected.

5.3 Discussion

In recent decades, although women have played the role of housewives, they have been contributing to the professional workforce. The contemporary global concern is equal attracting, developing, encouraging, empowering women, and opportunity in various development projects around the world. As more and more women go out of their homes to seek job opportunities, gender prejudice has gradually been broken. In Thailand, the distribution of gender in the hotel industry shows that more than half of the hotel employees are female. This indicates that the Thai hospitality industry is relatively female-dominated, which in turn could point to a gender effect that favors females. This study found that hotel companies pay serious

attention to managing diversity in gender. They had implemented gender DMPs effectively. In contrast to Yonhap News Agency (2020) and Kyalo (2015) who found that hospitality organizations prefer to hire male workers because they are considered to have better performance capabilities. The results of this study showed that hotel companies have provided equal job opportunities, training, and development, career advancement, compensation, and benefit to both male and female employees. Additionally, female employees felt that their company help them balance work and family life than male employees.

It is obvious that in this study, 68% of hotel employees are young generation. Chung & Van der Lippe (2018) stated that the younger generation especially has an increasing demand for flexibility in the workplace. Flexible work helps achieve better work-life balance and family functions, but it still is necessary to understand the potential different gender activities that are or anticipate using it. It can be considered that gender is important in understanding the consequences of flexible work. Men and women use flexible work styles in different ways, which can lead to different results in terms of work intensity, happiness, and work-life balance. For the same working hours, the working hours of men and women can be adjusted accordingly to meet the needs of the family. In this study, the results showed that the effort that the company tries to make sure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces might promote the more traditionalized division of labor thereby hindering instead of supporting gender equality. For example, women spend more time at home, while men spend more time at work.

On the other hand, Kimmel (2006) and Brilli et al. (2016) demonstrated the importance of child care in their research. But this importance does not apply to hotel companies in Thailand. From the perspective of the labor force composition of hotels in Phuket, the vast majority of employees are single. This also leads to child care services for women during work as an unimportant service for most employees, so setting up such child care in the hotel can easily exceed their expectations for this service.

Although according to Yonhap News Agency (2020) and Kyalo (2015), companies seem to prefer men when recruiting employees, Chicha and Thérèse (2006) also stated that men earned higher compensation than women. In fact, Baum (2013) pointed out that the gap in the average male to female ratio of employees in hotels and restaurants is not large, and the ratio of female employees is even higher than that of male employees. This can also confirm this research, hotels provide equal

recruitment, training, promotion, and salary packages for male and female employees in Thailand. But men think it's more important whether hotels will give men and women equal opportunities for job hunting and competition than women.

In addition, Antoniou et al. (2003) stated that the physical and mental health of men and women will be affected by differences in pressure. In Thailand, older men may be under more pressure at work, they pay special attention to their own health. Therefore, they think it's more important whether the hotel company will provide suitable working hours and work intensity and provide regular health checks than women.

Furthermore, as the global aging process accelerates, the problem of labor aging is inevitable. In most cases, older employees are considered to be less adaptable and less able to accept new knowledge. When organizations recruit senior managers, older employees are still excluded. In Thailand, the age distribution of the hotel industry shows that only a small percentage of employees are over 40 years old. This indicates that the Thai hospitality industry is relatively younger-dominated, which in turn could point to a gender effect that favors younger. This study found that hotel companies attach great importance to managing age diversity. They effectively implemented the age DMP. However, when hiring senior managers in hotel companies, older employees think that the opportunity to be hired is not equal to that of young people. Finkelstein et al. (1995) and Zhong and Hertzman (2014) found that hospitality organizations prefer to hire younger workers because they are believed to be able to perform better at work. The results of this study showed that hotel companies have provided equal training, development and career advancement, compensation, and benefit to employees in different age groups in Phuket. McCann and Keaton (2013) also stated that in Thailand, employees believe that older employees are better than younger employees. The ability to accept new things at work is worse, and flexibility is worse. But they have better working attitude, higher loyalty, and stronger communication skills than younger employees. In this study, the results showed that the hotel company has age bias when recruiting senior managers, which may form age bias among employees, thereby hindering work progress.

Since hotels have a large number of "25 to less than 40" employees in Phuket, the hotel may focus on the interests of employees of this age when implementing DMPs, so they have a positive view on the implementation of DMPs, and pay more attention to gender and religion DMPs. However, Wae-esor (2021) pointed out in the study that Thai companies have begun to realize the necessity of age diversity and are beginning to recruit an aging labor force.

Different religions have their own religious festivals. These festivals, which occur almost all year round, are bound to affect work. However, Elkhwesky (2019) pointed out that hotel companies that make reasonable plans for religious issues can reap greater benefits in the evolving market. In Thailand, the religious distribution of the hotel industry shows that more than half of hotel employees are Buddhists. This is determined by the overall religious beliefs of Thailand. 94.6% of Thailand's population believe in Buddhism. This study found that hotel companies attach great importance to managing religious diversity. They effectively implemented religious DMP. John (2011) pointed out that frequent conflicts between people of different religious beliefs are one of the reasons for communication problems in labor diversified teams. The results of this research show that hotel companies in Phuket provide equal job opportunities for employees of different religious backgrounds, and respect the eating habits and religious activities of different religions. This is similar to the research of Teerakunpisut (2018). In Thailand, the two major religions of Muslim and Buddhist, Muslim and Buddhist employees work in harmony and respect each other. Obviously, in this study, 63% of hotel employees are Buddhists. Syed and Özbilgin (2010) also pointed out that religious discrimination rarely occurs in Thailand. A large part of the reason is that only a small number of employees are not Buddhists. Therefore, in a sense, putting too much energy into the non-Buddhist staff to carry out Sawm activities will cause unnecessary waste of resources.

The study found that this is because the number of employees who believe in Buddhism accounted for a very large number of employees in Phuket hotels. Lawler (1996) can also prove this point. In religious customs, women need to abide by more rules, so employees pay more attention to gender DMP. On the other hand, due to Thailand's emphasis on Buddhism culture, of course, the hotel also pays more attention to Buddhist employees. Therefore, employees of the Buddhist department have a strong sense of identification with the hotel's DMP management.

At the same time, in a study of employee engagement in hotels in Phuket, only Gender DMPs were positively correlated with employee engagement. Howleder (2019) also pointed out that employee engagement is indeed affected by the diversity of race, educational background, and gender variables in the workplace. Mkamwa (2008) also pointed out in the research that DMPs are positively correlated with employee engagement. That is, the company can treat every employee equally, provide equal opportunities for promotion, training, and development, employee satisfaction increase, employees will be more active in their work. When employees are actively engaged in work, the company will provide equal treatment to each

employee. Twum (2015) stated in the research that gender DMPs are important for retaining employees as well. So, this article also partially verified the results of this research.

5.4 Recommendation

In order to better manage DMPs, improve the work efficiency of employees, so that employees can devote themselves to work wholeheartedly. Hotels need to pay attention to providing equal employment opportunities for people of all ages when recruiting senior managers, and reduce the investing for conflicts in the work and family life of male and female employees in working hours and workplaces, and fasting for employees of different religions. Avoiding the waste of resources caused by employees' working hours and work efficiency not meeting expectations due to various reasons. For example, according to IPA analysis, in general, hotel employees believe that the balance between male and female employees' work and family life in working hours and workplaces is not important, and the hotel's implementation of this issue is higher than the expectations of employees. So, hotels should not blindly consider the factors that women have to take care of their families. The convenience of working hours and length of work will lead to a decrease in employee work efficiency and an increase in work costs. In addition, although IPA analysis shows that in general, employees do not have high expectations of fasting during work. As the majority of the hotel employees in Phuket were Buddhism so the hotel should clearly communicate to make sure that the minority groups were not leafing out and all Buddhism employees were well informed to understand and respect the difference in terms of religious practices.

Hotels should ensure that when recruiting employees, they are not restricted by gender, age, or religion to give employees equal job opportunities. Providing equal promotion, training, and development opportunities for all employees, and providing fair wages and bonuses. Evaluating the work performance of each employee objectively and equally. Ensure that every employee is provided with appropriate working hours and work intensity, care about the health of employees, and conduct regular health checks on employees. Providing marriage leave, ordination leave, and funeral leave opportunities for every employee. Providing equal opportunity to give feedback, for solving problems or improving their work. Respect meals and festival activities for all religious employees. Try to avoid discrimination in the workplace due to gender, age, and religion.

According to the analysis of the importance and implementation of DMPs, the overall staff expectation is higher than the performance of the hotel in terms of providing equal employment opportunities for people of all ages when recruiting senior managers. Combining the problems encountered by older employees in job search and promotion mentioned in the literature, hotels should pay special attention to providing equal employment opportunities for people of all ages when recruiting senior managers. Don't focus on a single goal when hiring because of the stereotype that older employees have rich work experience or younger employees learn faster. The hotel needs to consider multiple factors and choose the senior management personnel based on the nature of the work.

The results of this study revealed that hotel companies can improve the diversity management policy to take better care of their diverse workforce on several items that are highly valued in DMPs. For example, hotel managers should provide benefits to both male and female employees equally especially in terms of training, development, and employment opportunities when recruiting senior managers. As Thailand has become an aging society, older workers will become a major part of the workforce as the number of younger workers shrinks. Many studies also showed that senior workers can be very productive members of the workforce because of their years of service and participation in various jobs. In contrast, young employees, with lower pay, are more flexible, more willing to learn, and generally enthusiastic about their work, hoping to gain experience while striving for promotion. Therefore, hospitality companies should provide equal training and development opportunities and reasonable salaries and bonuses to employees of all ages. The hotel also should respect the food management of employees of all religions in their daily lives or festivals and accept and respects employees of all religions to celebrate religious holidays for all employees especially all age groups employees.

Although the hotel has provided employees with equal opportunities, promotion, and training for work. Through the analysis of the employees' perception toward the importance level of Diversity Management Practices, it can be seen that hotel employees in Phuket consider these aspects to be important. The hotel should provide more comprehensive and systematic training, and promote the selection of outstanding talents promptly manner so that employees are more satisfied with hotel management and services.

Among them, due to the positive correlation between gender DMPs and employee engagement, more attention should be paid to gender equality. Combined analysis of the importance and implementation of DMPs, hotels should focus on the

participation of male and female employees in the workplace and give employees more training opportunities. For example, the ratio of male to female employees in the reception should be adjusted appropriately to ensure that the proportion of male employees in the reception will not be much less than that of female employees. Reasonably allocate the ratio of men to women in management positions to ensure that there is no gender discrimination in the management due to the large gap between men and women managers. Provide better gender diversity management methods, such as job rotation in the workplace, that is reception, cleaning, or weekly rotation of employees in charge of bars or kitchens, which not only guarantees the equality of male and female ratios but also enables more training for employees, increase employee engagement as well.

5.5 Limitations and suggestion

5.5.1 Limitation of the study

1. Since this research only uses the quantitative research method, the conclusions can only draw the employees' views on DMPs, and it is difficult to analyze the reasons why employees have such views.

2. This study only studies DMP based on gender, age, and religion. There are many factors also can affect DMPs such as race, nationality and other personal characteristics.

3. This study only surveys hotel employees working in Phuket, and does not represent the views of hotel employees working in other parts of Thailand on DMP and employee engagement.

5.5.2 Future research Recommendation

1. Future research can use qualitative research methods to study to support this article. Interviewing employees and managers to find out why employees have such a view of DMPs

2. The future research direction can choose more research factors to study the impact of factors on DMPs and the correlation between DMPs and employee engagement. For example, the influence of surface or deep level factors on DMPs.

3. Future research can investigate hotel employees in various parts of Thailand and come up with more detailed, precise, and representative conclusions.

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Appendix A

NO.....

Interview with Hotels in Phuket (English)
Workforce Diversity Management Of Questionnaire

Questionnaire for staff of hospitality industry

We are carrying out an evaluation of the importance of workforce diversity management, to see if we can improve management methods and Increase employee engagement. Thank you for taking the time to fill in this questionnaire; it should only take 10 minutes. Your answers will be treated with complete confidentiality, and unless you choose to provide an e-mail address, will be entirely anonymous.
Thank you.

Part 1. Respondents' demographic

1. Your gender:
☐ Male ☐ Female ☐ Rather not to say

2. Your age:
☐ Less than 25 years ☐ 25 and less than 40 years
☐ 40and less than 55 years ☐ 55 years and above

3. Your religion**:**
☐ Buddhism ☐ Muslim
☐ Christian ☐ Others (please specify .....)

4. Your position type:
☐ Operational staff ☐ Supervisor ☐ Manager/Assistant Manager

5. Your educational background:
☐ Less than secondary school ☐ Secondary school
☐ Technical/Vocational school ☐ Undergraduate (Bachelor's Degree)
☐ Post-graduate ☐ Other

6. Your Marital status:

☐ Single ☐ Married without children
☐ Married with children ☐ Divorced/Widow

Part 2: Diversity Management

The following table is designed to conduct a survey on the importance and implementation of diversification management. Please read the questions patiently and mark "√" in the box where you think it is correct. with a scale of 1 – 5, where 1 = Not at all Important and 5 = Very Important, and where 1 = Strongly Disagree and 5 = Strongly Agree.

Importance					DMPS	Implementation				
Not at all Important	Slightly Important	Important	Fairly Important	Very Important	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Gender										
					1. The company supports the full participation of a women in the workplace					
					2. The company does not have gender selectivity when publishing recruitment information (except for special positions)					
					3. The company provides equal employment opportunities for men and women when recruiting senior managers					
					4. The company provides equal training conditions and development plans for male and female employees					
					5. The company consciously spreads the cultural awareness of gender equality to employees					

					6. The company provides equal opportunities for promotion to male and female employees					
					7. The company provides equal salary and bonuses to male and female employees					
					8. The company can objectively and equally evaluate the work performance of male and female employees					
					9. The company tries its best to ensure that there are no conflicts in the work and family life of male and female employees in working hours and workplaces					
					10. The company will provide women with flexible work schedules					
					11. The company provides free childcare services for women during work (for example: the company has a dedicated child care room)					
					12. The company provides regular physical examinations for male and female employees					
					13. The company provides maternity leave opportunities for pregnant women					
					14. The company provides opportunities for male employees to take paternity leave					
					15. The company provides marriage leave, ordination leave and funeral leave					

					opportunities for male and female employees					
					16. The company provides equal opportunity to give feedback, for solving problems or improving your work					
Age										
					1. The company supports job participation for all age groups (no bias in term of age)					
					2. The company does not have age selectivity when publishing recruitment information					
					3. The company provides equal employment opportunities for all age groups when recruiting senior managers					
					4. The company provides reasonable training conditions and development plans for employees of all ages					
					5. The company provides equal opportunities for promotion to employees of all ages					
					6. The company provides reasonable salary and bonuses to employees of all ages					
					7. The company can objectively and equally evaluate the work performance of employees of all ages					

					8. The company will arrange appropriate working hours for elder employees (more than 40 years old)					
					9. The company provides more physical health checks for elderly employees					
					10. The company provides appropriate jobs with lower labor intensity for older employees					
					11. The company provides equal opportunity for all ages to give feedback, for solving problems or improving your work					
Religion										
					1. The company can effectively avoid religious discrimination among employees in the workplace					
					2. The company does not have religious selectivity when publishing recruitment information					
					3. The company respects the food management of employees of all religions in their daily lives or festivals					
					4. The company accepts and respects employees of all religions to celebrate religious holidays					
					5. The company provides religious holiday blessings for employees of various religions					

					6. The company allows employees of all religions to pray daily (such as: Muslim employees perform prayers and attend Al-khutbah of Friday)					
					7. The company allows the religious habits of employees of various religions (such as: Female Muslim employees wear headscarves)					
					8. The company allows Muslim and Christian employees for Sawm (such as: fasting)					

Part 3: Employee engagement

The following table is designed to conduct a survey on the employee engagement. Please read the questions patiently and mark "√" in the box where you think it is correct. with a scale of 1 – 5, where 1 = Strongly Disagree and 5 = Strongly Agree.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagre e
Engagement					
1. The harmonious working atmosphere within the company makes you enthusiastic about work					
2. You devote yourself to your work					
3. You are proud to be a member of the organization					
4. You have a great time getting along with others in the organization					
5. You are satisfied with your current job					
6. You won't leave this company easily					
7. You rarely consider changing jobs					

Thank you very much for your contribution

Appendix B

NO.....

Interview with Hotels in Phuket (Thai)

แนวปฏิบัติการจัดการความหลากหลายและความผูกพันของพนักงานในอุตสาหกรรมการบริการ

งานวิจัยนี้มีวัตถุประสงค์เพื่อประเมินความสำคัญและแนวปฏิบัติขององค์กรในการจัดการความหลากหลายและความผูกพันของพนักงานในอุตสาหกรรมการบริการในจังหวัดภูเก็ต ผลการวิจัยนี้จะนำไปใช้เพื่อเสนอแนะแนวทางการพัฒนา/ปรับปรุงการจัดการความหลากหลาย เพื่อเพิ่มความผูกพันของพนักงานต่อองค์กร ผู้วิจัยจึงใคร่ขอความอนุเคราะห์จากท่านในการตอบแบบสอบถามฉบับนี้ ซึ่งใช้เวลาประมาณ 10 นาที โดยผู้วิจัยขอรับรองว่าข้อมูลของท่านจะถูกเก็บเป็นความลับ และจะไม่นำไปใช้ประโยชน์อื่นใด นอกจากประโยชน์ทางวิชาการเท่านั้น ผู้วิจัยต้องขอขอบพระคุณที่ท่านสละเวลาในการตอบแบบสอบถามฉบับนี้ มา ณ ที่นี้ด้วย

ขอบพระคุณค่ะ

ส่วนที่ 1: ลักษณะทางประชากรของผู้ตอบแบบสอบถาม

1. เพศ

☐ เพศชาย ☐ เพศหญิง ☐ ไม่ต้องการเปิดเผยข้อมูล

2. อายุ

☐ น้อยกว่า 25 ปี ☐ 25 - 39 ปี
☐ 40 - 54 ปี ☐ 55 ปีขึ้นไป

3. ท่านนับถือศาสนา

☐ พุทธ ☐ อิสลาม ☐ คริสต์ ☐ อื่น ๆ (โปรดระบุ.....)

4. ตำแหน่งงานของท่าน

☐ พนักงานปฏิบัติการ ☐ หัวหน้างาน ☐ ผู้จัดการ / ผู้ช่วยผู้จัดการ

5. วุฒิการศึกษา

☐ ต่ำกว่าระดับมัธยมศึกษา ☐ ระดับมัธยมศึกษา
☐ ระดับประกาศนียบัตร (เช่น ปวส. ปวช.) ☐ ระดับปริญญาตรี

☐ระดับสูงกว่าปริญญาตรี ☐อื่น ๆ (โปรดระบุ .....)

6. สถานภาพสมรส

☐ โสด ☐แต่งงาน ไม่มีบุตร

☐แต่งงาน มีบุตร ☐หย่าร้าง / คู่ครองเสียชีวิต

<u>ส่วนที่ 2: การจัดการความหลากหลาย</u>

ตารางต่อไปนี้จัดทำขึ้นเพื่อทำการสำรวจความสำคัญและแนวปฏิบัติด้านจัดการความหลากหลายในหน่วยงานที่ท่านทำงาน โปรดอ่านข้อความต่อไปนี้อย่างละเอียดและทำเครื่องหมาย“ √” ในช่องที่คุณเลือก ด้วยมาตราส่วน 1 - 5 โดย 1 = ไม่สำคัญ/ไม่เห็นด้วยอย่างยิ่ง และ 5 =สำคัญมาก/ เห็นด้วยอย่างยิ่ง

ความสำคัญ					การจัดการความหลากหลาย	แนวปฏิบัติในองค์กรของท่าน				
(1) ไม่สำคัญเลย	(2) ค่อนข้างไม่สำคัญ	(3) สำคัญ	(4) สำคัญค่อนข้างมาก	(5) สำคัญอย่างมาก	หัวข้อ	(5) เห็นด้วยอย่างยิ่ง	(4) เห็นด้วย	(3) เฉยๆ	(2) ไม่เห็นด้วย	(1) ไม่เห็นด้วยอย่างยิ่ง
เพศ										
					1. หน่วยงานของข้าพเจ้าสนับสนุนการมีส่วนร่วมของผู้หญิงในที่ทำงานอย่างเต็มที่					
					2. หน่วยงานของข้าพเจ้าไม่มีการระบุเพศเมื่อประกาศรับสมัครงาน (ยกเว้นบางตำแหน่งซึ่งเป็นกรณีพิเศษ)					
					3. หน่วยงานของข้าพเจ้าให้โอกาสในการจ้างงานที่เท่าเทียมกันสำหรับชายและหญิงเมื่อสรรหาผู้จัดการระดับสูง					
					4. หน่วยงานของข้าพเจ้ากำหนดเงื่อนไขในการฝึกอบรมและมีแผนการพัฒนาบุคลากรที่เท่าเทียมกันสำหรับพนักงานชายและหญิง					
					5.หน่วยงานของข้าพเจ้าเน้นการสร้างวัฒนธรรมองค์กรเพื่อให้พนักงานทุกคนตระหนักถึงความเท่าเทียมทางเพศ					
					6. หน่วยงานของข้าพเจ้าให้โอกาสที่เท่าเทียมกันในการเลื่อนตำแหน่งให้กับพนักงานชายและหญิง					
					7. หน่วยงานของข้าพเจ้าให้เงินเดือนและโบนัสเท่ากันแก่พนักงานชายและหญิง					

					8. หน่วยงานของข้าพเจ้ามีการประเมินผลการฏิบัติงานของพนักงานชายและหญิงได้อย่างเป็นกลางและเท่าเทียมกัน					
					9. องค์กรพยายามอย่างเต็มที่เพื่อให้แน่ใจว่าจะไม่มีความขัดแย้งระหว่างงานและชีวิตครอบครัวของพนักงานชายและหญิง ทั้งในเวลางานและในที่ทำงาน					
					10. หน่วยงานของข้าพเจ้าจะจัดตารางการทำงานที่ยืดหยุ่นให้กับผู้หญิง					
					11. หน่วยงานของข้าพเจ้ามีบริการดูแลเด็กฟรีสำหรับพนักงานหญิงในระหว่างเวลาทำงาน (เช่น มีห้องดูแลเด็กโดยเฉพาะ)					
					12. หน่วยงานของข้าพเจ้าจัดให้มีการตรวจสุขภาพสำหรับพนักงานชายและหญิงเป็นประจำ					
					13. หน่วยงานของข้าพเจ้าให้โอกาสในการลาคลอดสำหรับหญิงตั้งครรภ์					
					14. หน่วยงานของข้าพเจ้าเปิดโอกาสให้พนักงานชายสามารถลาเพื่อดูแลภรรยาที่คลอดบุตร					
					15. หน่วยงานของข้าพเจ้าเปิดโอกาสให้พนักงานทั้งชายและหญิงสามารถลาแต่งงาน ลาอุปสมบท และลาไปงานศพ					
					16. หน่วยงานของข้าพเจ้าให้โอกาสอย่างเท่าเทียมกันแก่พนักงานทั้งชายและหญิงในการให้ข้อเสนอแนะเพื่อแก้ปัญหาหรือปรับปรุงงาน					
อายุ										
					1. หน่วยงานของข้าพเจ้าสนับสนุนการมีส่วนร่วมในงานแก่พนักงานทุกกลุ่มอายุ (โดยไม่มีอคติในเรื่องอายุ)					
					2. หน่วยงานของข้าพเจ้าไม่มีการกำหนดเงื่อนไขอายุเมื่อประกาศรับสมัครงาน					
					3. หน่วยงานของข้าพเจ้าให้โอกาสในการจ้างงานที่เท่าเทียมกันสำหรับทุกกลุ่มอายุเมื่อมีการสรรหาผู้จัดการระดับสูง					
					4. หน่วยงานของข้าพเจ้ามีการกำหนดเงื่อนไขการฝึกอบรมและแผนการพัฒนาบุคลากรอย่างเหมาะสมสำหรับพนักงานทุกช่วงอายุ					
					5. หน่วยงานของข้าพเจ้าให้โอกาสที่เท่าเทียมกันในการเลื่อนตำแหน่งให้กับพนักงานทุกช่วงอายุ					

					6. หน่วยงานของข้าพเจ้าให้เงินเดือนและโบนัสที่เหมาะสมแก่พนักงานทุกช่วงอายุ					
					7. หน่วยงานของข้าพเจ้ามีการประเมินผลการปฏิบัติงานของพนักงานทุกช่วงอายุได้อย่างเป็นกลางและเท่าเทียมกัน					
					8. หน่วยงานของข้าพเจ้ามีการจัดชั่วโมงการทำงานที่เหมาะสม สำหรับพนักงานอาวุโส (อายุ 40 ปีขึ้นไป)					
					9. หน่วยงานของข้าพเจ้ามีการเพิ่มรายการตรวจสุขภาพประจำปีให้แก่พนักงานอาวุโส					
					10. หน่วยงานของข้าพเจ้ามอบหมายงานอย่างเหมาะสมโดยคำนึงถึงพละกำลังและสุขภาพสำหรับพนักงานอาวุโส					
					11.หน่วยงานของข้าพเจ้าให้โอกาสอย่างเท่าเทียมกันแก่พนักงานทุกกลุ่มอายุในการให้ข้อเสนอแนะเพื่อแก้ปัญหาหรือปรับปรุงงาน					
ศาสนา										
					1. หน่วยงานของข้าพเจ้าสามารถหลีกเลี่ยงการเลือกปฏิบัติทางศาสนาระหว่างพนักงานในที่ทำงานได้อย่างมีประสิทธิภาพ					
					2. หน่วยงานของข้าพเจ้าไม่มีการระบุศาสนาเมื่อประกาศรับสมัครงาน					
					3. หน่วยงานของข้าพเจ้าให้ความเคารพในการจัดการอาหารของพนักงานทุกศาสนาในชีวิตประจำวันหรือในเทศกาลต่าง ๆ					
					4. หน่วยงานของข้าพเจ้าให้การยอมรับและเคารพพนักงานทุกศาสนาในการเฉลิมฉลองวันหยุดทางศาสนา					
					5. หน่วยงานของข้าพเจ้าจัดให้มีวันหยุดทางศาสนาสำหรับพนักงานในศาสนาต่าง ๆ					
					6. หน่วยงานของข้าพเจ้าอนุญาตให้พนักงานในทุกศาสนาประกอบพิธีกรรมทางศาสนาประจำวัน (เช่นพนักงานมุสลิมทำการละหมาดและเข้าร่วมคุฏบะฮฺในวันศุกร์)					
					7. หน่วยงานของข้าพเจ้าอนุญาตให้พนักงานปฏิบัติตามแบบแผนของศาสนาที่มีความหลากหลาย (เช่นพนักงานมุสลิมเพศหญิงสวมผ้าคลุมศีรษะ เป็นต้น)					
					8. หน่วยงานของข้าพเจ้าอนุญาตให้พนักงานที่เป็นมุสลิมและคริสเตียนถือศีลอด					

<u>ส่วนที่ 3: ความผูกพันของพนักงาน</u>

โปรดอ่านข้อความต่อไปนี้และทำเครื่องหมาย“ √” ในช่องที่ตรงกับความคิดท่านมากที่สุด

หัวข้อ	(5) เห็นด้วยอย่างยิ่ง	(4) เห็นด้วย	(3) เฉยๆ	(2) ไม่เห็นด้วย	(1) ไม่เห็นด้วยอย่างยิ่ง
1.บรรยากาศการทำงานที่มีความสามัคคีปรองดองกันภายในองค์กร ทำให้คุณมีความกระตือรือร้นในการทำงาน					
2.คุณทุ่มเทให้กับงานที่ทำ					
3.คุณภูมิใจที่ได้เป็นสมาชิกขององค์กรนี้					
4.คุณมีช่วงเวลาดี ๆ ที่ได้ใช้ร่วมกันกับคนอื่น ๆ ในองค์กร					
5.คุณพอใจกับงานปัจจุบันของคุณ					
6.คุณจะไม่ลาออกจากองค์กรในเร็วๆนี้					
7.คุณไม่เคยคิดจะเปลี่ยนงาน					

Thank you very much for your contribution

Appendix C

Certification

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ACN
Academics Conference
NETWORK

ACADEMICS CONFERENCE NETWORK

International Conference on

Recent Developments in Social Science and Business Management

Venue: Bangkok, Thailand | Date: 22nd – 23rd July, 2021

CERTIFICATE

OF PRESENTATION

This is to certify that

Tianyu Zhao

for presenting a paper entitled "Gender Diversity Management Practices in Hotel Industry: The Case of Thailand" at the International Conference on Recent Developments in Social Science and Business Management (ICRDSSBM) held in Bangkok, Thailand on 22nd-23rd July, 2021.

PRESENTATION CERTIFICATE

ACN

Chairman
ACADEMICS CONFERENCE NETWORK

VITAE

Name Miss Tinaya Zhao

Student ID 6130121002

Educational Attainment of Beecher's degree

Degree	Name of Institution	Year of Graduation
Bachelor Degree	Beijing Institute Of Petrochemical Technology	2019

Work-Position and Address (If Possible)

61 Middle Street, Sijiaying Primary School, Yanqing District, Beijing, China.

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