

December 2022

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Mark Gabriel Aguilar
Emilio Aguinaldo College, Philippines

Rizza Fonacier
Saint Benilde International School, Philippines

Andrea Duldulao
Saint Benilde International School, Philippines

Shella Marie Pangilinan
Saint Benilde International School, Philippines

Jeanella Mae Paz
Saint Benilde International School, Philippines

Sheryll Cruz
Saint Benilde International School, Philippines

See next page for additional authors

Recommended Citation

Aguilar, Mark Gabriel; Fonacier, Rizza; Duldulao, Andrea; Pangilinan, Shella Marie; Paz, Jeanella Mae; Cruz, Sheryll; Marticio, Trisha Mae Nicole; and Pecayo, Vivialyn (2022) "Diversity and Employees' Challenges in the Workplace: The Case in Selected Resorts in Calamba City, Laguna, Philippines," *Journal of Global Awareness*: Vol. 3: No. 2, Article 8.

DOI: <https://doi.org/10.24073/jga/3/02/08>

Available at: <https://scholar.stjohns.edu/jga/vol3/iss2/8>

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Diversity and Employees' Challenges in the Workplace: The Case in Selected Resorts in Calamba City, Laguna, Philippines

Authors

Mark Gabriel Aguilar, Rizza Fonacier, Andrea Duldulao, Shella Marie Pangilinan, Jeanella Mae Paz, Sheryll Cruz, Trisha Mae Nicole Marticio, and Vivialyn Pecayo

Abstract

With present issues pertaining to discrimination and underrepresentation, the growing demand towards equality and equity in society as reflected on legislative bills being filed, street demonstrations, and organized programs, and the number of studies that confirms higher productiveness of diverse workplaces, employers are expected to evaluate prospective employees' socio-demographic profiles aside from knowledge, skills, and personality. This has led to this study that aims to develop a conclusion if the workplace in the tourism industry, resorts establishments in Calamba City, Laguna, embraces diversity, as well as to know the challenges that employees experience in working with colleagues who have a different demographic profile, if any. Semi-structured interviews were conducted with employees working in the front of the house of two selected resorts, while data were analyzed using a quantitative and qualitative research design, whereas frequency and percentage were computed, and thematic analysis was performed. Results showed that firms still have their recruitment preferences or biases; one firm prefers hiring older staff while the other prefers younger ones. The LGBT community on the other hand has been found out to be underrepresented. Moreover, the assessed establishments also favor people with less experience and those who have less formal education, particularly for entry level positions. Data presented also showed challenges faced by employees working with their colleagues, particularly with the opposite gender, those with lower and higher educational attainment, with different religion, and those younger and older. Findings provide low organizational diversity, therefore, serves as an indication to the need for programs that would promote inclusiveness in society. This study explored a problem in the field of social science that seems to have been ignored or least prioritized in the Philippines over the years. This study is a few of the available literature that provide a picture of poor diversity in society, particularly in workplaces that leads to operational dilemmas.

Keywords: diversity challenges, innovation, cultural differences, Philippines, sustainable development goals, LGBTI, Equality Bill, resorts, tourism

Introduction

The term "diversity" comes from the Latin word "divertere," which means "to turn aside" (McCarter, 2005). This is the state of being different or having differences during being different. Meanwhile, in the professional workplace, diversity is defined as the incorporation of people of diverse ethnicities, cultures, and other demographics such as age, religion, gender, and education into a firm or an organization. In the article of Kita (2019), it has been presented that around 60% of employees in the United States of America report witnessing or experiencing age discrimination, while Terrell (2018) showed that 1 in 4 workers age 45 and older have received negative comments about their age from supervisors or co-workers, 3 in 5 older workers have seen or experienced age discrimination in the workplace, and 76% of these older workers see age discrimination as a barrier to finding a new job. Meanwhile, McKinsey & Company, in collaboration with LeanIn.Org, showed in a September 2021 article that the discrepancy between white men and women and people of colour continues to expand as employees climb up the corporate ladder, starting only one step up from entry-level. People of colour are less likely than whites to be promoted to management roles, giving them even less opportunity to advance to higher-level leadership positions. The difficulty with gender equality begins in entry and mid-level employment procedures, like the discrepancy in ethnic and racial diversity. This means that climbing the corporate ladder to a senior position for women is frequently interrupted early in favour of their male peers, which leads to the startling statistic that just eighty-five women were promoted to management positions for every one hundred males. This is supported by the data presented by Ebrahimji (2020), showing that 37 CEOs of Fortune 500 businesses are female as of May 2020. While this figure is at an all-time high, there is still a lack of balance, as males continue to account for 92.6% of all Fortune 500 CEOs. Mistreatment has also been attributed to sexual orientation. According to the research presented by Burns and Krehely (2011), 15% to 43% of gay and transgender workers in the United States have experienced some form of workplace discrimination; 8% to 17% of gay and transgender workers report being passed over for a job or fired because of their sexual orientation or gender identity, and 10% to 28% received a negative performance evaluation or were passed over for a promotion because they were gay or transgender.

While these issues are being raised, Tsusaka et al. (2017) identified diversity as a crucial driver of innovation, discovering that diverse teams generate 19% more revenue. According to the findings, participating firms create more relevant products because they are more in tune with changing client wants. This is supported by Gompers and Kovvali (2018), arguing that diversity increases the financial performance of firms since flourishing in a very unpredictable competitive climate necessitates innovative thinking in those areas, which diverse collaborators were better suited to give. Meanwhile, according to a 2017 study conducted by Cloverpop, the first Decision Intelligence platform based on a complete system of record for business decisions, inclusive teams make better business decisions up to 87% of the time, inclusive teams make decisions twice as fast with half the meetings, and decisions made and executed by diverse teams delivered 60% better results. Jayawardana & Priyashantha (2019) confirm all of these through their study conducted in Sri Lanka explaining that the higher employee diversity in terms of age, gender, educational attainment, work experience, and attitude a company has, the better employees performance would be.

On the other hand, diversity has benefits as well as challenges (Goel, 2018). Benefits include the opportunity for a company to have a group of employees with many skills and a wide range of perceptions and creative ideas that attract the best talents and increase productivity, professional growth, and adaptability, while challenges are communication barriers, accommodation of different beliefs, disabilities, generation gaps, and discrimination incidents among other that leads to management's resistance to change or embracing diversity. Foma (2014) supports this arguing that diversity in the workplace brings problems among employees due to language barriers, as people who speak or are used to speaking different languages may find it hard to understand one another compared to those who grew up speaking the same language. These findings are synonymous with what Ahmad and Rahman (2019) have found out through their study, though they have highlighted age, gender, and ethnicity as the main culprits; Companies that observe higher age, gender, and ethnic diversity do not outperform one with lower levels of the same kinds of diversity, making these insignificant to the operations of an organization. Nevertheless, Inegbedion et al (2020) argue that the effectiveness of diversity depends on how cultural diversity, employees' perception of marginalization, and conflict are managed, therefore, saying that companies that experience negative implications brought by employees' diversity only experience

that because of failing to manage conflict, marginalization perception, and cultural differences among employees, which is seconded by Saxena (2014) confirming that diversity is perceived to bring negative, yet when managed properly, it may boost productivity.

Despite these, the case in the Philippines remains no different from that of the United States of America as confirmed by literature. The Philippine Institute for Development Studies, as cited by Viray (2018), showed that despite the country's commitment to achieving gender equality as part of the United Nations' 17 Sustainable Development Goals and the 2030 Agenda for Sustainable Development, Filipino women continue to be underrepresented at the highest levels of government and industry. Ageism is also an issue in the country; in fact, in the survey conducted by Pond's Philippines among its thousands of followers on Instagram, as cited by Handog (2021), it was found that when asked how old they are, one in every two women refuses to tell their age, and two out of every three have been condemned or at least felt being judged because of their age. The report expressed that this might be related to the fact that age is still considered a factor when recruiting for some occupations, as well as the assumption that individuals must be in a socially acceptable place in their lives once they reach a particular age. In the context of sexual orientation, the same problem occurs; according to the study conducted by the United Nations Development Programme and the International Labour Organization in 2018, 30 percent of lesbian, gay, bisexual, transgender, and intersex (LGBTI) people in the Philippines reported being harassed, bullied, or discriminated against at work because of their sexual orientation, gender identity, expression, and sex characteristics. These societal issues have led to various initiatives over the years; there is the one. Republic Act No. 10911 or the "Anti-age Discrimination in Employment Act" that has lapsed into law in 2016 with a goal of putting an end to the common practice of firms advertising employment by mentioning the ideal age and other personal requirements for the roles they provide, 2. The Department Order No. 170 signed by the Secretary of the Department of Labor and Employment in 2017 in support of the aforementioned law (Department of Labor and Employment, 2017), 3. The passing of Ordinance 698, Series of 2018 in Mandaluyong City, to protect lesbian, gay, bisexual, and transgender people's rights from discrimination, including the prevention of discriminatory acts such as denying or limiting employment-related access, denying access to public programs or services, refusing admission,

expelling, or dismissing a person from educational institutions because of their sexual orientation, gender identity and expression (SOGIE), as well as to avoid verbal or written abuse against them, arbitrary detention/involuntary incarceration, limiting access to services, and making the creation of SOGIE-related associations illegal (Conde, 2018), and 4. The SOGIE Equality Bill that until now is pending in the Philippine congress.

This information has led the researchers to conduct this study with an aim to determine whether establishments in the Philippines have already observed workplace diversity beginning with the assessment of selected resorts in the city of Calamba, Laguna, known as the resort capital of the Philippines. With the benefits workplace diversity could bring to organizations, the presence of issues pertaining to discrimination and underrepresentation, and the growing demand for societal equality and equity in the Philippines, it is reasonable to know whether workplaces in the country embrace diversity leading to conclusions that interventions from regulators are indeed needed.

Objectives of the Study

This study primarily aims to determine workplace diversity involving two resorts in the city of Calamba, province of Laguna, Philippines, focusing on employees' demographic profiles limited to age, gender, educational attainment, and religion. Additionally, it also aims to find out the challenges experienced by employees in collaborating with their colleagues, particularly with those who have different profiles, which would somehow give explanations on why there are establishments that have recruitment biases and help the government and other concerned institutions to design interventions that would solve this societal dilemma. Specifically, this paper attempts to find answers to the following questions:

1. How diverse are the selected resort establishments in terms of age, gender, educational attainment, and religion?
2. What are the challenges experienced by employees in working with younger and older colleagues and those who have a different gender, religion, and a lower and higher educational attainment?

Materials and Methods

A descriptive research design was used, and a quantitative-qualitative research treatment has been applied. Data were collected through semi-structured interviews conducted in person, and data were analysed using frequency, percentage, and thematic analysis.

Respondents. Respondents for this study are a total of twenty-one, which represents the total number of employees working in the front of the house of two resorts in Calamba City, Laguna, Philippines. The resorts were selected based on the responses of the contacted resort establishments; of the ten establishments that the researchers asked, only two responded positively, making them the subjects for this study.

Data Gathering Procedure. To proceed with the interview, the researchers first asked permission from the two resorts' human resource management offices and scheduled the commencement. Upon approval of the appointment for the interviews, the employees were all interviewed one by one in a semi-structured format to determine their demographic profile, particularly their age, gender, religion, and educational attainment, and to learn about the challenges they experience collaborating with their colleagues. Data Gathering took a total of 1 month with a 100% response rate from the respondents.

Data Analysis. Collected data that can be counted or measured in numerical values, such as the respondents' distribution in terms of age, gender, educational attainment, and religion, were presented and analysed using frequency and percentage. In contrast, information that has been shared by the respondents' pertaining to the challenges they face in working with colleagues who have different demographic profiles were presented and evaluated through thematic analysis.

Ethical Considerations. This study has considered all ethical considerations in research. The researchers sought consent from the human resource management office to perform the interview in their establishment, and the employees to be respondents. Voluntary participation has been expressed by the respondents who have agreed to answer the questions; hence, no person has been forced to do so, while the data collected were solely used for this study. Participants' responses have been treated as highly confidential, have not been disclosed to anybody, and were

placed anonymously on paper, including the names of the establishments involved. Before the interview, the respondents were informed about the purpose and scope of this study, the name of the researchers, and the school to which they are connected. The participants were asked if they voluntarily allow the researchers to get information about their age, gender, educational attainment, and religion, and their perception towards the challenges they experience collaborating with colleagues. They will only be obliged to answer the questionnaire if they agree to this. Moreover, the respondents were also informed prior to the interview that they would not receive anything in return for participating in this study.

Results and Discussion

Diversity in the Selected Resorts

Workplace Diversity in Terms of Age

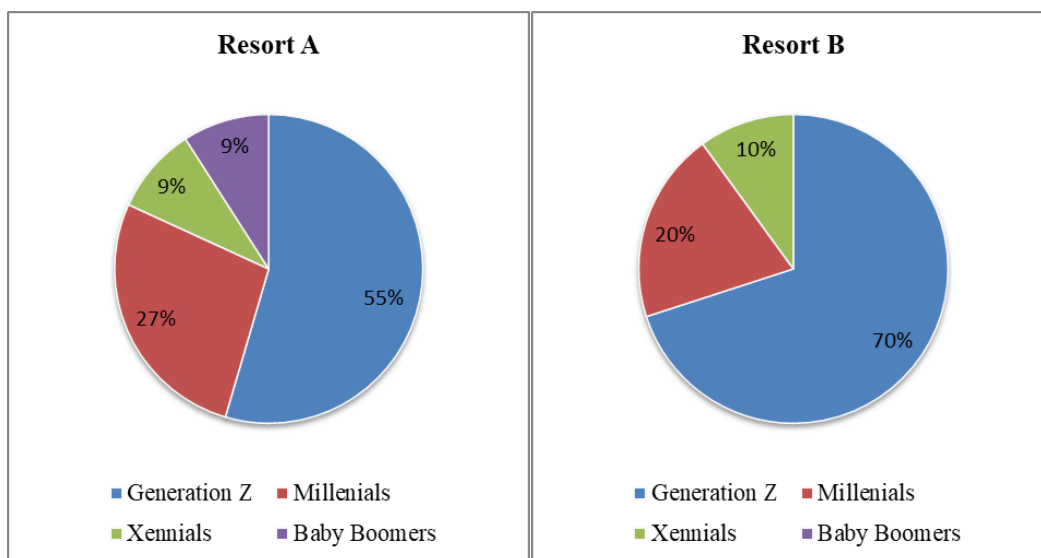


Figure 1. Employees' age distribution in Resort A and B

Figure 1 shows that the majority or 6 (54.55%) respondents from Resort A belong to Generation X (45-57 years old), 3 (27.27%) respondents are Xennials (40-44 years old), 1 (9.09%) is a Baby Boomer (58-79 years old), and another 1 (9.09%) is a Millennial (26-39 years old) for a total of eleven respondents. Meanwhile, the majority of the employees in Resort B (70%) belong to Generation Z (9-25 years old), 2 (20%) are Millennials (26-39 years old), and 1 (10%) belongs to Generation

X (45-57 years old) for a total of ten respondents.

It is evident that the resorts have their own choices about employing people. This could be attributed to reasons that several companies refuse to hire adults due to health concerns and the assumption of lower performance than younger employees. On the other hand, Viviani et al. (2022) determined that older workers performed better than younger workers.

Workplace Diversity in Terms of Gender

Table 1

Employees' Gender Distribution in Resort A

Gender	Frequency	Percentage
Male	5	45.45
Female	5	45.45
LGBT	1	9.09

Table 1 indicates that 5, or 45% of the respondents from Resort A were Male, another five respondents, or 45%, were Female, and one respondent, or 10%, was a part of the LGBT community for a total of eleven respondents.

Table 2

Employees' Gender Distribution in Resort B

Gender	Frequency	Percentage
Male	6	60
Female	5	40
LGBT	0	0

Table 2 shows that 6, or 60%, of the employees from Resort B were Male, and four respondents, or 40%, were female, for a total of ten respondents.

Tables 1 and 2 indicate which establishment has a well-diverse workforce in terms of gender. It is clearly seen that Resort A has observed diversity more compared to Resort B.

Gender disparity is among the concerns that the world is coping with. This result signifies women's participation as well. Businesses recognize the importance of men and women in the workplace. Consequently, these are some of the hurdles in hiring LGBT personnel. Gender discrimination in the workplace is a major concern for LGBT+ employees, as reflected in the data presented. This could be attributed to the findings of Aguinaldo (2020), who states when deciding which employees to let off, firm leaders employ hidden biases such as gender preferences rather than skills or ability.

Workplace Diversity in Terms of Educational Attainment

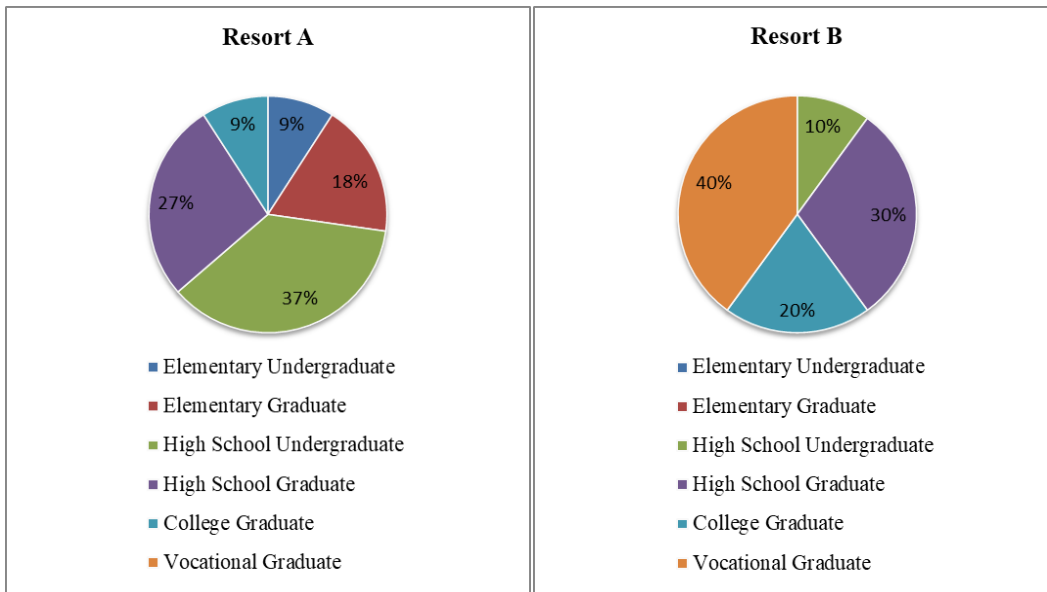


Figure 2. Employees distribution in terms of educational attainment in the two establishments

Figure 2 presents that employees at Resort B have a higher educational attainment, 4 or 40% of the respondents are vocational graduates, 3 or 30% are High School

graduates, with 2 (20%) of them having completed college, and 1 or 10% is a High School Undergraduate for a total of ten respondents. While those working at Resort A have the lower, 4 or 36.36% are High School Undergraduates, 3 or 27.27% are High School Graduates, 2 or 18.18% are Elementary Graduates, 1 (9.09%) is a College Graduate, and another 1 (9.09%) is an Elementary Undergraduate for a total of eleven respondents.

It indicates that the majority of individuals working in this industry have lower educational attainment. This is a justification for the findings of Fuller et al. (2022) that numerous businesses are transitioning away from academic standards toward abilities for employment purposes.

Workplace Diversity in Terms of Religion

Table 3

Employees Distribution in Terms of Religion in Resort A

Religion	Frequency	Percentage
Roman Catholic	10	90
Mormon	1	10

Table 3 shows that 10 (90%), or a majority of the respondents from Resort A are Roman Catholics while 1, or 10%, of them is a Mormon.

Table 4

Employees Distribution in Terms of Religion in Resort B

Religion	Frequency	Percentage
Roman Catholic	10	100
Mormon	0	0

Table 4 presents that all employees of Resort A are Roman Catholics.

Tables 3 and 4 showed which establishment embraces religious diversity more. Nevertheless, this result could not be attributed to religious bias as Roman Catholicism is the most prevalent religion in the Philippines (Miller, 2022). There is a probability that employment based on religion is less diversified throughout the country because of this fact.

Challenges Experienced by Employees in Working with Colleagues with Different Demographic Profiles

Challenges Experienced in Working with Younger Employees

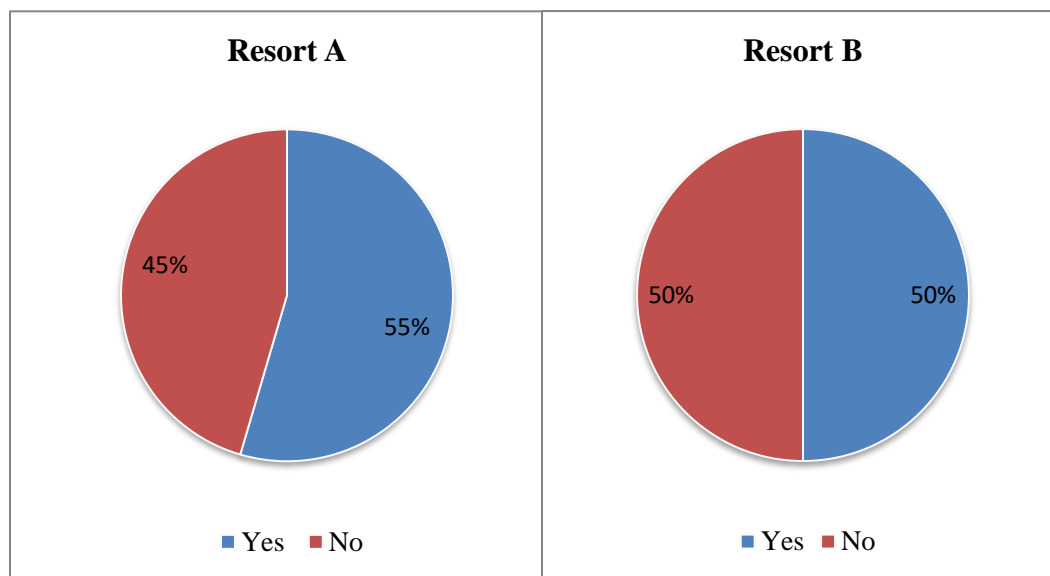


Figure 3. Respondents' response if they have experienced challenges working with younger colleagues

Figure 3 indicated that 6 or 55% of employees) from Resort A have experienced challenges working with younger employees and 5 (45%) said the opposite. While in Resort B, 5 or 50% of the employees said they have experienced challenges working with younger colleagues and the other half have not.

It shows the difficulty level of the establishment in dealing with younger staff. This confirms the claim of St-Amand (2019) that junior employees lack confidence when faced with issues, and they might not even have many actual accomplishments under their zones. Newly challenging situations can also easily

influence them as they have fewer previous experiences compared with tenured employees. Therefore, this could lead to challenges in employees' performance and collaboration.

Table 5

Challenges Experienced in Working with Younger Colleagues

Themes	Actual employees' responses
Low level of attention	"Absent-minded," "mischievous during and after working hours"
Dependency at work	"They require some command before completing the job," "Younger staff require assistance from elders"
Laziness	"They are making excuses in doing tasks"

Some participants responded that they have no problems dealing with younger personnel. They claim that several of the younger staff are diligent. Absent-mindedness, on the other hand, is one of the challenges that the establishment encounters in the workplace. Other employees required directions before executing the task and could not comprehend the elder staff's instruction quickly. Additionally, there are instances when younger employees produce excuses to not do their job.

Comparing the two establishments, there are employees of both resorts who expressed that they have no issues dealing with youngsters. Respondents of different ages stated:

"I am capable of operating with them because I have previous experience working with others at other companies."

"Young workers are also hardworking"

"There are no challenges because we act together as one."

Meanwhile, participants from both establishments who are having difficulties

working with younger staff have identical employment predicaments, which include laziness, mischievous behavior, reliance, and a poor rate of attentiveness.

Challenges Experienced in Working with Older Employees

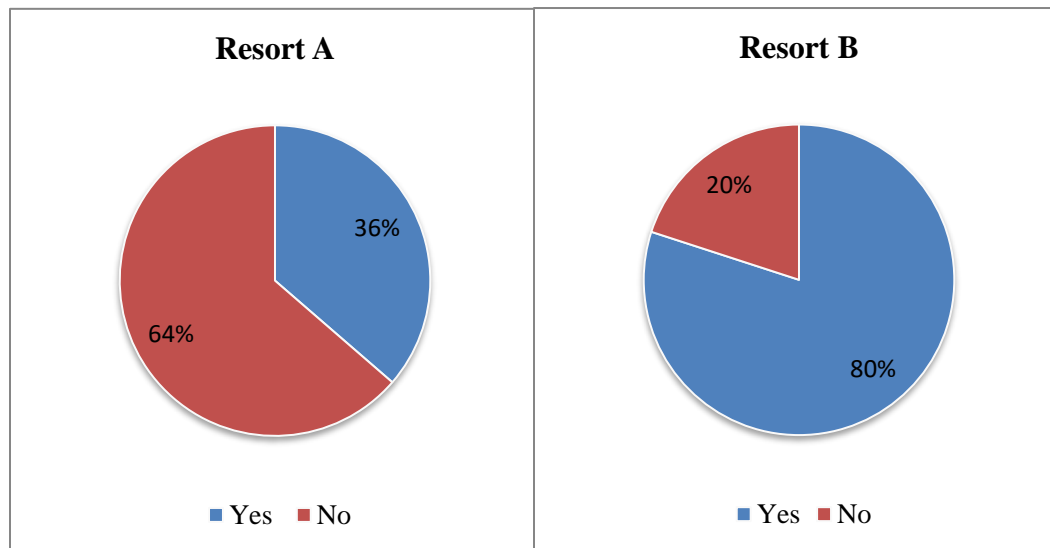


Figure 4. Respondents' response if they have experienced challenges working with older colleagues

Figure 4 shows that 64% or 7 respondents from Resort A mentioned that they have no challenges experienced working with older employees, and 4 (36%) said they have. While in Resort B, 80% or 8 respondents said they had experienced challenges working with their seniors and 20% or 2 respondents expressed the opposite.

In comparison, Resort B employees have significant difficulty coordinating with the senior personnel. Meanwhile, since Resort A is not well-diversified in terms of age, there is a minimal risk of dilemma among the workers. Resort B, on the other hand, is more likely to have problems with their employee's performance since most of their employees belong to Generation Z; therefore, more employees must deal with older colleagues. Results are synonymous with the study of Randstad Singapore (2018), showing that 44% of employees and job searchers have trouble conversing with co-workers who are outside their age demographic.

Table 6

Challenges Experienced in Working with Older Colleagues

Themes	Actual employees' responses
Filipino Culture	"I must always act with respect, even if they surpass the boundary," "It is hard to communicate with them because they attach meaning to every gesture and statement," "I struggle to explain my side"
Health Issues	"Sometimes they are slow to finish the duty," "some has hard of hearing, which causes miscommunication."

The findings revealed that older colleagues in the establishments are difficult to communicate with from the perspective of younger employees. Elderly employees have difficulty hearing, which might lead to miscommunication, and they are sometimes slow to accomplish the task, which could affect productivity.

Respecting elders is evident in Filipino culture; however, this results in younger staff being cautious in working with them. Employees admitted that older staff tend to use below-the-belt words in certain situations, as they have more authority to speak. Moreover, to avoid being accused of being disrespectful, younger employees cannot express their viewpoints, leading to a struggle in collaboration.

Challenges Experienced in Working with Women

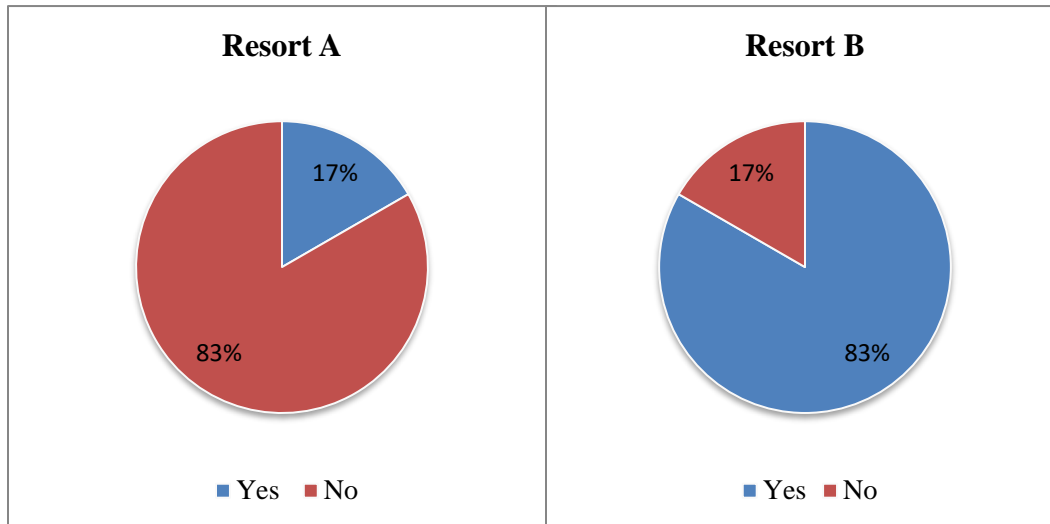


Figure 5. Respondents’ response if they have experienced challenges working with women

Figure 5 exhibits that five or (91%) of Male and LGBT employees from Resort A state that they do not have any difficulties working with female employees, and 1 (9%) of them expressed the opposite. Meanwhile, in Resort B, 5 or 83 % of male respondents /employees expressed difficulties working with the opposite sex, and 1 (17%) respondent said he is comfortable working with females.

The sentiments of employees in Resort B could be attributed to the findings of the 2021 report by Achievers Workforce Institute, showing that only 22% of women experienced a feeling of belonging inside the place of work, compared to 31% of men, which could indicate that females are harder to please or are less easy to handle as they tend to be more picky on workplaces, or at least having difficulty in adapting to organizational culture or in teams.

Challenges Experienced in Working with Men

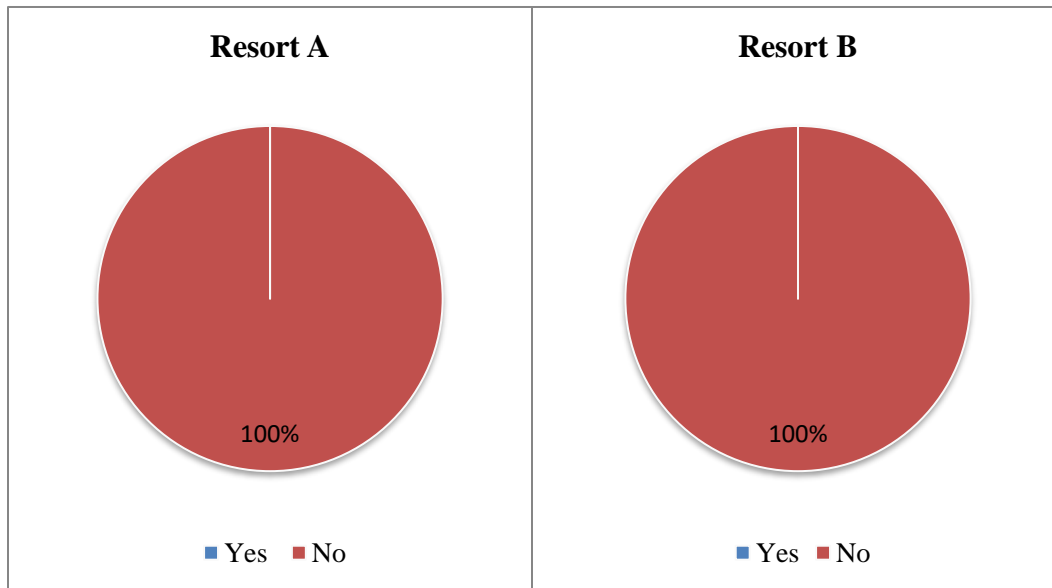


Figure 6. Respondents' response if they have experienced challenges working with men

Figure 6 revealed that all female and LGBT employees of both establishments expressed that they do not have any frustrations or challenges working with male employees. This result demonstrates that males are influential in the workplace, implying that working with men is not difficult. This is one of the reasons why employers prefer to hire men over women. This could be attributed to the study by Coffman et al. (year) activities within resort facilities due to their social behaviors, which leads to employers favoring males. The same study also found that they are not biased against women, and they perform significantly better at their jobs.

Challenges experienced in working with LGBT

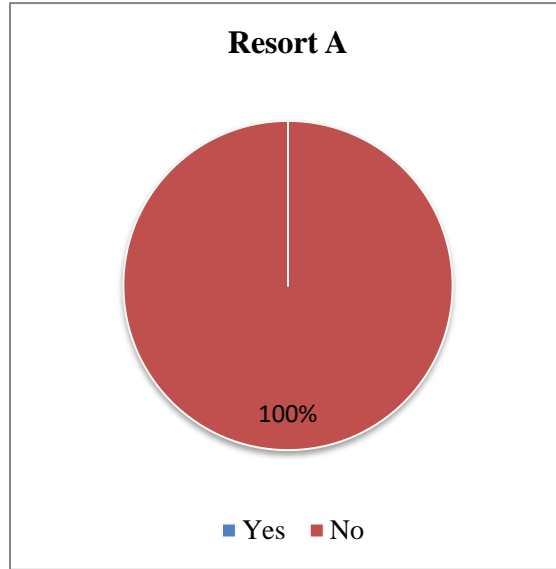


Figure 7. Respondents’ response if they have experienced challenges working with LGBT

Figure 7 presents that all male and female employees from Resort A are comfortable working with individuals whose part of the LGBT community and do not have any trouble working with them. Resort B has only female and male employees making this question unanswerable to them.

Table 7

Challenges Experienced in Working with the Opposite Sex

Themes	Actual Employees’ responses
Perception about women	"Females are too sensitive", "they tend to argue more when suggesting", "females are perfectionists"
Personal Social Behavior	"I feel shy to communicate with females"

Men and LGBT individuals get along better in the organization, and socializing with females presents dilemmas. Results indicate that working with women presents certain obstacles in terms of perceptions about women and personal social behavior. Meanwhile, men are better workers since they can perform more jobs, and LGBT individuals, on the other hand, turn the workplace into fun and make it more alive. As stated by the respondents:

"There are things that the men can do than women"

"When there is an LGBTQ, the operations are alive."

Challenges Experienced in Working with More Educated Employees

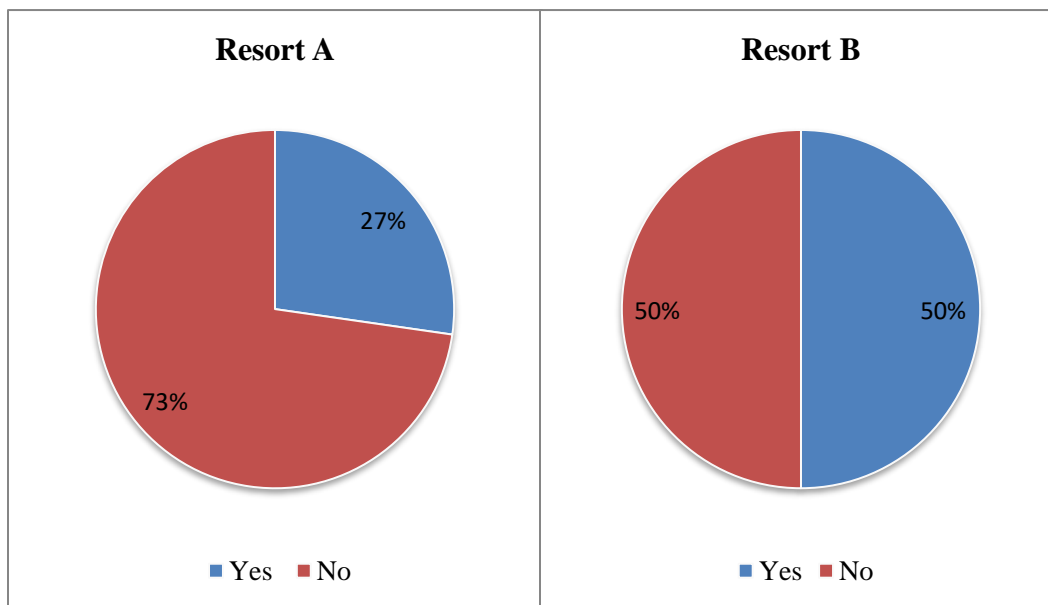


Figure 8. Respondents’ response if they have experienced challenges working with colleagues who have higher educational attainment

Figure 8 shows that 8 or 73% of the employees from Resort A said that they had experienced no challenges working with employees with higher educational attainment, and 3 (27%) of respondents said they had. At the same time, 5 or 50% of the respondents from Resort B expressed that they have experienced difficulties working with colleagues with higher educational attainment, and the other half said they have not.

Table 8

Challenges Experienced in Working with Colleagues Who Have Higher Educational Attainment

Themes	Actual Employees' responses
Intimidating characteristics and perspective	"They are bossy," "I feel anxious if they checked my work to the point that I feel discriminated."

The analysis indicated that employees who possess higher educational attainment are bossier and strict. It also implies that the employees are afraid of failing to do their job. On the other hand, some staff (13 in this study) stated they have no challenges working with them.

Challenges Experienced in working with less educated employees

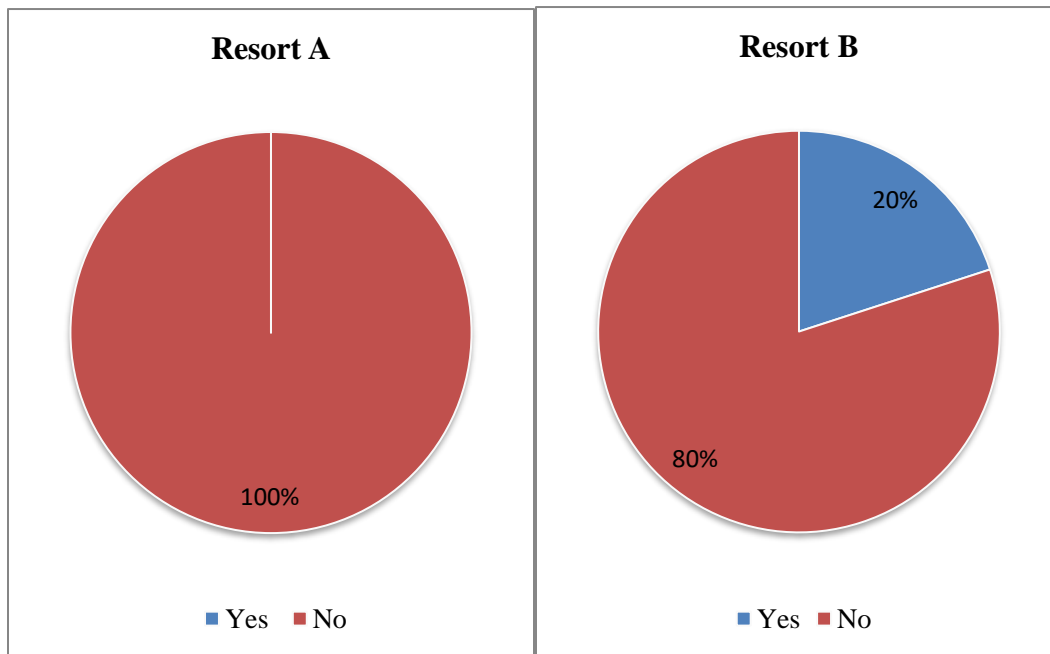


Figure 9. Respondents' response if they have experienced challenges working with colleagues who have lower educational attainment

Figure 9 illustrates that all employees from Resort A have no difficulties working with colleagues who have lower educational attainment. At the same time, in Resort B, 8 or 80% of the respondents said they are comfortable working with co-workers who have accomplished less in education, but 2 (20%) of the employees expressed the opposite.

It is apparent that the employees have significant difficulties working with colleagues who have accomplished less in education. However, the result revealed that the more the same level of attainment, the more comfortable the employees are with sharing ideas and communicating. This finding, however, does not agree with the study conducted by Finley (2021) on the employer's views on what matters the most, as he argues that employers value higher education more. Nevertheless, this result explains why most employees of both resorts possess low educational achievements.

Table 9

Challenges Experienced in Working with Colleagues Who Have Lower Educational Attainment

Themes	Actual Employees' responses
Poor comprehension	"I need to explain twice our policy and regulations.", "hard to catch up the information."

High school and elementary undergraduates, and elementary school graduates are competent but slow to absorb information, which indicates that individuals with low educational attainment struggle to comprehend information. Meanwhile, it has also been determined that personnel with similar educational attainment (19 in this study), ranging from vocational high school graduates to college undergraduates are more comfortable discussing ideas and working together.

Challenges Experienced in Working with Colleagues Who Have a Different Religion

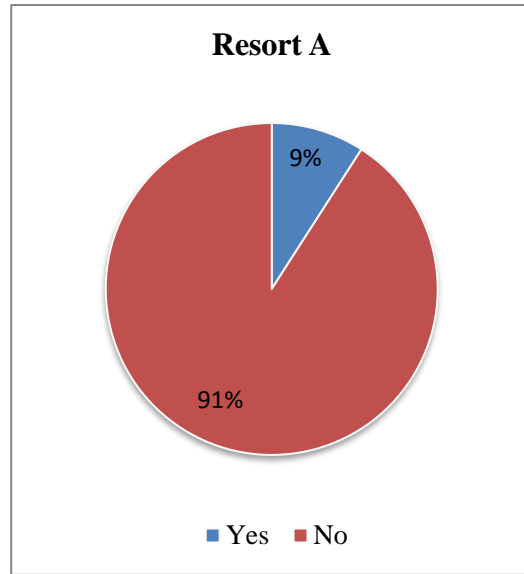


Figure 10. Respondents’ response if they have experienced challenges working with colleagues who have a different religion

Figure 10 displays that 10 or 91% of respondents from Resort A do not experience any challenges working with colleagues with a different religion, and 1 or 9% of respondents said it has difficulties working with those who belong to a different religion. Meanwhile, all employees of Resort B are Roman Catholics, making this question unanswerable to them.

Table 10

Challenges Experienced in Working with Colleagues Who Have a Different Religion

Themes	Actual Employees’ responses
Discrimination brought by religion	"Some religion advise me that there is not any gender aside from male and female.," "They are against the LGBT"

The analysis revealed that LGBT individuals face discrimination in the workplace, particularly from colleagues with a different religion. Employees (1 in this study) said he experienced teasing due to his gender orientation and expression. This leads to distress and failure to communicate with them effectively.

Conclusion

Today, overcoming diversity has a beneficial impact on the organization. Based on the findings, the researchers hereby conclude the following:

1. The selected resorts in the city of Calamba, Laguna, Philippines, failed to embrace workplace diversity in terms of age, gender, particularly in the case of LGBT, educational attainment, and religion.
2. The selected resorts have successfully maintained a balance in their workforce in terms of the number of male and female employees.
3. Half of the employees in the selected resorts find it difficult to work with women due to their perception of them as too sensitive, tend to argue more, and are perfectionists. They have also expressed lower confidence in the presence of women as they feel shy when communicating with them.
4. Male and LGBT employees prefer working with each other than with women.
5. Employees of the selected resorts find it more challenging to work with younger colleagues than older ones.
6. Challenges experienced by employees in working with younger employees are their low level of attention, dependency at work, and their laziness. Meanwhile, identified challenges in working with older colleagues were associated with Filipino culture to respect the elderly leading to cautious actions towards them and their health, such as poor hearing that results in miscommunication.
7. Employees of the selected resorts find it easier to work with colleagues who have lower educational attainment than those who have accomplished more in education than them. This could be explained by the employees' distribution in terms of educational attainment, whereas most of them were not college graduates. Additionally, this indicates that the more the same educational attainment employees have in a workplace, the more comfortable they are in sharing ideas and communicating with each other.
8. Challenges experienced by employees working with colleagues with higher

education attainment focus on superiority that leads to intimidation. In contrast, challenges in working with those with lower educational attainment are limited to poor comprehension.

9. Preference of employees between working with colleagues whose religion is the same as theirs and those who belong to a different one has not been determined due to the employees' lack of experience in working with such, which could be attributed to the poor observation of the establishment towards religious diversity.
10. The only LGBT employee had expressed low interest in working with people who have different religions due to a personal experience when his gender orientation and expression were questioned by one.

Diversity has been challenging to attain up until today. There are numerous impediments to conquer; nevertheless, managing it will give advantages to both employers and employees. Information collected and analyzed is essential in spreading facts about the composition of workplaces nowadays. This study may not have provided a picture of an entire industry, city, province, or a wider scale, but it has provided data that could lead to people's realization that diversity in the workplace has not been fully observed yet in the Philippines, therefore, giving an opportunity to organizations in the country to improve productivity, as the literature suggests, by having a more diverse workforce.

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