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## The impact of workforce diversity management on the organizational performance of hotels in Davao city

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### Abstract

Organizational studies have looked for a better way to assess organizational performance because it is a variable that is often addressed in the field. The study aims to investigate the impact of workforce diversity management on organizational performance among the hotels in Davao City. Mean, frequency, Pearson-r, and analysis of variance were the statistical tools used. The result shows that the workforce diversity management in the hotels in Davao is very highly present and practices how the workforce perceives diversity, which also indicates that it is highly perceived as a contribution to organizational performance. The findings conclude a statistically significant relationship between workforce diversity management and organizational performance in hotels in Davao City. The analysis of variance shows that variations in workforce diversity management lead to substantial differences in organizational performance. Hotels that prioritize workforce, generational, and cultural diversity achieve significantly better productivity, innovation, and financial outcomes. Hotels can enhance diversity and inclusion policies and increase workforce diversity training by appointing a diverse and inclusive manager, implementing bias-free recruitment practices, and conducting cross-cultural communication workshops and inclusive leadership.

**Keywords:** Workforce diversity management, organizational performance, hotels, impact

### Introduction

The level at which an organization effectively positions itself in the business market using various financial, human, and informational resources is known as organizational performance (Conțu, 2020, p. 402) <sup>[1]</sup>. According to Werlang & Rossetto (2019, p. e3641) <sup>[2]</sup>, since organizational performance is a variable that is frequently discussed in organizational studies, studies on the topic have tried to find a better way to measure it. Subjective indicators should be used in addition to financial ones when analyzing the performance of a business. Added by Gutterman (2023, p. 1) <sup>[3]</sup>, although organizational performance is a subject that is often discussed, there remains considerable discord and confusion regarding its definition, interpretation, and evaluation. After a few decades, the hospitality industry has been going through a period of unanticipated revolutionary changes, which is anticipated to continue in the future (Chalise, 2021, p. 96) <sup>[5]</sup>. Thus, there is a notable gap between the hospitality industry changes and how organizational performance is affected and evolves.

The fundamental concept of studying and practicing public management centers around organizational effectiveness. It has, nevertheless, been hotly contested (George, Walker, and Monster, 2019, p. 811) <sup>[7]</sup>. As Abubakar (2019, p.104) <sup>[8]</sup> simplified, organizational performance refers to achieving a company's goals. Establishing measurable objectives is vital for companies as they have proven critical in promoting employee engagement and loyalty. A study about organizational performance is crucial for companies to attain their goals and optimize results.

Workforce diversity is the presence of workers from various socioeconomic, cultural, and ethnic backgrounds in the same workplace (Khan & Javaid, 2023, p.86; Steiner & Tuljapurkar, 2023) <sup>[10]</sup>. Diversity in the workplace is becoming more and more important and is becoming more of a hot topic in the organization (Rijal, 2023, p.149) <sup>[9]</sup>. In a multicultural setting, management is critical in handling and resolving these problems. Also cited by Rijal (2023, p.149) <sup>[9]</sup>, when diversity is managed well, synergies may be created, and organizational performance can be improved (Thanseer, Unnikrishan, Mariappan, and Raghavan., 2020, p. 22) <sup>[41]</sup>. Along the same lines, managing diversity is crucial for achieving organizational goals, boosting productivity, making informed decisions, and fostering growth and development in business.

Added by Mukhtar et al. (2022, p.307) <sup>[11]</sup>, people with diverse identities and origins make up the workforce and collaborate to improve organizational performance. The impact of workforce diversity management increases productivity and creativity, improves cultural awareness, and increases marketing opportunities, leading to a positive reputation. Thus, the study includes workforce diversity as one of the indicators, as it can measure an organization's general productivity, innovation, employee satisfaction, and financial performance. Generational and cultural diversity are also included to specify the findings and elaborate on their impact. These indicators will determine its impact on hotels' organizational performance.

Generally, the objective of this study is to evaluate the level of workforce diversity management in terms of workforce diversity, generational diversity, and cultural diversity and the level of organizational performance in terms of productivity, innovation, employee satisfaction, and financial performance. A crucial indicator is Workforce Diversity, which pertains to the actual presence and makeup of employees with varying characteristics such as gender, age, ethnicity, culture, and other demographic factors in the hotel sector. Workforce Diversity acts as a quantifiable element that illustrates the diversity level of the workforce prior to evaluating the management of that diversity. This study will also determine a significant relationship between workforce diversity management and organizational performance in hotels in Davao City. It will determine significant differences in organizational performance among hotels in Davao City when grouped according to their level of workforce diversity management. The gap must be bridged with a critical assessment of workforce diversity management research in the literature on hospitality and tourism.

Rijal (2023, p.151) <sup>[9]</sup> cites that some organizations have effectively implemented policies and initiatives encouraging inclusivity and diversity within the workplace. The Philippines Labor Codes highlights diversity in the workforce; this is a great help for the hospitality sector to provide management with the needed information and strategy to address the problem of the study: emphasizing the viewpoint of strengthening legal frameworks procedures to keep an eye on staff diversity rules, strategic importance for the industry and recommendations for improvement. Hence, the study brings new knowledge to the hospitality sector in Davao City.

## Methods

This study utilized quantitative research. Researchers who require statistical findings to obtain practical insights utilize quantitative research (Khanday & Khanam, 2019, p. 371) <sup>[34]</sup>

<sup>[34]</sup>. A more unbiased viewpoint is offered by numbers while making crucial business decisions. A conclusion based on numbers and analysis was only shown to benefit the organization. This study employs a causal-comparative research design. Lawrence (2023, p. 4) <sup>[35]</sup> describes a method for establishing cause-and-effect relationships between independent and dependent variables as causal-comparative research. This approach can help discover the impacts or sources of differences within or among various social groups.

This research topic is narrowly defined to include all aspects of hotels, their employees, and the several industries working within the organizational scope in the city of Davao. A purposive sampling was used for the hotels. The researchers considered 337 employees. The study included hotel managers, human resource personnel, and other respondents from different backgrounds regarding generation, gender, education, and religion. In addition, employees and further organizational stakeholders, including management, suppliers, and partners, were also considered relevant subjects.

Multiple adapted survey questionnaires were utilized to identify and measure each indicator. The questionnaire from Rijal (2023) <sup>[9]</sup> was adapted to measure the variables. Survey questionnaires from Sharma (2019) <sup>[37]</sup> and Raewf and Mahmood (2021) <sup>[13]</sup> were used for the indicators of workforce diversity management. The researchers used a 5-level Likert Scale, asking if they strongly agreed or disagreed with it (Robinson, 2024) <sup>[36]</sup>.

In gathering the data, the researchers provided a letter of authorization to the hotel owners or management in Davao City. The researchers individually administered the surveys once they had been disseminated and verified. Before distributing the questionnaires, the researchers gave the customers an explanation of why such action was taking place so they would not take it for granted. After that, the questionnaires were retrieved, the data was documented, and the statistical analysis results were applied.

The frequency count was used to calculate the precise number of respondents, and the Pearson-r was used to explain how strongly and in which direction the two quantitative variables have a linear relationship. The second section used inferential analysis: mean and standard deviation were used to determine the level of each variable, and ANOVA (Analysis of Variance) enables the determination of whether the null hypothesis was accepted or rejected, displaying the difference between the within-group variance and the between-group variance.

## Results and Discussion

**Table 1:** Characteristics of 337 respondents included in the survey.

Profile Variables Group Frequency Percent			
Age	18-27	237	70.3
	28-43	100	29.7
Gender	Male	176	52.2
	Female	158	46.9
	LGBTQA+	3	.9
Highest Educational Attainment	Secondary Level	44	13.1
	Undergraduate	19	5.6
	Graduate & above	274	81.3
Religion	Christian	156	46.3
	Roman Catholic	159	47.2
	Others	22	6.5

The table shows the characteristics of the respondents, who were 337 participants. It revealed that most of the workforce is between the ages 18 and 27, within Generation Z, are male, college graduates and above, and Roman Catholic. It shows the age of respondents 18-27 years old (70.3%) and 28-43 years old (29.7%). The respondents' gender is tallied with 176 males (52.2%) and 158 females (46.9%). The majority are graduates (81.3%), and secondary level (High school/ SHS – 13.1%) and undergraduate (college level – 5.6%) are the remaining percentage of the respondents. Lastly, regarding their religion, the respondents represented the majority, with 159 of the frequency population being Roman Catholic (47.2%) and close to 156 of the frequency population being Christians (46.3%).

### Workforce Diversity Management

The level of workforce diversity management is presented in Table 2, which shows the overall mean was 4.29, which interprets that the workforce diversity management in the hotels in Davao is very highly present and practiced as how the workforce perceived diversity. Cultural diversity, with the highest mean score ( $M= 4.41$ ,  $SD= 0.359$ ), shows strong practices in cultural inclusion. Generational diversity, with the lowest mean score ( $M= 4.13$ ,  $SD= 0.303$ ), shows strong practices in generational inclusion, but they cannot be as constant between firms as other diversity management indicators.

**Table 2:** Level of workforce diversity management,  $n=337$ .

Indicators	Mean	Std. Deviation	Interpretation
Workforce Diversity	4.32	0.465	Very High
Generational Diversity	4.13	0.303	High
Cultural Diversity	4.41	0.359	Very High
Overall	4.29	0.309	Very High

Hotels nowadays are slowly implementing and practicing workforce diversity management, which has both advantages and disadvantages. Alaa-Eldeen et al. (2022, p.252) [38] mentioned one of the biggest challenges is dealing with culturally varied staff, particularly in the hospitality

and tourism sector, where individuals from all over the world engage with one another. Hence, diversity in the workforce fosters desirable traits like creativity, problem-solving, and invention (Paudel et al., 2021, p. 77) [39]. Workforce diversity in the study shows that the general practice of a diverse workforce in hotels in Davao City is very highly present and practiced. Davao City has a diverse culture, with its 11 tribes embodying the region; the result proves that cultural diversity in hotels is apparent. According to Gurung et al. (2024, p. 146) [44], when people from various nations and cultures travel for business or leisure, hospitality businesses such as hotels, restaurants, and resorts must adapt to meet their varied needs and preferences. As a result, the sector now functions in a multicultural, international environment where cultural variety offers both challenges and opportunities. The age demographics of the respondents in the study show that there are only two generations of the workforce in the hotels. With each generation's wide range of age, hotels prefer younger generations to Gen X (45 – 60) and Boomers (61 – 70) as it requires effective workers in a highly fast-paced environment. Age management facilitates the utilization of the strengths and capabilities of each generation by acknowledging their age, which contributes to different levels of skills, education, experience, or unique life stages (Vraňáková et al., 2021, p. 2) [23].

### Organizational Performance

Presented in Table 3 is the level of organizational performance, which shows an overall mean of 4.11, which means that diversity management is highly perceived as a contribution to organizational performance. Financial performance has obtained the highest mean score ( $M= 4.22$ ,  $SD= 0.669$ ), implying that having a diverse workforce correlates strongly with profitability and financial success. Apart from this, productivity, which obtained the lowest mean score ( $M= 3.98$ ,  $SD= 0.477$ ), entails that although productivity levels are high, they could not be as constant between firms as other performance indicators.

**Table 3:** Level of organizational performance,  $n=337$ .

Indicators	Mean	Std. Deviation	Interpretation
Productivity	3.98	0.477	High
Innovation	4.21	0.645	Very High
Employee Satisfaction	4.02	0.540	High
Financial Performance	4.22	0.669	Very High
Overall	4.11	0.368	High

With previous studies verified, workforce diversity management causes advantages and disadvantages that strongly impact organizational performance. Organizational performance should be examined mainly by the workforce. In addition to being moral requirements, diversity and inclusion are crucial factors that influence how well an organization performs (Okatta, Ajayi, and Olawale, 2024, p. 741) [6]. Added by Chalise (2021, p. 99) [5], every organization's primary concern for organizational performance is its workforce, and the majority of them devote their focus to controlling organizational performance. The findings are supported by Thanseer, Unnikrishan, Mariappan, and Raghavan (2020, p.22) [41], and diversity in the workplace benefits an organization's financial performance growth. Embracing diversity can help raise

morale and lower attrition, producing a more steady and productive workforce, yet challenges may hinder production. According to AlTaweel and Al-Hawary (2021, p. 3) [29], employers leverage a diverse workforce to increase employee salary and productivity. Thus, the workforce is the main issue of any organization's organizational performance, and most focus on controlling organizational performance (Chalise, 2021, p. 97) [5].

### Workforce Diversity Management and Organizational Performance

The overall Table 4 shows a statistically significant relationship between workforce diversity management and organizational performance ( $r= 0.162$ ). The table shows that productivity ( $r= 0.153$ ), employee satisfaction ( $r= 0.050$ ),

and financial performance ( $r = 0.209$ ) with an overall Pearson correlation coefficient ( $r$ ) value of 0.036 have a weak relationship with cultural diversity. However, innovation has a moderate relationship with  $r = 0.456$ , meaning that if cultural diversity increases, innovation consistently predicts changes. Generational diversity shows a statistically significant and moderate positive relationship

with organizational performance with an overall Pearson correlation coefficient ( $r$ ) value of 0.335. Productivity ( $r = 0.129$ ), employee satisfaction ( $r = 0.091$ ), and financial performance ( $r = 0.241$ ) have a weak relationship with generational diversity; however, innovation has a moderate relationship.

**Table 4:** Correlation between workforce diversity management and organizational performance.

Workforce Diversity Management	Organizational Performance				Overall
	Productivity	Innovation	Employee Satisfaction	Financial Performance	
Workforce Diversity	0.158**	0.419**	0.055	0.168**	0.076
	(0.004)	(0.000)	0.314	(0.002)	0.161
Generational Diversity	0.129**	0.343**	0.091	0.241**	0.335**
	(0.018)	(0.000)	0.094	(0.000)	(0.000)
Cultural Diversity	0.153**	0.456**	0.050	0.209**	0.036
	(0.005)	(0.000)	0.356	(0.000)	0.506
Overall	0.096	0.499**	0.038	0.087	0.162**
	0.077	(0.000)	0.488	0.112	(0.003)

This supports previous studies from different regions and continents, which confirm that both variables are correlated. Davao City hotels practice workforce diversity management and show weak changes in organizational performance. As demonstrated by Okatta, Ajayi, and Olawale (2024, p. 735) [6], companies that place a high priority on diversity and inclusion typically enjoy several advantages, such as market competitiveness, better decision-making, more employee engagement, increased creativity, and innovation.

This entails that workforce and cultural diversity is not statistically significantly correlated with organizational performance and that workforce and cultural diversity do not consistently predict changes in the productivity, employee satisfaction, and financial performance of hotels in Davao City. However, it has a high impact on innovation. Workforce and cultural diversity specifically impact how the workforce creates ideas and innovative operations to adapt to changing market demands and customer preferences. On the other hand, generational diversity directly impacts organizational performance, as every one of

these generations has a unique way of approaching the workplace. Either through productivity, innovation, and financial performance, generational diversity does not impact employee satisfaction. As cited by Simic, 2019<sup>[21]</sup>, achieving what they consider vital is their top priority.

#### Significant Differences in Organizational Performance among Hotels in Davao City when grouped according to their level of Workforce Diversity Management

**Workforce Diversity**  
Analysis of Variance (ANOVA) was used to show the difference in organizational performance among hotels in Davao City when analyzed by workforce diversity. The overall result shows that workforce diversity has a statistically significant difference that influences all dimensions of organizational performance ( $F = 21.355$ ,  $P = 0.000$ ) with innovation ( $F = 19.519$ ) with the highest F-value, which highly impacts and financial performance with the lowest F-value ( $F = 10.633$ ).

**Table 5:** Analysis of Variance (ANOVA) results show the differences in organizational performance among hotels in Davao City when analyzed by workforce diversity. \* $p < 0.05$

		Sum of Squares	df	Mean Square	F	Sig.
Productivity	Between Groups	29.540	11	2.685	18.536	0.000*
	Within Groups	47.085	325	.145		
	Total	76.625	336			
Innovation	Between Groups	55.612	11	5.056	19.519	0.000*
	Within Groups	84.178	325	.259		
	Total	139.790	336			
Employee Satisfaction	Between Groups	37.554	11	3.414	18.356	0.000*
	Within Groups	60.446	325	.186		
	Total	97.999	336			
Financial Performance	Between Groups	39.799	11	3.618	10.633	0.000*
	Within Groups	110.585	325	.340		
	Total	150.384	336			
Overall	Between Groups	19.091	11	1.736	21.355	0.000*
	Within Groups	26.413	325	.081		
	Total	45.504	336			

This implies that workforce diversity has differences in the organizational performance among the hotels in Davao City. Variations in diversity management practices among hotels are associated with measurable differences in productivity, innovation, employee satisfaction, and financial

performance. This correlates with the results from Rijal's (2023, p. 160) [9] study; organizational performance is greatly impacted by a diverse workforce because it creates a welcoming and inclusive work environment where different viewpoints are respected. Yadav and Rajak (2022) [42] cite



that a varied workforce enhances organizational effectiveness by leveraging innovative and imaginative concepts. It fosters overall development by introducing fresh opportunities for learning and growth within the company. Innovation highly differs within the hotels practicing diverse workforce as this differs in employee backgrounds, experiences, and perspectives that process to contribute fresh insights into service improvements, customer engagement strategies, and operational efficiencies. Financial performance differs slightly among the hotels due to differences in attracting a broader customer

base, enhancing service quality, and improving operational efficiency.

### Generational Diversity

Analysis of Variance (ANOVA) shows ( $F= 22.046$ ,  $P= 0.000$ ) that there is a statistically significant difference in generational diversity and organizational performance, exceptionally high in Productivity ( $F= 45.419$ ) and Innovation ( $F= 26.451$ ). However, it has low Employee Satisfaction ( $F= 13.039$ ) and Financial Performance ( $F= 13.114$ ).

**Table 6:** Analysis of Variance (ANOVA) results showing the differences in organizational performance among hotels in Davao City when analyzed by generational diversity \* $p<0.05$

		Sum of Squares	df	Mean Square	F	Sig.
Productivity	Between Groups	46.425	11	4.220	45.419	0.000*
	Within Groups	30.200	325	.093		
	Total	76.625	336			
Innovation	Between Groups	66.032	11	6.003	26.451	0.000*
	Within Groups	73.757	325	.227		
	Total	139.790	336			
Employee Satisfaction	Between Groups	30.007	11	2.728	13.039	0.000*
	Within Groups	67.992	325	.209		
	Total	97.999	336			
Financial Performance	Between Groups	46.229	11	4.203	13.114	0.000*
	Within Groups	104.155	325	.320		
	Total	150.384	336			
Overall	Between Groups	19.445	11	1.768	22.046	0.000*
	Within Groups	26.059	325	.080		
	Total	45.504	336			

Hotels effectively managing generational diversity show significantly different outcomes in productivity and innovation. Generational diversity highly differs in productivity by utilizing the diverse skill sets and viewpoints of people of all ages, highlighting the necessity of age-appropriate management techniques. In agreement with Simic (2019) <sup>[21]</sup>, each generation has a unique way of approaching the workplace. Rood (2010) <sup>[43]</sup> confirms that it is true that there are generational disparities, and managers can boost morale and productivity by being aware of and accommodating these variances. It also differs in innovation, possibly due to the blending of traditional and modern problem-solving approaches. On the other hand, employee satisfaction may differ in how diverse teamwork is implemented and how diverse values and policies of the hotels are promoted. Thus, there is a slight difference among

the hotels in Davao City, which has a generationally diverse workforce. As Table 4 results, employee satisfaction has no significant relationship with generational diversity.

### Cultural Diversity

Analysis of Variance (ANOVA) was used to show the difference in organizational performance among hotels in Davao City when analyzed by cultural diversity. It shows a statistically significant difference in organizational performance when analyzed by cultural diversity ( $F= 17.109$ ,  $P= 0.000$ ). F-values are also substantial as they show that hotels that embrace cultural diversity benefit from different productivity ( $F= 26.205$ ), innovation ( $F= 17.186$ ), and financial performance ( $F= 11.535$ ). Thus, employee satisfaction ( $F= 10.967$ ) slightly differs from the other indicators.

**Table 7:** Analysis of Variance (ANOVA) results showing the differences in organizational performance among hotels in Davao City when analyzed by cultural diversity \* $p<0.05$

		Sum of Squares	df	Mean Square	F	Sig.
Productivity	Between Groups	39.332	13	3.026	26.205	0.000*
	Within Groups	37.293	323	.115		
	Total	76.625	336			
Innovation	Between Groups	57.158	13	4.397	17.186	0.000*
	Within Groups	82.632	323	.256		
	Total	139.790	336			
Employee Satisfaction	Between Groups	30.010	13	2.308	10.967	0.000*
	Within Groups	67.989	323	.210		
	Total	97.999	336			
Financial Performance	Between Groups	47.680	13	3.668	11.535	0.000*
	Within Groups	102.704	323	.318		
	Total	150.384	336			
Overall	Between Groups	18.557	13	1.427	17.109	0.000*
	Within Groups	26.948	323	.083		
	Total	45.504	336			

Fostering a culturally diverse environment from various cultural backgrounds can collaborate effectively and differently. As companies strive to create inclusive and culturally sensitive environments, it is essential for effective hospitality management to comprehend the complexity of cultural diversity (Gurung et al., 2024, p. 147) <sup>[44]</sup>. Productivity differs within the hotels as each employee has diverse backgrounds, which other hotels never have; as supported by AlTaweel and Al-Hawary (2021, p. 3) <sup>[29]</sup>, organizations leverage a diverse workforce to increase productivity. Compared with the result, diversity in culture also affects how employees are driven to succeed at work (Lima Rabelo et al., 2023, p. 15) <sup>[26]</sup>, and many factors can affect both productivity and employee satisfaction: differences in culture and beliefs. Thus, employee satisfaction is slightly different among hotels in Davao City, which has a culturally diverse workforce. As Table 4 results, employee satisfaction has no significant relationship with cultural diversity.

### Conclusion

The study concludes that workforce diversity management directly and positively impacts organizational performance among the hotels in Davao City. Davao City hotels have practiced workforce diversity management, which is highly perceived by their workforce and positively impacts their organizational performance. The high mean scores across the workforce and cultural diversity indicators suggest that employees recognize and appreciate the diversity initiatives implemented in their organizations. In addition, hotels may enhance diversity and inclusion policies and increase workforce diversity training and awareness by appointing a diversity and inclusive manager or supervisor, implementing bias-free recruitment practices, and workshops with topics such as unconscious bias, cross-cultural communication, and inclusive leadership. However, with a 'high' mean score for generational diversity compared to the other indicators, hotels may develop cross-generational mentorship programs encouraging knowledge-sharing between younger and older employees: cultural exchange and reverse mentoring programs. Results also recommend that Human Resources consider hiring Gen X (ages 45 – 60) as employees with slower pacing in senior management roles and guest relations positions to increase generational diverse workforce and inclusion. Future researchers may explore evaluating the level of gender/ sexual orientation and religious and ethnic diversity of the hotels in Davao City to broaden the diversity spectrum.

The findings provide strong evidence that workforce diversity management is a critical driver of organizational success, which shows hotels in Davao City demonstrate a high level of organizational performance, which is significantly influenced by workforce diversity management. The high mean scores across organizational performance indicators suggest that hotels effectively integrate diversity into their operations, leading to a more engaged workforce, improved service quality, and better financial outcomes. Although the productivity level is high, it could not be as high as other performance indicators, which recommend that hotels foster learning communication and collaboration and optimize workflow and task management through regular interdepartmental meetings, recognition and appreciation programs, and digital communication tools. Future researchers may

elaborate on other factors that affect the productivity, innovation, employee satisfaction, and financial performance of hotels that practice workforce diversity management.

The findings conclude that there is a statistically significant relationship between workforce diversity management and organizational performance among the hotels in Davao City. Hotels prioritizing workforce, generational, and cultural diversity achieve significantly better outcomes in higher productivity, incredible innovation, and substantial financial outcomes. Employee satisfaction shows no significant relationship with workforce diversity management and its indicators; hotels may recognize that multiple factors, including workplace culture, compensation, career growth, leadership quality, and work-life balance, influence employee satisfaction. Thus, improving and focusing on these factors may lead to a more motivated and committed workforce. Future researchers may study how workforce diversity management may impact employee engagement instead. Additionally, analyzing how organizational culture and leadership promote inclusion and quantifying how it affects performance directly may yield insightful information.

The ANOVA results confirm that variations in workforce diversity management lead to significant differences in organizational performance, reinforcing the importance of inclusivity and equitable workforce policies in driving hotels' success. These findings provide actionable insights for hotel owners, managers, and industry stakeholders to refine and expand their diversity management practices, ensuring long-term sustainability and competitiveness in the hospitality sector in Davao City. Aligning these efforts with global standards, such as the United Nations Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities), will enhance the social and economic contributions of hotels while reinforcing their commitment to sustainability. The focus of the study was restricted to the hospitality and tourism industry, which would limit how broadly the findings can be applied to other sectors. The results may not apply to every industry or location.

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