

## A STUDY ON DIVERSITY CHALLENGES EMPLOYEES FACE IN STAR HOTELS IN KOLKATA AND MANAGEMENT PRACTICES TO OVERCOME THEM FOR EMPLOYEE WELLNESS

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### ABSTRACT

Diversity issues in management practices refer to challenges that arise when managing a workforce with individuals from different backgrounds, cultures, genders, ethnicities, and other demographics, which can lead to issues like discrimination, communication barriers, lack of inclusion, and unequal opportunities, potentially hindering productivity and innovation within an organization if not effectively addressed. The main objective of this study is to highlight what are the different diversity challenges entry level staff in star hotels face and Management practices to overcome them for employee wellness. By addressing diversity issues, companies create a healthier, more supportive and productive work environment and in turn enhance employee wellness and hence it becomes very important to address the diversity challenges. This study will provide a brief analysis of the primary and secondary data from various star hotels in Kolkata and from various literatures respectively for data collection. A critical interpretation of the analysis will also be provided by using mixed methodology in this paper. This paper will establish its results by adopting a mixed methodology to understand the different diversity issues prevalent in the workplace and management practices to overcome them for employee wellness. Wellness programs are particularly important for Hotel professionals due to high stress, physically demanding and customer centric nature of work. T Tests will be done on two samples.

**Keywords:** hospitality organization, workplace, wellness programs, diversity

### INTRODUCTION

Diversity in the workplace refers to the presence of differences among employees in terms of race, gender, age, ethnicity, religion, disability, sexual orientation, and cultural background. Every workplace has this diversity. While many hospitality organizations have recognized the importance of diversity, challenges in management practices persists to a great extent. The main objective of this study is to highlight what are the different diversity challenges entry level staff in star hotels in Kolkata face and how do these affect their access to wellness programs. Wellness in the workplace refers to programs, policies, and activities that support the physical, mental, emotional, and social well-being of employees while they are at work. It means creating a work environment that encourages healthy habits, reduces stress, promotes positive

relationships, and helps employees maintain a good work-life balance. A focus on workplace wellness leads to happier, healthier employees, which can increase productivity, reduce absenteeism, and improve overall morale. It becomes absolutely important to equip participants with the knowledge, skills and strategies needed to promote and maintain physical, and emotional wellbeing in the workplace. By addressing diversity issues, companies create a healthier, more supportive and productive work environment and in turn enhance employee wellness. This study will provide a brief analysis of the primary and secondary data from various hospitality organizations in Kolkata mainly star hotels and from various literatures respectively for data collection. A critical interpretation of the analysis will also be provided by using mixed methodology in this paper. Diversity issues in management practices refer to challenges that arise when managing a workforce with individuals from different backgrounds, cultures, genders, ethnicities, and other demographics, which can lead to issues like discrimination, communication barriers, lack of inclusion, and unequal opportunities, potentially hindering productivity and innovation within an organization if not effectively addressed. The main objective of this study is to highlight what are the different diversity issues and how they can be overcome to contribute and enhance towards employee wellness. By addressing diversity issues, companies create a healthier, more supportive and productive work environment and in turn enhance employee wellness. This study will provide a brief analysis of the primary and secondary data from various Hotels in Kolkata and from various literatures respectively for data collection. A critical interpretation of the analysis will also be provided by using mixed methodology in this paper. Purposive sampling method would be used on targeted participants of diverse backgrounds to explore how these factors influence access to wellness programs. This paper will establish its results by studying the different diversity challenges that entry level staff face in Kolkata and management practices to overcome them for employee wellness. A supportive workplace can reduce stress and anxiety fostering better mental health and allowing employees to express themselves without fear and judgment.

Employees in star hotels in Kolkata similar to those in many cosmopolitan centers face several diversity related issues due to different background of both guests and staff members. The hotel industry is one of the most culturally diverse and people centric sectors in the world, where the success of service delivery depends heavily on effective interpersonal communication, cultural sensitivity, and team collaboration. In India, particularly in metropolitan cities like Kolkata, star-rated hotels employ a workforce drawn from diverse regional, linguistic, religious, and socio-economic backgrounds. While this diversity is enriching, it also presents significant management challenges that can impact satisfaction of employee, service quality, and organizational cohesion.

Kolkata is a city known for its colonial legacy, cultural richness, and growing tourism industry, and it has a number of star hotels that cater to both domestic and international guests. These Hotels often aim to maintain global hospitality standards while operating within a uniquely Indian socio-cultural context. Employees in such settings are automatically expected to adapt to the expectations of a diverse clientele for customer satisfaction and delight while simultaneously navigating their own internal workplace diversity. It must be mentioned that despite the growing recognition of the benefits of a diverse workforce, many employees do face challenges related to cultural misunderstandings, barriers in language, religious sensitivities, gender bias, and regional discrimination which in turn leads to friction and

differences within team members and reduce morale. It also hinders professional growth and this ultimately affects the overall performance and reputation of the hotel to a large extent.

This study aims to explore the various diversity-related challenges encountered by employees working in star hotels in Kolkata. It investigates how these challenges influence workplace dynamics and identifies strategies that can foster a more inclusive and supportive work environment. Also focus on Management practices to overcome these challenges to enhance employee wellness. By shedding light on the lived experiences of hotel staff, the research intends to contribute to the broader discourse on workplace diversity and inform inclusive human resource practices in the hospitality industry.

### **RESEARCH GAP**

Diversified employee demography in organization effects the overall productivity of organization creating confusion and unrest in certain cases which proper wellness program can overcome

There is lack of awareness in the implementation of wellness programs and proper management practices

### **OBJECTIVE**

- i). -To study the existing status of diversity issues and wellness possibilities in the study area
- ii). To study the feasibility and effectiveness of wellness measures for smooth work atmosphere/culture
- iii). -To suggest the strategic application of various wellness programs to promote employee retention and organizational performance.

### **HYPOTHESIS 1**

Employees who participate in Wellness program report more positive attitude towards their work.

### **HYPOTHESIS 2**

Significant difference exists for employee attitude towards wellness impact in workplace for productivity enhancement / development in terms of demographics of the hospitality employee

### **REVIEW OF LITERATURE**

The hotel sector in Bengal, characterized by its cultural richness and growing tourism economy, has witnessed increasing workforce diversity over the years. This diversity spans across ethnicity, religion, gender, language, and socio-economic backgrounds. However, this also presents unique management challenges that, if left unaddressed, can affect employee wellness and service quality. Diversity issues in Bengal's Hospitality sector studies focusing on Eastern India (Chatterjee & Roy, 2018; Dasgupta, 2020) reveal that hospitality organizations often grapple with issues such as language barriers, gender discrimination, caste-based prejudices, and lack of inclusive leadership. These issues are more pronounced in small to mid-sized establishments that lack formal HR structures. Furthermore, seasonal and contractual employment practices can marginalize workers from tribal and rural backgrounds, leading to alienation and reduced job satisfaction. Impact on Employee Wellness In Bengal's hospitality context, diversity-related stressors often manifest in the form of burnout, absenteeism, and interpersonal conflicts (Mukherjee & Banerjee, 2019). Women, particularly in customer-facing roles, face challenges like unequal pay, limited career growth, and safety concerns. These contribute to a decline in psychological well-being and work-life balance (Sengupta, 2021).

Strategies for overcoming diversity challenges Literature suggests that tailored diversity management strategies are essential. Inclusive training programs, multi-language communication tools, and grievance redressal mechanisms have shown promise in Bengal's urban hotels (Roy & Saha, 2022). Promoting local leadership, recognizing regional cultural practices, and ensuring fair scheduling also help foster equity. Moreover, NGOs and hospitality associations in Kolkata have started offering sensitization workshops to address unconscious bias.

Role of Leadership and Organizational culture Leadership in Bengal's hospitality industry plays a critical role in shaping an inclusive workplace. Managers who encourage participation, listen to employee concerns, and promote merit-based growth tend to nurture a healthier workforce. Studies show that culturally sensitive leadership enhances employee trust and loyalty, especially among workers from underrepresented groups (Ghosh, 2020).

Research has increasingly shown that workplace diversity can both enrich organizational culture and pose management challenges. According to Thomas and Ely (1996), diverse teams can lead to more creative problem-solving and innovation. However, if not managed effectively, diversity may also contribute to conflict, exclusion, or communication breakdowns (Shen et al., 2009).

Recent studies highlight the role of inclusive leadership in addressing diversity issues. Nishii (2013) found that inclusive practices—like fair treatment, open communication, and valuing differences—can significantly reduce employee stress and increase job satisfaction. Moreover, Cox and Blake (1991) emphasize the importance of diversity training, mentoring programs, and equitable policies in creating a supportive environment for all employees.

Employee wellness is closely tied to how diversity is managed. Poor management of cultural or gender differences can lead to increased stress, lower morale, and higher turnover (Mor Barak et al., 2016). On the other hand, organizations that embrace diversity through clear policies and supportive leadership tend to report higher engagement and overall well-being among their staff (Roberson, 2006).

While diversity challenges in the hospitality industry have been studied globally, there is a scarcity of research focusing specifically on the unique socio-cultural dynamics of Kolkata's star hotels. Thakur and Khoo (2024) emphasize the need for more research tailored to India's unique cultural context, highlighting that diversity management poses significant challenges due to contextual factors in Indian hospitality organizations.

Limited studies analyze how diversity challenges differ across job levels (e.g., managerial vs. housekeeping staff) in star hotels. Chowdhury and Singh (2023) conducted a study on female hotel workers in Kolkata, revealing that invisible barriers like gender discrimination and workplace prejudices significantly impact career advancement, particularly for women in lower hierarchical positions.

There is a lack of comprehensive research on how multiple identity factors (e.g., gender, religion, caste, language, disability) intersect and affect employee experiences in star hotels. The systematic literature review by Baum et al. (2017) indicates that current research in hospitality literature on diversity is often narrow in scope, lacking in-depth analysis of intersectional identities and their impact on employee experiences.

While diversity management is often studied in terms of productivity or performance, there is limited focus on its direct impact on employee mental health and wellness. Bansal et al. (2025)

argue that neglecting employee well-being in human resource management practices can undermine the long-term prospects of the hospitality sector, emphasizing the need for strategies that enhance job satisfaction and reduce turnover.

Chowdhury and Singh (2023) highlight the importance of understanding female workers' views on workplace grievances within the hotel industry, suggesting a need for more employee-centered research. Most literature reflects the management's viewpoint rather than capturing employees' lived experiences and perceptions of inclusivity.

The impact of the COVID-19 pandemic on diversity practices and employee wellness has not been thoroughly studied, especially in the hospitality sector in Kolkata. Evidence: Bansal et al. (2025) discuss how the pandemic highlighted gaps in traditional well-being strategies, emphasizing the need for integrated approaches to employee wellness in the hospitality industry.

### **RESEARCH METHODOLOGY**

A mixed methodology approach is used in this paper because statistics have been used to measure patterns, relationships and differences among demographic groups in Management and for a more comprehensive understanding of how diversity is managed and perceived in organizations. The Convergent parallel design is used. Here quantitative and qualitative data may have been used separately but concurrently analyzed independently and then merged for interpretation. It is suitable in this paper as it has given a balanced insight and has allowed direct comparison of quantitative results with qualitative insights offering validation or contradiction to deepen understanding.

Through the T Test a quantitative analysis has been done considering the mean value from demography.

Qualitative analysis has been done through questionnaires have also been used to collect data along with few interviews to explore personal experiences ,attitudes and perceptions of diversity in the workplace. Their responses (wellness participation)attitude and performance was collected and analyzed. Here wellness program (eg stress management ,mental health support would be the independent variable while employee performance(eg productivity, punctuality, guest satisfaction would be the dependent variable and employee attitude would be the mediating variable.

### **ANALYSIS AND FINDINGS**

In Bengal's Hotel sector, managing diversity is not just a legal or ethical concern. It is much more as it directly impacts wellness of employees and service delivery. Literature underscores that strategic, localized diversity practices aligned with employee wellness programs can significantly improve organizational climate and reduce turnover.

Despite organizations investing millions in workforce diversity to boost employee morale and improve performance, they rarely achieve their expected benefits. Studies shows that organizations with high levels of well managed diversity are effective and steering ultimately producing corporate cultures that has new perspectives, pioneering capabilities and fresh ideas necessary to survive ( Jackson AND Fasto,;Schulz and Kelly ,1992,Kundu, 2001, and Torres, 1992).

In star hotels in Kolkata there are several diversity challenges encountered by employees which are enumerated as under:-

1. **Cultural and Linguistic Barriers**-Employees in Bengal come from various regions across India and have different mother tongue. Miscommunication often occurs between colleagues from different regions due to limited common language fluency. Instructions are sometimes misunderstood which affects service delivery and team work and coordination and in turn guest service quality. Also there are English proficiency issues. English we know is the working language in most star hotels especially for guest interaction. Employees from rural background may lack fluency leading to lower confidence amongst them and exclusion from certain jobs which involves high frequency of guest interaction .Errors in vocabulary and pronunciation can negatively impact guest experience. Also there are differences in work ethics and norms. While some cultures emphasize hierarchy and obedience.
2. **Religious and Festive Sensitivities**-In hotels religious practices like daily prayers and fasting and others may conflict with rigid shift schedules. If there is unequal recognition of religious festivals it will automatically lead to employee dissatisfaction. Employees may feel uncomfortable or unsupported if their religious practices are not accommodated. Also in certain cases there can emerge operational friction on dietary preferences (eg ,vegetarian vs non vegetarian kitchens).
3. **Gender Disparities and Discrimination**-Gender based challenges remain a significant concern in the hotel sector. Of course in many hotels there are steps towards modernization and inclusivity however many women and LGBTQ +employees do face systematic and cultural barriers that hinders their growth, safety and participation in the workforce. Often it is seen that there is underrepresentation of women in leadership roles despite their capability and skills. Women are often concentrated in lower tier or support roles such as housekeeping or front desk while major key and operational positions like General Manager or F & B Manager rests on men. Glass ceiling effects limits upward growth and promotion even for able and qualified women. Biased behavior is often reported. Also there is lack of noticeable women in departments such as Kitchen(as head).Also there are harassment issues that women face. Female employees often face verbal harassment, inappropriate comments or rough behavior from male colleagues, supervisors and sometimes even from the guests. Also sometimes there is sometimes underlying mental harassment and toxic work culture too that negatively affects women in the hotels. There is lack of flexibility policy for women in the workplace. As working mothers there may be many issues that women can face with regards to her home and children. Concerns about late night shifts and commuting safety often discourage women from taking up certain jobs like bar service or room service at night. Often inadequate reporting mechanisms or fear of retaliation leads to women not coming out in the open and reporting sexual harassment.
4. **Regional Stereotyping and Bias**-There are certain roles where women it is assumed that it is meant for women like Reception, Reservations, Spa while men dominate in roles involving logistics, security or physical work. It is taken for granted and assumed that women are more emotional and less capable of handling high pressure situations and tough decisions which affects team dynamics and training opportunities.
5. **Discrimination in Hiring Practices**-Though it is not made evident but some hotels subtly prefer male candidates and not female for certain operational roles due to assumptions and pre conceived notions that males are better when it comes to physical strength or shift flexibility. It is also assumed that unmarried women or those with young children are less reliable and may

not be able to work full time or in rotational shift. In Kolkata transgender face certain stigma and despite recent change in trends and social awareness programs

6. Limited support for Work-Life Balance-There is lack of childcare facilities, flexibility in scheduling work, maternity support systems in the Hotel industry which disproportionately affects women's ability to sustain and manage long term careers in the hospitality or the hotel industry. Paternity leave is a concept that is not considered in the hotel industry in Kolkata though in some metropolitan cities it is very active and prevalent. Here it is overlooked and reinforces gender imbalances in caregiving expectations.
7. Pay Inequity-Though it is not meant evident it is seen and internal feedback suggests that gender based wage gaps still exist in practice in many large hotel chains.

While these challenges persist many star hotels in Kolkata are beginning to promote gender-inclusive training and awareness programs. Hotels in Kolkata have also started launching women leadership development programs and foster and ensure safe environments through better CCTV surveillance, proper grievance redressal mechanisms and safe transport. Implementation of POSH(Prevention of Sexual Harassment)committees has also been done in some hotels.

#### **WHAT ARE THE MEASURES TO ENSURE WELLNESS OF EMPLOYEES?**

1. Equity and Inclusion: Organizations can do a thorough needs assessment to identify the specific wellness needs and preferences of their diverse population. This information can be gathered through surveys, focus groups, or interviews. Along with this organizations can also do separate needs assessments with different employee groups to make sure that their specific needs are identified and addressed which will in turn prevent overlooking the needs of marginalized populations .Initiatives must be taken to Schedule wellness programs at times that accommodate different work shifts and personal responsibilities. It is also advisable to offer flexible hours or virtual option so employees can participate regardless of their work or home schedule. Also if it is considered making wellness resources free to employees or offering financial assistance for wellness related expenses.

#### **2. Inclusive Program Design:**

Wellness programs must be designed in such a way that they are inclusive and accessible to all employees regardless of age, gender, race, ethnicity, disability or other factors. Offer a variety of activities and resources to meet different needs and preferences. It is suggested to create a menu of wellness activities that meet a wide range of preferences. For example offer fitness programs that include low impact activities like yoga or walking clubs and more intense options, offer mental health resources like counseling services, meditation sessions for stress management workshops and make sure they are in-person and virtual. Programs can be offered in different formats, such as in-person sessions, online classes, or guided recordings. This will accommodate employees with different schedules or preferences. Offer assistive technology or workshops in accessible locations.

#### **3. Cultural Sensitivity:**

Ensure that wellness initiatives are culturally sensitive and respectful of diverse beliefs and traditions. Steps must be taken to avoid stereotypes and assumptions, and seek input from employees from different backgrounds. Involving employees from diverse backgrounds in the design and implementation of wellness programs to ensure it is culturally relevant and sensitive is also beneficial. Offering resources on work-life balance that are culturally relevant and

sensitive is also a demand of the hour. This could include information on parenting strategies, elder care, or cultural traditions related to work and leisure. Cultural celebrations must also be recognized and celebrated within the workplace. This can help employees feel valued and respected.

**4. Communication and Education:**

Educating employees about different cultures, backgrounds, and identities, and foster a culture of respect and understanding is a necessity. This includes using inclusive language in program descriptions, offering materials in multiple languages. Regular communication and updates can help keep employees informed and engaged. Training must be given to all employees to raise awareness of cultural diversity, bias, and discrimination. This will help to create a more inclusive and respectful workplace culture. Leaders are known to lead with example and hence he/she must participate in wellness programs and have an open conversation about mental and physical health. Measuring and tracking the effectiveness of your wellness programs is also important to assess their impact on employee health, well-being, and engagement. This data must be used to improve and make sure the programs are inclusive and accessible participation, satisfaction, and health outcomes to inform program improvements and make sure that wellness initiatives are meeting the needs of all employees. Wellness programs will only benefit a diverse workforce if they are designed well and with sensitivity. By acknowledging the different needs of different employee groups, removing barriers to participation and creating an inclusive culture, HR and leaders can create wellness initiatives that support every employee. When employees feel included and valued their health improves, their engagement, satisfaction and productivity too – and that’s a healthier, more vibrant workplace for all.

**Table No 1:- Sample of 160 taken from 4 different organizations.40 from each organization has been taken and T Tests done.**

Description		N	Mean	SD	t	P Value
Physical Status	Fit & sound	141	3.92	0.93	2.36*	0.02
	Physically challenged	19	4.21	0.90		
Gender	Male	103	4.19	0.93	1.84	0.1
	Female	57	3.96	0.91		
Origin/ culture	Within Bengal	121	4.32	0.84	-2.56**	0.01
	Outside Bengal	39	4.02	0.96		
Literacy	Technical/ English speaking	95	3.91	1.01	-2.78***	0.001
	Vernacular language	65	4.32	0.84		

\* -p ≤ 0.05,      \*\* - p ≤ 0.01      \*\*\* - p ≤ 0.001

The demographics for which overall attitude for employee wellness impacts was found positive are physically challenged employee (4.21), in comparison to fit and sound employee (3.92). Same was also positive for Bengali employee ( 4.32), vernacular language speaking employee (4.32); against the employees from outside Bengal (4.02) & English speaking employees (3.91) with the t value for all significant at 0.01 & 0.001, i.e. p ≤ 0.01 and p ≤ 0.001. In terms of the

gender as demography related with wellness impact, mean value of male employee (4.19) is higher than, female employees (3.96) with  $t= 1.84$ . From the above table it was clearly understood that demographics for which overall attitude for wellness impacts was found positive  $t$  value reaches to significant level in most of the cases which proves the second hypothesis- “Significant difference exists for employee attitude towards wellness impact in workplace for productivity enhancement / development in terms of demographics of the hospitality employee”.

**GENDER DISTRIBUTION OF 160 HOTEL EMPLOYEES:**

Gender	Number of Employees	Percentage
Male	103	64.38%
Female	57	35.62%
Total	160	100%

**WITHIN BENGAL AND OUTSIDE BENGAL DISTRIBUTION OF 160 EMPLOYEES:**

Category	Number Of Employees	Percentage
Within Bengal	121	75.63%
Outside Bengal	39	24.37%
Total	160	100%

**English Medium Background And Technically Sound Employee Vs Vernacular Background And Non Tech 160 Employees**

Category	Number Of Employees	Percentage
English Medium /Technically Sound	95	59.38%
Vernacular /Non Tech	65	40.62%
Total	160	100%

**Physically Fit and Sound Employees Vs Physically Challenged 160 Employees**

Category	Number Of Employees	Percentage
Physically Fit And Sound Employees	141	88.13%
Physically Challenged	19	11.87%
Total	160	100%

sample questionnaire was circulated and response collected from employees of different Hospitality Organizations. The questionnaire aims to gather insights into the experiences, challenges and expectations of employees in star hotels in Kolkata, particularly in relation to diversity, workplace inclusivity and employee wellbeing.

1. Gender:
  - [ ] Male
  - [ ] Female
  - [ ] Non-binary/Third gender
  - [ ] Prefer not to say
2. Age:
  - [ ] Below 25
  - [ ] 25–34
  - [ ] 35–44
  - [ ] 45–54
  - [ ] 55 and above
3. Department:
  - [ ] Front Office
  - [ ] Housekeeping
  - [ ] Food and Beverage
  - [ ] Kitchen
  - [ ] HR/Admin
  - [ ] Security
  - [ ] Other (please specify): \_\_\_\_\_
4. Years of Experience in the Hospitality Industry:
  - [ ] Less than 1 year
  - [ ] 1–3 years
  - [ ] 3–5 years
  - [ ] More than 5 years
5. Language(s) you are fluent in: \_\_\_\_\_
6. How comfortable are you working with colleagues from different cultural or regional backgrounds?
  - [ ] Very comfortable
  - [ ] Somewhat comfortable
  - [ ] Neutral
  - [ ] Somewhat uncomfortable
  - [ ] Very uncomfortable
7. Have you experienced or witnessed language-related misunderstandings at work?
  - [ ] Frequently
  - [ ] Occasionally
  - [ ] Rarely
  - [ ] Never
8. Do you feel that all employees, regardless of background, are treated equally in your hotel?
  - [ ] Strongly agree
  - [ ] Agree
  - [ ] Neutral
  - [ ] Disagree
  - [ ] Strongly disagree
9. Have you faced or observed any form of discrimination (e.g., gender, religion, caste, region)?

- [ ] Yes
  - [ ] No
  - If yes, please explain (optional): \_\_\_\_\_
10. Are you aware of any diversity or sensitivity training programs at your workplace?
- [ ] Yes
  - [ ] No
  - [ ] Not sure
11. Do you believe men and women have equal opportunities for promotion in your hotel?
- [ ] Strongly agree
  - [ ] Agree
  - [ ] Neutral
  - [ ] Disagree
  - [ ] Strongly disagree
12. Do you feel safe and respected at work regardless of your gender identity?
- [ ] Always
  - [ ] Most of the time
  - [ ] Sometimes
  - [ ] Rarely
  - [ ] Never
13. Are there effective mechanisms in place to report harassment or discrimination?
- [ ] Yes
  - [ ] No
  - [ ] Not sure
14. How satisfied are you with your current job?
- [ ] Very satisfied
  - [ ] Satisfied
  - [ ] Neutral
  - [ ] Dissatisfied
  - [ ] Very dissatisfied
15. What are the biggest challenges you face in your job? (Select all that apply)
- [ ] Communication barriers
  - [ ] Workload or long hours
  - [ ] Lack of recognition
  - [ ] Limited career growth
  - [ ] Discrimination
  - [ ] Safety concerns
  - [ ] Others (please specify): \_\_\_\_\_
16. Are you interested in participating in training or development programs (e.g., language skills, leadership, cultural awareness)?
- [ ] Yes
  - [ ] No
  - [ ] Maybe

17. In your opinion, what steps can management take to improve workplace diversity and employee wellbeing?(OPEN FEEDBACK)

### CONCLUSION

Despite policy-level commitments and changes in the system it must be mentioned that gender disparities remain embedded in the day to day operations of star hotels in Kolkata. For the change to come about there is a need for not only structural reforms but also a shift in organizational culture. The culture must be such that diversity is actively supported and inclusion is consistently practiced. Diversity in the workplace offers numerous benefits that contribute to a company's success. It encourages creativity and innovation by bringing together individuals with different backgrounds, experiences, and perspectives. This diversity of thought leads to better problem-solving and more effective decision-making. Inclusive workplaces also boost employee morale and performance, as individuals feel respected and valued. Additionally, organizations that embrace diversity have access to a broader talent pool, enjoy an enhanced reputation, and are better equipped to understand and serve a diverse customer base. Overall, diversity promotes a positive work culture and can reduce employee turnover.

Managing diversity means enabling the diverse workforce to perform its full potential in an equitable work environment where no one group has advantage or disadvantage (Torres and Bruxelles, 1992).

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