

THE CHALLENGES OF DIVERSE WORKFORCE & INCLUSIVE
CULTURE
IN HOSPITALITY OPERATION - A MULTILEVEL ANALYSIS
OF PAKISTAN

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Saman Fatima Abbas

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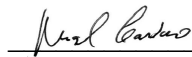
By

Saman Fatima Abbas

Supervised by

Dr. Luka Lesko

APPROVED BY



Dissertation chair - Dr. Gualdino Cardoso

RECEIVED/APPROVED BY:



Admissions Director

Dedication

To the cherished memory of my beloved parents, whose love, values, and unwavering inspiration continues to guide and motivate me in every step of this journey.

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ABSTRACT

THE CHALLENGES OF DIVERSE WORKFORCE & INCLUSIVE CULTURE IN HOSPITALITY OPERATION - A MULTILEVEL ANALYSIS OF PAKISTAN

This research study examines the challenges and enablers of managing workforce diversity and building inclusive organizational cultures in Pakistan's hospitality sector. Employing a qualitative comparative -case design, the research uses a three-phase multilevel approach: document review and observation to map current D&I policies and practices; two-tier semi-structured interviews with senior decision-makers (CEOs/owners) and with HR directors and operational team leads to capture intent and implementation realities; and systematic thematic analysis grounded in Saxena's seven diversity variables and Hofstede's six cultural dimensions. Findings reveal persistent policy–practice gaps, structural and cultural barriers to inclusion, and implementation bottlenecks in recruitment, career progression, communication, and training systems. At the same time, leadership commitment, targeted talent pipelines, and structured language and communication initiatives emerge as practical enablers. The study concludes with actionable recommendations for policy alignment, co, inclusive HR processes, trainings and leadership development. This research study recognizes a fact that a contextually adapted, multilevel strategy is essential to convert workforce diversity into sustainable competitive advantage. The results offer a practical roadmap for hospitality managers in Pakistan and a basis for further research on Diversity and Inclusion in emerging-market service industries especially in Asia.

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CHAPTER I: INTRODUCTION

1.1 Introduction

There have been several studies that prove the positive influence of diversity and inclusion at work that can lead toward success. With five generations, each with a distinct ethnic background, companies must rethink their vision and structure while dealing with the complexities of five working generations. Different systems of creative and problem solving information flow may be encouraged in an organization with a variety of perspectives, ideas, and experiences. In big firms with everything from teenage interns to seniors, there's a risk of creating cliques and social circles that make other employees feel left out. And then there are the debates over how to do things, and work topics in general caused by generational divides. (Mallick, 2020).

Microsoft's 2019 Diversity and Inclusion report notes a 5.8% increase in women at the company and the fact that 16% of the leadership positions at the company are held by women. While the benefits of diversity have been recognized, many of the global organizations continue to face challenges in achieving diversity. Moreover, an inclusive culture can also boost employee morale, engagement, and retention. Companies can also improve their image by making diversity and inclusion a top priority, appealing to customers and potential staff members. As such, companies must consider diversity and inclusion as part of their long-term strategy.

In this fast paced ever changing world, organizations are increasingly looking at ways to create an inclusive culture. Diagnostic and formative by nature, organizational culture is a key factor in determining procedures, combining capacities, facing challenges and fostering effectiveness in an organization (Yilmaz and Ergun, 2008). Various definitions go

on to emphasize the importance of organizational culture in driving behaviors, interactions and the reinforcement of values within an organization. The culture shapes employee and stakeholder exchanges, impacting how individuals respond to organizational problems. Similarly, organizational culture is not written in stone, and it evolves as teams face new dilemmas, which often leads to successful behaviors being incorporated into a set of rules that all can understand. This context leads to continuity as newer members begin to model the group norms of dealing with organizational challenges (Schein, 2017).

Furthermore, no single culture is suitable for all organizations as the set of central cultural components of an effective and dynamic organization can be different from one to another. Although people recognize the importance of culture, it is a difficult and vague subject that requires dissecting to determine its underlying cultural beliefs and assumptions and how they influence what managers and employees do. No one size fits all culture that is appropriate for every organization and there is clearly a great deal of variance in the types of culture that exists among successful and high performing organization (Guterman, 2017).

Organizational culture is a conscious construction of a particular group, who set standards for behavior toward internal and external stakeholders- clients, suppliers, and regulators- within a defined limit. Previous research indicated that both internal rules, practices and procedures are the results of organizational culture and style which, many argue, helps determine internal organizational rules, practices and procedures for all employees. Additionally, research has shown that corporate culture is highly responsible for shaping the company's competitive position in the environment as well as affecting how the major firm stakeholders and society view the organization (Ntalakos et al, 2022).

Modern organization is itself a very important part of value and verification in which decisions will be accepted by employees which also need to focus on fact whether the

organizations culture is, as modern companies find culture of organization its core of value, rules and priorities about what all members of community are supposed to based on associating the organization (Belias et al., 2016). Strong culture implies that all activities are based on a common understanding of how things should be done, which is shared by majority of members, and weak culture provides a little guidance to its members and control comes mainly through written policy and procedures (Seliverstova, 2021).

Hofstede (2000) also carried out a number of ‘mini – studies’ on organizational culture and uncovered factors that may be used as descriptive of the dimensions of organizational culture. These dimensions are: process orientated versus results orientated; job orientated versus employee orientated; professional versus parochial; open systems versus closed systems; tight vs loose control and pragmatic versus normative.

A powerful open culture is paramount today in our age of globalization, where social transformation and increasing labor movement means that diversity in the workforce has never been greater. Today’s forward-thinking and evolving firms oversee a portfolio of varying human capital that have unique backgrounds, experiences, and thoughts. This plurality has precipitated inter-social interactions of employees, and brought difficulties for organizations of any sector of the economy. For that reason, leading a diverse workforce has increasingly been seen as a strategic imperative for improving co-operation, likelihood of innovation and productivity (Cox & Blake, 2016; Shore et al., 2018).

Various studies appear to indicate that firms that more effectively handle diversity among their staff are likely to see greater enhancements in performance, more innovative thinking, and an increase in employee satisfaction. In theory and in practice, homogeneous work groups have been regarded as not very efficient as compared to heterogeneous ones. Human capital is a source of an organization’s improved performance. Heterogeneous groups are only less effective than homogeneous groups in the early stages of their

cooperation, because of their heterogeneity. Diverse groups take time to adjust to working together. Such groups after a certain adaptation phase are clearly superior against homogeneous groups which do not possess a high novelty and tend to stick in their old and same ideas. Because diverse groups do more interesting work and manage better tasks- because they have more different experiences. So the only issue is how to keep these employees. (Agócs, and Burr, 1996).

Diversity and Inclusion (D&I) is inseparable as the former refers to the fact that people with different backgrounds are invited to participate, while the latter is the active process of enabling them to participate. Developing an organizational culture which caters to the diverse needs of workforce, and an inclusive culture have its own set of challenge and opportunities. For this reason, it is important to begin early, for the later one waits to establish a diverse workforce and an inclusive culture, the harder it will be down the road. Organizations today understand that Diversity and Inclusion (D&I) is critical for the success of the business. This is a tendency that also comes through on the corporate top lists. The Coca-Cola Company's global diversity philosophy is to "mirror the rich diversity of the marketplace [they] serve" (Coca-Cola, 2014). Consequently, numerous companies have brought in chief diversity officers and put a great deal of energy into these programs. For instance, in May 2015 Google pledged to give \$150 million to diversity (and only diversity) (Kelly, 2015).

Furthermore, to motivate a diverse workforce can often be difficult and, when accounting for the impact of millennials', who according to Hewitt (2015), will form roughly 70% of the workforce, they are highly influential. This recent change may have conflicting effects for employees of other generations who may not understand the move toward the shifting workplace culture that younger workers embrace. Adjusting to these changes could be all the more difficult, drawing further attention to the need to develop a culture of inclusivity

that recognizes and utilises the strengths of all staff, irrespective of their age or conditions of birth.

Although there is a widespread acknowledgment of the advantages of diversity and inclusion, many companies struggle to cultivate a culture of equal opportunity. Yet, the traditional lenses through which we view diversity and inclusion are shifting, and we expect this to continue (Nishii, 2013; Thomas, 2004). Language and behavior will change in inclusive environments as it will drive more equity and a more inclusive workplace culture. As staffing and benefits wishes converge and diversity and inclusion go global, the responsibilities of the private sector will expand. And the massive Baby Boomer generation is getting older, meaning that diversity in the workplace will be an issue to be expanded to include the elderly. A culture of inclusion, which respects and capitalizes on the abilities of all staff, will be essential to success beyond the short term.

Deloitte (2017) points out that peoples' values, experiences and needs are shifting at a fast pace as individuals of today are not necessarily the same as those previously. Minority ethnic groups fare significantly worse in the labour market with higher rates of unemployment, lower pay compared with the population majority and an over-representation in lower ranking jobs. The HR departments engage in task such as personnel hiring, selection, and promotion. But if they are biased, discriminatory, or don't include, they might also have the effect of excluding minority ethnic groups. Deloitte contends that, where HR professionals are unaware of their unconscious bias, they might unwittingly prefer candidates in the majority ethnic group, and in consequence minority ethnic groups will be left out of opportunities.

To get around the problem, Deloitte advises HR teams to "raise awareness about diversity and inclusivity" and implement processes which "value individual backgrounds and perspectives" as part of the application process. HR staff need to be trained to recognize

and overcome their unconscious biases to build a more diverse workplace culture. Organizations also need to periodically review their HR policies and processes to combat any form of bias or discrimination.

This has been supported by (Chew et al., 2011) that the workforce diversity in different companies has increased as the result of globalization. It's all good, but now it's clear this has led to delivering the customer great service, a particularly great long term sustainable competitive advantage. the demographics were equivalent to diversity, and inclusion was about participation, engagement, or in other words "the systemic integration of diversity into organizational processes."

In addition, Chavez & Weisinger, (2008) also acknowledge that diversity and inclusion are vastly different and they consider inclusion as an "attitudinal and cultural change". Likewise, Lieber, (2008) emphasizes the need for a supportive atmosphere that is diverse and respectful inclusive.

Bertoni (2010) also emphasizes the importance of adapting Diversity &Inclusion change strategy in global organizations to fit the cultural factor. Non-western cultures is oversimplified can create misunderstandings and dysfunctional implementation of these initiatives. Cultures are not static, and continued internal change in a culture can generate fresh ways to think about diversity and inclusion. Thus, the particular cultural context in which an organization is located should not be overlooked as Diversity &Inclusion initiatives should be customized based on local circumstances, albeit in line with the organization's strategic initiatives.

Diversity is relative and it depends on the culture and prospects of the population. Even though most organizations promote benefits of hiring people from various identity communities, in practice, it leads to more discrimination and prejudice (Prasad, 2001). In other words, discrimination is worse when policy and climate are not inclusive at the

organizations. Studies have demonstrated the exclusion of members of different socio-and cultural-groups from networks of information and cooperation within organizations.

The hospitality operations are highly dynamic, open for business 24/7, 365 days of the year. It is a service oriented labor intensive sector, more particularly in developing countries. As a result, the workforce is also varied, representing a vast array of cultures from the four provinces in Pakistan. Culture imparts the way of thinking of the general population, so when people from similar behaviors join an organization they can exhibit different values and behaviors. In such context, despite the fact that they are employed in a between a public and private and not-for-profit organizations, managing diversity remains at the top of the agenda for the managers (Khan and Jabeen, 2019).

Despite global evidences of positive relationships between D&I practices and organizational outcomes, such as Employee motivation and satisfaction, and retention, empirical evidences, regarding “how are Diversity &Inclusion initiatives related with employee satisfaction, and retention in the context of Pakistan hospitality industry” are scant. Research indicates that effective policies lead to increased employee satisfaction, commitment, and lower turnover in sectors that prioritize inclusion (Olsen & Martins, 2016).

Comparative study of Diversity &I nclusion practices between U.S. and South Asian hospitality industries emphasized the importance of the notion that it should be region centered. For example, the research of Malik et al. (2021) compares the mature Diversity &Inclusion approaches deployed in the US hospitality sector with the fledgling experience from South Asia and highlights the fact that, whereas the US looks to established policy-driven interventions for enhancing Diversity & Inclusion, countries in the South Asian region, including Pakistan, face cultural and socio-economic challenges that necessitate bespoke approaches. In South Asia, Diversity &Inclusion activities need to navigate

ingrained social hierarchies, varied norms and minimal regulatory backing, and the need for cultural sensitivity in the implementation of these activities is underscored. This research highlights the importance of local Diversity & Inclusion practices to ensure that the issues our participants have identified are appropriately addressed, and aspects relating to inclusivity are more effectively enabled in the context of South Asian hospitality (Malik et al., 2021).

Mohammad (2021) investigating diversity in the Jordanian hospitality industry in terms of gender, age, nationality and education, highlights the importance of having a diverse workforce to attain organizational success, especially in an Eastern culture. The implications indicate that in today's multicultural and service-based context of hospitality, a diverse hotel workforce allows hotels to have a better understanding of and address a wider range of customer needs, as in the dynamic and diverse markets of Asia. This issue is more acute as Asia's tourism industry grows, and travelers from different cultures and with diverse tastes are visiting the region. In the high-speed world of hotels, diversity enables staff to better personalize services, meeting the needs of an increasingly global customer base and, in turn, increasing guest satisfaction and loyalty.

In addition, Mohammad (2021) argues that the diversity of the workforce enables the stimulation and novelty through the exchange of innovative ideas that help the organizations to respond to the fast changing market conditions widely existing in the aggressive hospitality industry of Asia. The study also emphasized the value of creativity that can be stirred up when the team is composed of individuals with different backgrounds and ideas, which then leads to innovative and effective problem-solving and decision-making. For hospitality operators in Asia, diversity is not difference merely inclusion but also the essential to superior customer service, the key to new markets and new

opportunities which can increase the competitive edge and aid the company in the face of change in markets.

Globalization is influencing modern business patterns and the importance of diversity and inclusion in the workplace is no exception. The hospitality industry, more than others, especially manages a mix clientele and the skill to manage a diverse workforce is more at stake. This business wins by serving a broad range of customers very well, so diversity and inclusion is not just the right strategic thing to do, it is a business imperative.

Furthermore, the changing demographics make clear the need to embrace diversity and inclusion. We are no longer a homogenous workforce and include people of all generations, cultures and life experiences. This blend can be a potent catalyst for innovation since heterogeneous groups offer different perspectives in problem solving and decision making. But it also makes things difficult, in terms of communication, collaboration, and handling differing expectations. As a result, organizations need strong strategies to capitalize on the advantages of diversity and assure limited conflicts.

Workforce diversity isn't multi-generational either, although it's an influence. These days employees are ready to do work even after retirement due to the economic requirements and to keep up the standard of living and also to remain engaged in old ages. This is the reason why there is a lot of young and old aged employees we can see working in the organizations. The multi-generation has conflicting goals, thoughts, needs and abilities, and the workplace becomes troubled that must be properly managed. This is very common in a third world country as well as in Pakistan. When it comes to hiring and opportunities for promotion/growth, organizations continue to discriminate on the basis of ethnicity, gender, and age (Nishii, 2013).

Nevertheless, within the hospitality industry in Pakistan, limited research exists in exploring these implications and there is little knowledge about the unique issues and

cultural aspects that affect the effectiveness of Diversity & Inclusion. Current literature indicates that cultural adaptations in D&I strategies and moderate government incentives may be potential barriers for successful implementation of HM practices (Farooq & Ullah, 2020). This emphasizes the critical requirement for future research to empirically examine the way in which D&I practices influence on job satisfaction, loyalty and retentions, and real functions that can shape inclusivity in the hospitality sector of Pakistan (Ahmed, 2019). The hospitality industry in Pakistan is expected to grow as the country is receiving more tourists and the middle class, with growing disposable incomes, is expanding. This expansion brings with it opportunities as well as challenges for diversity and inclusion. On the one hand, the industry has the opportunity to set an example of that inclusive policy that echoes the multitude of voices in the country. On the other, it has to correct inequities and biases which currently exist and impede progress. In doing so, the hospitality sector in Pakistan can take the lead for the country's other industries, showing that doing the right thing need not only be a moral act, but also one that can benefit businesses economically as well.

Moreover, the international shift towards a more diverse workplace is strengthened by an increasing amount of empirical studies that shows the correlation between diversity in a company and business performance. Research has demonstrated that firms with diverse leadership are more likely to outperform their peers in profitability and value created. This relationship likely arises because diverse teams are more likely to be able to communicate with and meet the needs of a wide range of customers, adapt to changing market conditions, and attract and retain top talent. As the Pakistani hospitality industry strives to be competitive on an international level, the use of diversity and inclusion will be a make-or-break consideration for its future.

1.2 Research Problem

This research aims to identify the gaps between policy and practices and the resulting challenges faced by a diverse workforce in Pakistan's hospitality sector and to suggest actionable guidelines for management to enhance diversity management practices and foster an inclusive organizational culture.

According to Idowu (2022), HRM efforts focused on diversity have the potential to improve organizational performance considerably by providing an inclusive work environment, minimizing turnover, as well as increasing employee engagement. When HRM strategies take diverse workforce attributes into consideration, organizations are able to better serve diverse sets of customers and respond to changing market requirements, creating better operational results and a sustainable competitive advantage. The research provides evidence of the contribution of diversity in HR practices in leading to diversity in perspectives and skills that leads to innovation, flexibility and better decision-making in teams.

It has been argued that employees in the hotel industry are generally positive when it comes to diversity management (Manoharan & Singal, 2017). For employees and managers the concept of diversity can be easily recognized in the hotel industry, as it can lead to a better operational efficiency. To enhance customer satisfaction, attract potential customers, and achieve increased revenues, diversity management can help in bringing in diversity into the workplace and in customers. An enabling work environment that all employees feel respected and appreciated in, may be created by effective diversity management. Employees can interact better with customers and understand what clients need if they work in a diverse and inclusive environment. This could lead to better service, and happier clients. A lively and enjoyable workspace can also promote creative thinking, which can lead to higher profits.

Furthermore, (Mohammadi et al. 2022) conducted a scoping review on 20 years of workplace diversity literature research (2000-2020) in hospitality and tourism. The aim of this study was to present a panoramic view of the existing knowledge base in the field, from the perspective of the authors, organizations, countries and the theme of interest. The findings were that most of the related studies were published in the United States, then the United Kingdom, and most of the authors are university faculty and researchers. The most commonly researched themes were equal opportunities, culture, gender and recruitment and retention. The study presents pertinent insights into the existing body of knowledge on workplace diversity in the hospitality and tourism industry and highlights research avenues for further research of workplace diversity in this area.

The labor force is globalizing, changing thought, social morality, moral ethics and religious beliefs. Women in Pakistan are a factor in success of commercial organizations whereas their counterparts are present in almost every field. This has been caused by the economic downturn, food price hikes, larger family sizes and reduced incomes, among other things (Khan & Jabeen, 2019). Pakistan is not different in the sense that the workplaces here are also becoming transformed with increasing cultural diversity, globalization and increasingly multigenerational workforce. There are several forms of diversity in Pakistan's hospitality and tourism industry; including age, culture, disability, race, religion and even gender differences in workplace, much similar to the diverse society of the country (Rashid & Amjad, 2019). Such a variety is most noticeable in all public and private organizations and businesses in the sector dealing with a multicultural consumer clientele; organizations that are required to employ a staff that can be culturally 'accessed' by clients with different cultural predispositions and expectations.

Previous research has indicated that although diversity and inclusion (D&I) may lend itself to some positive effects in organization pursuing customer satisfaction, innovation among

others, it could also be a source of some negative impact in the form of communication barriers, cultural misunderstandings and potential conflicts if not carefully managed (Hameed et al., 2020). The main problem is to know which special conditions are under which Diversity & Inclusion effects can be optimized and they become efficient and at the same time Diversity & Inclusion does not have negative side effects. However, there is very limited research related to these dynamic in Pakistan's hospitality, highlighting the necessity of research that demonstrates how these practices can be strategically aligned with organizational strategic objectives.

This study expects to offer valuable inputs to industry-specific guidelines for productive Diversity and Inclusion (D&I) strategies, which in turn may help in driving organizational success and social equity in the hospitality sector of Pakistan. Organizations in Pakistan can enhance employee satisfaction, reduce turnover, and better serve a multiethnic clientele by embracing informed Diversity & Inclusion practices. Policy makers and business leaders can draw guidance from these results to craft policies to promote inclusive HR practices that allow organizations to fully leverage the potential of diversity in the workforce.

1.3 Purpose of Research

Several research works have discussed the impacts of COVID-19 on the Hospitality sector of Pakistan. The studies have shown that small businesses operating within the Hospitality sector are particularly susceptible to the financial challenges that arise during a crisis, and they may have fewer resources to cope with such situations (Burhan, 2021).

A qualitative study was conducted by Murtaza et al., (2023) to explore the issue of career longevity in the hospitality industry of Pakistan and to identify the reasons that compel individuals to be there for long duration in the industry while acquiring the notion for the short-lived and ungrateful careers in hospitality. Another study was also carried out in the hospitality industry of Pakistan to assess the effect of servant leadership on organizational

culture. According to the study, dedication, commitment to the occupation and a sense of professionalism, variety, challenges and good relationships with colleagues, supervisors and guests are what lies behind a long career in the hospitality industry. Both factors of the study emphasize on the impact of leadership on culture and its role in employee engagement and job satisfaction (Murtaza et al., 2023)

The Hospitality Business is highly dynamic and complex, second only to the hospitality industry, given its worldwide character and global employment. The varied workforce is connected directly to competitive advantage and must be properly handled to achieve full benefit (Misty, 2021). Companies in Pakistan are not quite ready to address these emerging demands the new and vibrant workforce will expect, particularly in the hospitality industry. Organizations in Pakistan, particularly in the hospitality industry, are generally found wanting in adapting to the changing demands of a diverse workforce. This is supported by research that has underscored deficiencies in Diversity and Inclusion (D&I) policies and practices. For instance, Farooq and Khan (2021) have argued some hospitality organizations do not have systematic Diversity & Inclusion frameworks and, consequently, they struggle to manage diversity across cultural, generational and gender platforms.

Furthermore, Ahmed and Malik (2020) point out that the growth of the hospitality industry has been swift and that the development of collaborative HR practices is becoming more and more lagging behind; hence, hospitality workers frequently experience a lack of career support and inclusivity in the workplace. The results highlight the urgent need for Pakistan's diverse labor market for Diversity & Inclusion-oriented HR policies, particularly as the industry continues to boom.

This qualitative research study endeavors to identify the gaps between policy and practice and the challenges of the multigenerational workforce and to be able to give the

management in the hospitality sector a few recommendations of how to apply diversity management and develop an inclusive culture especially in the context of Pakistan.

1.4 Significance of the Study

This research study looks at the issue of diversity and inclusion in the hospitality sector of Pakistan. With ever-growing diversity in the workplace, such challenges must be acknowledged, addressed and managed in order for organizational success and societal advancement to prevail. The Hospitality sector is an important source of income and employment for Pakistan. The study of diversity and inclusions within industry are important because it can increase the sense of belonging and customer experience and ultimately industry competitiveness as well. Through an examination of diversity and inclusion within hospitality operations, it contributes to addressing wider social concerns including gender parity, cultural harmony and community cohesion. It highlights the need for an environment in which people of all different backgrounds feel respected, appreciated and welcomed.

Some implications for the policy, strategy, and best practices designing to foster hospitality management hospitality operations in Pakistan have resulted from this study. This may result in the development of successful HR practices, training and organizational interventions suited for combating specific challenges pinpointed in the study.

Although the empirical evidence is based on Pakistan, the results and implications could be externalized to hospitality sections globally. As the workforce and consumer are increasingly influenced by globalization. Moreover, the multilevel analysis method adds significantly to the body of knowledge of diversity management in hospitality industry, especially in the hotel sector of Pakistan. Looking at the top two levels this study contributes to the literature and offers a rich understanding of framing complexity.

composition, knowledge about how various cultures and national systems shape D&I practices is globally relevant.

All in all, this research into issues that diverse workforce and inclusive culture confront in hospitality operations in Pakistan is important for knowledge, management, and social affairs both within the country and region.

1.5 Research Purpose and Questions

The focus of this research study is to get an in-depth understanding of the Diversity and inclusion commitments of the major organizations of this fast-growing sector in Pakistan - The Hospitality Sector. Then review their policies, procedures, and employee composition to understand their existing mix, challenges and to recommend future actions to remain competitive in this very dynamic sector.

1.5.1.Objectives of the Study

The objectives of the study are:

1. To understand the diversity and inclusion policies and procedures of the main organizations operating in the Hospitality sector of Pakistan.
2. To identify diversity and inclusion challenges and opportunities for organizations in the Hospitality sector.
3. To review the HR policies and practices of recruitment, retention, and recognition to determine the diversity and inclusion commitment level of the organization.
4. To analyze the diversity and inclusion gaps between the policy-making and policy implementations in the organizations operating in the Hospitality sector of Pakistan

1.5.2 Main Questions

1. What are the diversity and inclusion policies and practices of the main players operating in the hospitality sector of Pakistan?

2. What challenges are the managers facing in the implementation of these policies and procedures and how can they be minimized?

The bottom line is that diversity and inclusion in the workplace, especially in the hospitality industry, cannot be denied. Organizations as they grapple with the various issues in having a diverse workforce, they also must understand the huge advantages of it. The hospitality sector in Pakistan can improve the quality of service, promote innovation, and sustain growth by creating an inclusive culture that appreciates and uses the diverse talents of all employees. This research study sets out to better understand these dynamics and provides insights and advice to help organizations in this industry develop a workplace that is more inclusive and fair.

1.6 Thesis Structure

This thesis comprises of six chapters. The flow of this research thesis is organized as following:

Chapter 1: Introduction: This chapter introduces the thesis by exploring the background of the research, focusing on the understanding and importance of diversity and inclusion. It highlights the growing significance of diversity and inclusion for organizations in the service sector, particularly in the hospitality industry, and endeavors to examine the D & I commitment and challenges in the hospitality sector of Pakistan. Additionally, this chapter outlines the main aim of the thesis, along with its objectives and significance.

Chapter 2: Literature Review: This chapter explores the literature relevant to support the research related to the variables of the study. It is structured to align with the research objectives and operational definitions. The chapter also includes a detailed discussion on the selection of the theoretical framework and its implications for the research.

Chapter 3: Industry Analysis -The Hospitality Industry of Pakistan: This chapter offers an insight into the hospitality industry of Pakistan its evolution and current growth

trajectory. The case study methodology is utilized to provide a deeper view on the two groups, which were selected up for this research study; namely The S Hotel Group and The A Hotel Group. It covers the history, meaning, and issues of diversity and inclusion in these institutions. Furthermore, the chapter presents the general objective of the thesis and its objectives and significance, thus providing a foundation for the analysis and discussion to follow.

Chapter 4: Research Methodology: This chapter offers a thorough description and justification of the research design, data collection methods, and procedures employed, ensuring the study's validity and reliability. It outlines the various strategies and techniques for analyzing the collected data, aiming for rigorous analysis to support the conclusions drawn.

Chapter 5: Result & Discussion: This chapter delves into the analysis of the collected data from various sources, utilizing qualitative methods to ensure a comprehensive understanding. It systematically examines data to identify patterns, trends, and significant findings. The chapter discusses the results in detail, interpreting the implications of these findings in the context of the research objectives. This thorough analysis ultimately leads to well-supported conclusions, providing insights and recommendations relevant to the study's aims.

Chapter 6: Implication, Limitations and Recommendations: This chapter synthesizes the insights gained from the literature review, data analysis, and results interpretation. It provides a detailed presentation of the key findings, highlighting how they address the research questions and objectives. It further draws well-supported conclusions based on these findings, discussing their implications for the hospitality sector in Pakistan, particularly in terms of diversity and inclusion.

Finally, it offers practical recommendations for industry stakeholders, policymakers, and future researchers, suggesting actionable steps to enhance diversity and inclusion practices in the hospitality sector. These recommendations aim to foster a more inclusive environment and address the challenges identified through this research study.

CHAPTER II: REVIEW OF LITERATURE

2.1 Introduction

Various studies have demonstrated the importance of diversity and inclusion to the success of an organization. It causes companies facing work force spanning five generations to be more and more assorted racially reexamine its vision, structure. A diverse workforce may bring a variety of perspectives and ideas, ultimately leading to innovation, creativity and problem solving. And a culture of inclusiveness can even have the added bonus of boosting employee morale, engagement and retention. Companies and programs emphasizing diversity/inclusion, which leads to a better reputation that enables them to get more customers or employees. Many companies must see diversity and inclusion as a business imperative.

At a glance, one of the importance could be learnt through Microsoft 2019 Diversity and Inclusion report; this showed that 66% of company's global workforce are males (Mallick, 2020). Despite the demonstrated advantages though, businesses still struggling with diversity; practically on earth has some opioid of an inclusion problem. And lastly, there's the social aspect for a company that big with the range of teen workers to senior employees, it would divide employees into cliques and cause others to feel excluded. Differing modes and attitudes about getting tasks done or office matters may also cause conflict between the generations of employees.

According to Hewitt (2015) not only that, but there is a challenge in recruiting a diverse workforce as millennial are becoming the majority i.e. about 70% of the entire workforce. This is just going to get more difficult and underlines why we need to develop an inclusive culture that values the contributions of all, irrespective of their age or background.

However, employees from older generations might be left feeling lost not understanding the change to work culture a younger demographic can bring onto the job. These changes can be hard to adjust to and may seem nearly impossible especially when it comes down to stressing about having an inclusive culture where we value the work that our employees are capable of, despite what their age or background.

Multi-generational is also why workforce diversity exists. Due to the state of economy to survive in their old age many people are working even after getting retired. Therefore, further adding to the workforce diversity mix i.e. young and old age workers can be observed in the institutions. Multi-generation workforces often have conflicting goals, paradigms, needs and capacities, which present unique workplace issues that call for specific response ways. Something that is no doubt rampant in a 3rd world nation like Pakistan. Employment and advancement or promotion opportunity) (Nishii, 2013), therefore reducing ethnicity-specific discrimination, sexism, as well as ageism). Companies should also periodically review their HR processes and policies so that any bias or discriminatory policies can be identified and eliminated. Furthermore, globalizations have been expanded the workforce diversity in all organizations and it has also supported by (Chew et al., 2011).

Mohammad (2021) carried a study on this subject in the Hospitality Sector in Jordan targeting four dimensions: Gender, Age, Nationality and Education. This study confirms that an heterogeneous workforce can contribute to open new markets and presseHotel Smanagers to distinguish its employees based on the way they behave. However, the hotel industry is one where service is key to sales and having a diverse staff that can serve a diverse clientele matters. Fast-paced hotels are diversified in that they have to match the traditions, tastes and preferences of guests who come from different backgrounds In order to improve customer care and are essential for good customer satisfaction In addition, it

emphasised that a diverse workforce helped to drive the creativity and innovation that enabled companies to pivot in response to changing market dynamics and capitalise on new opportunities. That diversity can also provide a range of views and in turns methods in which to view and solve problems from a superscientific objective viewpoint.

The hotel operations are inherently unique i.e 365 days a year and operational 24 hours. This is a service labor intensive industry especially in the developing countries. Pakistan's workforce is multi-cultural due to the diversity of the four provinces. Culture influences development of the mindset and attitude in society hence when people of diverse culture come together, their value system and ideology is different. In this situation, regardless of whether they are private or open areas or conventional non-benefit associations, the supervisors have no possibility but to think about the administration of workforce diversity (Khan & Jabeen 2019).

2.2 Summary of Literature Review

Although there is a lot of work that has to be put in the inclusivity in the workplace, but it highlights one of the major voids present in our Hospitality Industry across Pakistan the hospitality industry cannot continue serving their varied customer groups esecially internal stakeholders and understanding them without a real, urgent and pressing requirement for openness throughout open cultures in its system. It may involve investing in diversity and inclusion training, fostering a culture of respect, tolerance and equal opportunity, as well as fair recruitment and promotion practices.

The influence of an organizational culture on procedures processes, capabilities integration or problem sharing is one of the main characteristics that determine the overall performance and the rapidly changing work force of today demands an inclusive culture, which was recognized by organizations in the early 20th century (Yilmaz and Ergün, 2008). Additionally, you cannot just roll out one culture across an entire organization as there are

such a wide range of basic cultural elements of successful, vibrant organizations. Different organizations may require different cultures and there is a lot of variance between the cultural attributes that are prevalent in successful effective organizations (Gutter, 2017).

Organizational culture is a creation of certain group, which determines norms of behavior in relation to the wishes and needs of employees and other stakeholders of organization (customers, suppliers), as well as regulation within a certain limit. Previous studies have demonstrated that the organizational culture represents a specific set of internal regulations, rules, and practices to which every individual belonging to the organization is obliged to comply. The results stated that organizational culture was the major concept that changed over time and organizational in culture affects competitive positioning of the organization in external environment and the way it is perceived by their main stakeholders (Ntalakos, et al, 2022).

The idea of a more comprehensive definition for workforce diversity comes from Seliverstova 2021) stating that diversity refers to the related individual differences and heterogeneity among employees in an organization, Such as age, ethnicity & race, acculturation & cultural background, physical abilities (disabilities), religious belief or non-beliefs, gender sexual preference/orientation ,language spoken by employee/members; education/degrees held; lifestyle preferred (/enjoyed);beliefs values and personal attitudes shared; type appearance/dressing/clothing worn on the job : economic status prevalent; etc. From the review abstracts associated with diversity, diversity initiatives, diversity policies, diversity practices and diversity outcomes come out as major themes in existing literature on workforce diversity management. The bulk of research shows that well-managing diversity in the work force is also associated to higher broad organizational performance, creativity and employee satisfaction.

Change is an inclusive strong culture and in a world more connected globally than ever before by technology, thanks to globalization the workforce can jump a border and, there are movements threatening to disrupt and destroy what the globe represents. In a melting pot, every progressive and growth-oriented organization is of the humans. These elements have further enhanced the interaction among the employees and present a new challenge to an organization in any field industry, and lead the implementation for managing diversity (Hofstede, 2000). Theoretical and empirical evidence indicates that homogeneous groups of employees are much less effective than heterogeneous ones. An organization can use human capital as the tool to drive performance up (Agócs, and Burr, 1996).

As Pless & Maak (2004) state, focus has been on a view of diversity mostly in terms of variety as structure or formal process without addressing the deeper level concerning taken-for-granted assumptions and values that create an inclusive context to work within. Unsurprisingly, some circumstances may present obstacles to inclusiveness. Despite the practitioner literature moving more towards inclusion rather than diversity (Roberson 2006), Roberson also discusses the considerable distinction between possessing diversity as part of an organizations workforce and developing organizational ability to utilize that diversity as a resource. The debate of Diversity vs Inclusion has also been taken up by Lieber (2008) who also emphasis the importance of creating a diverse and respectful/inclusive climate.

Importance of Diversity tends to differ across different cultures Although there is significant attention towards how the diversity of identity groups that should improve discrimination and prejudice, it actually makes more, as Prasad (2001) observed. Rather, discrimination is exacerbated when these policies and climate are nonexistent. Research has repeatedly shown members of social and cultural diverse groups are often outside the information, and opportunity networks within organizations.

A research paper by Morton et al, (2019) considers how the model of organizational culture can be applied to an understanding of organizational culture within the service sector. It examines underlying theoretical structure to address how the intricate, ambiguous, and tacit nature of organizational culture sets the context for the service occupation and impacts on organizational behaviors and outcomes. The authors also offer some insight on the challenges for service sector organizations, extolling the virtues of developing a shared identity, being clear about who has what kind of authority and influence, and modeling behavior based in values. This work helps to understand how these components might be applied in service organizations,

Dyachkova et al. (2019) shows that organizational culture when it is formed and then changed into becoming more inclusive by diversity management of workforce and HRM strategies & practices. This paper examines the links between performance and diversity, HRM practices and firm profitability. It explains how managing diversity through HRM systems could be beneficial for organizational performance. You will learn the difficulties faced by companies for different employees and how they can tackle them to gain possible rewards as well. In his final words in the article, Idowu (2009) describes how workplace diversity should influence HR strategies and further argues for benefits that accompany incorporation of this to an organization. 2022).

Manoharan, & Singal (2017) have a more positive attitude in managing diversity as the hotel industry can also contribute to improving operational efficiency through diversity management. Diversity management can contribute to a nuanced environment for customer and employee, thus increasing customer satisfaction and potential clients recruited as well as revenues. They also confirmed that the studies were typically run in the United States or UK, and mostly written by university staff and researchers. The most popular themes for research were equal opportunity, culture, gender and recruitment & retention. The

results of this study provide a useful summary of the state-of-the-science on research on diversity in the hospitality and tourism as well as some suggestions for future research (Mohammadi et al. 2022).

Mistry et al (2021) mostly described the aim behind performance by Saudi employees with variation from the hospitality and tourism sector in an informative way. Raw data shows that variables such as gender, nationality and education can influence how effectively sector employees manage diversity. The survey reveals a far stronger link between diversity and performance in the public sector than across all employers, largely due to the relatively low levels of women that are present in the workplace. Saudis were also found to be the top nationality working in travel and hospitality positions according to research. The article speaks of the Saudi Arabia hospitality and tourism sector but this can be a trend in most of Muslim countries particularly Asia.

A few research study in Hospitality Management have been conducted in Pakistan but very limited and mostly in the Tourism sector. The effects of COVID-19 in Pakistan on Hospitality were researched. These studies also reveal that the micro- enterprises in Hospitality industry are so feeble and might not have enough budget to confront the disasters about financial aspects (Burhan, 2021).

Another qualitative research was undertaken to find out career longevity of the hospitality industry in Pakistan and reasons behind continuing working in the industry when both viewed it as short term/un-satisfying careers? Recently a research was conducted on servant leadership and organizational culture in Pakistan Hospitality industry. Long careers in the hospitality result both from dedication and engagement at work, professionalism, variety and complexity of the job, and being capable to rely on healthy relationships with colleagues, supervisors; guests; well-defined work-tasks as well as a pleasant working environment. The study also tries to emphasize how leadership influences the

organizational culture and employee engagement and job satisfaction (Murtaza et al., 2023).

Hospitality Operations can be incredibly complex and are dynamic, whereby diversity is inborn into the hospitality world on a global scale as well as world employment. The diverse work force is directly tied to competitive advantage and must be properly addressed to realize its full benefit (Misty, 2021). Furthermore, the future of human resource in hotels, particularly on diversity and culture in an operational environment (Min, 2023). This holds true for the hospitality industry and why having a diverse workforce is significant and there needs to be an effort to recruit, retain, and promote employees based on their talents.

At present, there is a little work on a workplace in the hospitality sector of Pakistan with all its heterogeneity. In theory, the Pakistani context is specifically of importance in analyzing these concerns as the interpretation of diversity can be assumed to differ between both realms. These organizations are in a highly competitive, fast-maturing industry with changing demographics of their workforce and must build an overall culture of inclusivity to sustain and grow for the future.

2.3 Conceptual Framework

The conceptual framework is specific to this research study. It shows how the researcher synthesizes existing knowledge and concepts that are related specifically to the focus area of the study. The framework shows the relationships between constructs of key variables or concepts that are being investigated. It is in the form of a map of what the researcher wish to explore, identifying main concepts and their relationships within that context are to be studied.

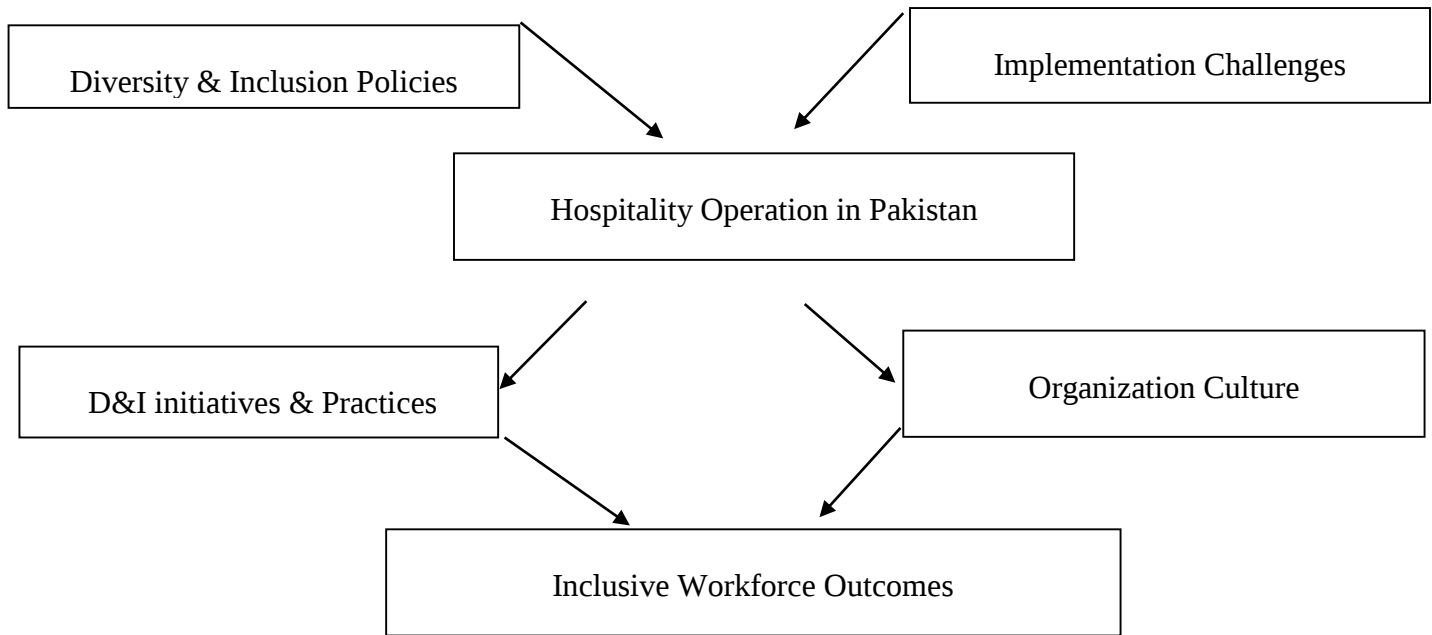


Figure 2.1: Conceptual Framework

2.3.1. Importance of Conceptual Framework

The conceptual framework is the cornerstone of my research study, *Challenges of Diverse Workforce & Inclusive Culture in Hospitality Operations – A Multilevel Analysis of Pakistan*. It ensures consistencies and scientific validity throughout. Whereas in an under-researched context of workforce diversity and inclusion (D&I) like Pakistan hospitality industry, especially from organizational viewpoint critically important but academically yet underexplored, this conceptual framework structures the systematic examination of these dynamics and acts as an illustrative tool for the framing of research questions defining key concepts i.e workforce diversity, organizational culture and inclusion policies and demonstrates their relationships within the specific context in Pakistan Hospitality industry.

Secondly, the framework provides a systematic structure for qualitative enquiry which is not only useful in strengthening study's focus but also ensures that its findings help in

advancing knowledge on policy making and implementation practices therein at local level specific to Pakistani hospitality sector.

The base of analysis can provide a means to delve further into hospitality manager D&I dilemmas e.g., the difficulties faced by managers in implementing policies, or their antipathy toward cultural change. The study has signified the importance of this research by linking the focal problems in the contexts where much is left unexplored about Diversity & Inclusion phenomena especially in underdeveloped country scenario like Pakistan. In addition, this framework provides practical implications by connect findings to a broader theoretical model such as Hofstede's cultural dimension and Saxena's contextual insights can generalize results to other similar industry in this region.

In this research study, the conceptual framework serves as a common thread across all stages of research, from clarifying key concepts and organizing questions through data analysis and practice implications it can be used to compare the Policy making of the major players such as the Hotel Group S and A in Pakistan in a structured manner. Equally, this brings to the forefront the various challenges and operational practices due to the widely different sets of workforce composition for two. The framework also places the study such that it may be relevant in both academic discourse and practical industry insights, proposing a set of strategies enabling nurturing inclusive cultures and diverse work forces specifically adept to the context of Pakistan's hospitality sector. Following this way in which the study conducted, not just authors ensures that their research is methodologically rigorous, but also helps to expand their influence and relevance.

2.4 Theories and Models

Concepts and relationships can be explored with the support of theories/models, forming the basis for developing or enriching a conceptual framework. These models offer a rational construct of how variables are interrelated and provide a perspective on which to

investigate specific behaviors. In particular, the incorporation of **Hofstede's cultural dimensions and Saxena's contextual insights** into the conceptual framework play an instrumental role for this research study on D&I practices within the hospitality sector in Pakistan because it not only lends depth but also a direction to studying how D&I practices emerge within organization like S Hotels & A Hotels.

The framework bridges academic theories to the hospitality scenerio, giving us a deep understanding of specific theorization about workforce diversity and how an inclusive culture is important for building a labor force in this specific industry. The theoretical framework of authors like Hofstede, who proposed the Cultural Dimensions studies, is very meaningful in Diversity management. Pakistan has an individualistic culture, and power distance is high; theories such as Hofstede can easily be applied to understand the environment (dimensions: Individualism VS collectivism and Power Distance) affecting organizational behavior against adaptation in its hospitality sector. For example, high power distance culture of Pakistan might affect leadership practices inherently demanding the inclusive behaviors from the leaders towards challenging traditional hierarchies and promoting equal opportunity for all levels of the workforce (Hofstede, 2011).

This study has linked theoretical perspectives to Pakistan's hospitality industry through relevant examples. The entire exercise allows the two industry players and the government to follow appropriate scientific approaches towards practice. As seen in the conceptual framework, theory and models find their importance in sociology. In this case, the two theories are fundamental in helping clarify cultural dynamics and contextual insights. The two scholars whose theses manifested in the conceptual framework are Wolfgang Hofstede and Carol Kaori Saxen , the architects of the two theories. In sociology, theories help define the organization and clarifying the tendency that cultural differences have on the firm or worksite. This, however, means that it is possible that The S Group of Hotels and The A

Group of Hotels, two institutions that this study centered on have distinct cultural backgrounds regarding work. The first one can be described as having a collectivist cultural orientation while the other organization falls in the individualism orientation. The explanation and understanding of these two organizations are drawn from two theories developed by Hofstede. It is further supported by the theory adapted from Saxena.

Theories and models help us to develop a good theory into conceptual framework as they provide the basic building blocks that drive, rationalize and place in frame the relationship between what is being studied. Such models are useful for organizing our thinking by specifying the different ways in which variables might interact and through which we explore specific aspects of phenomena. In the context of this hospitality sector study in Pakistan, blending Hofstede's cultural dimensions with Saxena's contextual insights is especially crucial for reinforcing depth and focus on how D&I practices are evident in organizations like S Hotels and A Hotels.

In the context of Hospitality Sector- The centrality of Hofstede's cultural dimensions and Saxena's contextual insights in shaping the conceptual framework are evident from this research study on Diversity & Inclusion practices. These theoretical lenses inform the selection of an organizational cultural, cultural values, inclusive leadership, hiring practices and career development intervention.

Finally, the application of these theoretical frameworks can be interpreted as abstraction relative to real-world problems in countries like Pakistan such as gender and ethnicity disparity in its hospitality industry. As an instance, at the S Hotels, they have been following diversity policies and introducing people from underdeveloped areas in their workforce. Yet limitations are even present in the application of thorough inclusion methodologies in all service operations and women workers at top-level management positions which is contrary to theories which suggest that inclusive policies not only

enhance staff morale but increase customer service quality perception and reputation (Mughal & Shaheen, 2022). Also, such as the efforts of A Group which is focusing on workforce diversity among through tailor-made training programs showed the practical implementation of transformational leadership and it is attuning employees to complex organization missions by empowering them.

2.4.1. Theories and Models in Conceptual Frameworks

- **Defining and Clarifying Concepts:**

Hofstede's cultural dimensions theory offers important cultural contexts such as individualism versus collectivism, power- /uncertainty-avoidance, etc., on how these cultural values might affect the perception what does diversity and inclusion mean within the organizational settings of hotel and tourism business. This theory could also describe in what way cultural variance can impact the adoption of diversity policies held by SGroup and A Hotels.

- **Guiding Conceptual Relationships:**

The reseracher uses the contextual insights to make clear how situational aspects like organizational culture, determine the way D&I practices are applied. This framework details the connections between the cultural and organizational context of each hotel group, and what drives them to diversity training or inclusive leadership or the current recruitment and promotion policy.

- **Supporting Analysis and Interpretation:**

Theories and models give researchers a way to interpret patterns and trends in the data. For instance, according to the research S Hotels seems more onto collectivist values in their Diversity & Inclusion strategy and A Hotel shows individualistic behaviors. These differences can be interpreted using Hofstede's theory. This may help elucidate how the cultural orientations described could affect both the effectiveness of diversity training

efforts and the engagement of employees at each company as highlighted by Saxena's insight.

- **Enhancing Rigor and Credibility:**

Through a theoretical lens based on Hofstede's cultural dimension, the study raises the robustness of exploring how larger outer culture-values influence organizational behaviors, especially in a multinational environment such as the hospitality industry. Similarly, the insights of Saxena by accounting for context add richness to it by reminding that Diversity & Inclusion practices too are contextual and language-specific by also making it more applicable to our local Pakistani ecosystem. Hofstede's (1980) cultural dimensions and Saxena's Cultural insights on Diversity & Inclusion practices in hospitality are core to the research study that guides the formation of the specific framework. These theoretical perspectives then inform the key variables identified, including organizational culture and norms, cultural values and formativeness susceptibility (Brewer & Weber, 1994; Brewer et al).

2.4.2. Hofstede's Cultural Dimensions:

Hofstede model is paramount to gain an understanding on how diversity and behavior of organizations is influenced by the national culture within which it operates. Things like power distance and individualism vs. collectivism can correlate how really many people think of those hierarchical structures and workspaces that promote selfless cooperation within S Hotels and A Hotels, respectively. This can help to frame the theory in our conceptual framework as a way to understand how each hotel group is cultural orientated and their possible implementation of diversity policy. This might then explain why Hotel A may focus more on D&I from a structured, top-down approach compared to Hotel B which strives for team-based initiatives.

2.4.3. Saxena's Contextual Insights:

Saxena analyzes the impact of context on organizational behavior and suggests that practices should be matched to local cultural, social and economic conditions. It is a model that can be applied to explain how the distinct socio-cultural environment of Pakistan influences the Diversity & Inclusion initiatives in each hotel as well. More broadly, Saxena is also used in the conceptual framework to illustrate how local societal norms and workplace expectations impact community engagement for Diversity & Inclusion practices. The study is therefore able to investigate the ways in which hotel management at Hotel S and Hotel A may be adjusting their diversity strategies to better reflect this local context, and more closely relate the research to some of the specific challenges and opportunities present within hospitality in Pakistan.

2.5 Use of Hofstede's Cultural Dimensions Theory

This is where Hofstede's Cultural Dimensions come into play - of the most insightful models to help us understand how those cultural differences influence organizational behavior, and especially in its multicultural setting. The six key dimensions: Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance and Long-Term/Short-Term Orientation - Indulgence vs. Restraint. And even in organizations, these dimensions manifest in the form of societal norms and values which can severely shape leadership styles, employee behavior, and effectiveness of diversity & inclusion (D&I) initiatives. Hofstede's Cultural Dimensions is one part of framework to evaluate how the culture vary among some societies. The variable is an operationalization of a construction that lies at a larger dimension.

2.5.1 Power Distance

This cultural attribute does have a substantial influence in the way D&I practices are implemented, as commitment from leadership to this kind of initiatives may either

benevolent or authoritative as in Pakistan , and it all depends on how it is communicated and put into action. In contrast, cultures like Scandinavian and Nordic are often described as having low power distance, which indicates a higher tendency for equality and participative approaches in decision-making, allowing for an easier adoption of inclusive practices where everyone feels encouraged to come forward with their ideas and involvement in D&I.

2.5.2 Individualism vs. Collectivism

Individualism vs. Collectivism is another very important one and describes to what extent people in a society are integrated into groups. People in individualistic cultures put their abilities first and take care of themselves and immediate relations only. In collectivist cultures such as Pakistan, however, people are tightly integrated into strong and cohesive in-groups that provide them protection in return for their loyalty. It is largely related to team dynamics and conflict resolution strategies - a huge challenge in Diversity & Inclusion initiatives. For example, in collectivist cultures creating a group mentality and team is key.

2.5.3 Masculinity vs. Femininity

The Masculinity dimension focuses more on Japan and two other countries in what people call the 'Asian culture' home; Confucian societies: they are primarily masculine cultures with their focused issues: achievement, heroism, assertiveness, and material rewards for success (Masculine) vs. cooperation, modesty, caring for the weak and quality of life (Feminine). Pakistan's approach to gender identity is even more conservative than in India, which remains deeply patriarchal and traditional. Such a dimension takes on added importance in relation to gender diversity programs at organizations. However, in more masculine cultures measures to promote gender equality in leadership should be designed to question traditional gender roles and thus enable equal opportunities.

2.5.4 Uncertainty Avoidance

In Pakistan, with moderate to high uncertainty avoidance, it is paramount that change management exercise is initiated with a loud communication and step by step manner to mitigate anxiety and efforts of resistances adapt the change. In a culture like this, D&I policies need to be crystal clear and simple in terms of what actions lead to which results in what procedure. Accurate and concise, training ensures that employees know what the new policies are (with updates) so they can react to changes in organization effectively.

2.5.5 Long-Term vs. Short-Term Orientation

A mix of the two is displayed here, depending on who one asks. Organizationally, the strategic dimension for D&I initiatives indicates that strategies should consider immediate organizational goals versus long-term sustainability. Programs that maintain respect for traditional practices and integrate traditions with other types of programming will likely be most effective, ensuring D&I building efforts are culturally sound yet innovative.

Hofstede's Cultural Dimensions can be applied in organizational settings tailored towards developing and/or refining effective Diversity & Inclusion strategies. For instance, in a high power distance culture the leadership styles need to be adjusted to respect the hierarchical dynamics while promoting open communication & feedback. D&I initiatives in masculine cultures gender diversity programs should aim at transforming of traditional roles and promote equality and in high uncertainty avoidance cultures there is need for clear policies and procedures so the resistance to change can be reduced.. Not only does this enhance the organizational efficiency it promotes an inclusive work environment and a sense of harmony thus leading the way to holistic long term success and sustainability.

2.6 Use of Saxena's Contextual Insights

These makes up the other half of the conceptual framework which focus on the local cultural values, social structures and historical factors, which have an effect how diversity

and inclusion (D&I) within organizations can be understood. These insights can be very beneficial to create Diversity & Inclusion strategies specifically for the socio-cultural environment of Pakistan in mind and specifically for its job market. Cultural values strongly affects work place dynamic in Pakistan. Among the most significant traits of culture is always that worth addressing serves as a factor, which often makes we' needs and wishes less essential than those of others when considered as being an option within teams. Strong family and community connections define social behavior in a collectivist nation such as Pakistan, which translates into teamwork and group cohesiveness inside the workplace. This emphasis on common goals can be a good thing in the hospitality industry, where teamwork is inevitable; yet, it also needs to be carefully managed so that individual contributions continue to be acknowledged and appreciated.

One other cultural value is respect for authority. For example, High Power Distance means hierarchical relationships and deference to authority is high in Pakistan. This aspect of culture affects how people behave at work as well and are likely to demonstrate great deal of reverence or deference towards their superiors. Although this aspect of command and control can lead to an orderly, disciplined work environment, it simultaneously stifles open communication and narrows the range of perspectives that are voiced.

Pakistani culture also has very deep-seated gender roles. Historically, the culture has set men and women on specific societal tracks which can all be considered, for better or worse (usually both), antithetical to gender diversity and inclusivity initiatives within organizations. Women also experience systemic obstacles, such as outdated gender expectations that hinder progress in the workplace. Organizations can do this, literally promoting roles that see both men and women in equal light but not by disrespecting traditional roles as they remain sensitive to cultural contexts.

2.6.1 Social Structures

Pakistan has a diverse social structure in terms of ethnicity and language. The country is home to many different ethnic groups, their language and cultural practices may rivals and show difference from other ones, such as the Punjabis, Sindhi, Seraiki, Pashtun, and Baloch. This pluralism is of course a great value in that it stimulates the cultural fabric of the pulsating space, but at the same time creates problems of communication and mutual understanding. The hospitality industry is a service-orientated sector, so a place where communication is one of the most vital key elements in requirement for team building and an area that has to employ Diversity & Inclusion strategies recognizing these language and cultural differences.

Another crucial social cleave is the urban-rural split. Employees working at rural versus urban locations can experience very different educational and occupational backgrounds with a broad socio-economic divide in play. This gap is something that may manifest itself in the workplace further, where rural employees might find it difficult to fit into an urban workplace. However, they also need to have inclusion strategies in place that help these folks succeed such as implementing additional training or creating a mentorship program for employees from rural areas.

2.6.2 Historical Factors

The legacy of British colonialism, with its hierarchical ways and systemic prejudices, is still rampant in the workplace. Learning about this history is crucial to recognizing these biases and removing them as obstacles to diversity and inclusion. For instance, the remnants of colonial-era norms might allow for the continuance of top-down systems or other tactics that push some groups in the organizations to the margins. This is much bigger challenge for HR managers in Pakistan as well when it comes to implementing policies across the spectrum.

Migration trends also impact the diversity of Pakistan's hospitality sector. Rural to urban internal migration and external migrations such as repatriation of the Pakistani-diaspora too adds with new dimensions of diversity. These movements are capable to bring different cultural perspectives and experiences into the workplace, making it more multi-cultural and diverse but also create challenges in terms of team work and cohesion . All the above mentioned internal migration patterns need to be accounted in the Diversity & Inclusion strategies of organizations when considering different solutions that aim at better integrating diverse employees.

For the plausible operationalization of Saxena's situational wisdom, the policymakers in hospitality industry organizations operating in Pakistan must evolve their region and culture-specific policies. This involves the development of policies to combat discrimination that meet struggles concerning ethnic background, sex and (low) social class; along with practicing recruitment techniques that involve diverse groups actively. For instance, recruitment strategies might be customized to encourage applicants from various ethnic and linguistic heritages or rural regions.

Organizations that remain resolute in their commitment to training and development are the most successful in diversity and inclusion. Cultural competence training are important to inform all employees about the differences between the two specific cultural values in Pakistani society which are collectivism and respect for authority, hence reducing bias. Leadership development needs to train leaders on how they can navigate cultural differences, while also enabling inclusive cultures. Any D&I agreement has to be led by top –tier management or will not succeed, leaders must lead in all respects. This is a powerful way to lead by example with employees and can have profound ripples throughout the culture of our organizations.

Furthermore, as an organization practice, way of work approach which is flexible working arrangements for employees with varying background or even family commitments can be operationalized. One more way to expand the support is self-evident and would take up all the time: establishing structural connections between underrepresented groups (minorities, women) who can help each other simply by being a platform for mutual support and advocacy. Organizations should proactively engage in the local community by forming collaborations and investing in corporate social responsibility (CSR) initiatives. This action can help organizations increase their social model and stand as a proof of its dedication toward social inclusion.

From Saxena's context, hospitality organizations in Pakistan can come up with D&I strategies that are proven to work, and also rooted in the local beliefs · They shine a light on the intricate relationship among cultural values, social structures, and historical contexts that influence organizational behavior. By understanding these nuances, leaders can foster a more inclusive environment that does not only appreciate the differences for the sake of appreciating them but embraces it as such and leverages diversity as an asset in driving success to their business.

2.7 Constructs and Variable

2.7.1. Diversity Dimensions:

- i. Age: Different experiences and perspectives due to age.
- ii. Gender: Inability to accurately represent gender and unique challenges in the workplace.
- iii. Ethnicity & Culture Ethnicity: what effect does cultural diversity have on communication & teamworkmedium.com
- iv. Physical Abilities or Disabilities: to broaden your hiring pool in terms of physical ability, for example injuries and impairments.

- v. Culture Dimensions: How power distance, individualism, masculinity and uncertainty avoidance impact D&I

2.7.2. Inclusion Practices:

- i. Policies and Procedures: Organizational policies to create an inclusive environment (example, discrimination free environment)
- ii. Training and Development: Culturally sensitive training that increases both cultural competence and decreases biases.
- iii. Committed Leadership: How leadership techniques drawn upon to promote D&I efforts.

2.7.3. Outcomes:

- i. Employee Well Being: Job satisfaction, Engagement, Retention
- ii. Organizational Performance: Primary aspects of performance include service quality, customer satisfaction, as well as financial metrics. (Women Promotion into Management positions.)
- iii. Innovation and Creativity: How Diversity in Perspective Drives Innovative Solutions (Expansion of the Hotel Group)

By integrating Hofstede's cultural dimensions and Saxena's situational lens into the theoretical model, this study develops a more nuanced picture of how organizational practices are shaped by cultural / contextual factors. So, these theories not only seem to sit well within the conceptual framework but also bolster its capacity in providing a mechanism for sensible integration of cultural context and organizational outcomes. As a result, this integration exposes the research to be both contextually grounded and theoretically based providing practical recommendations for D&I practices in the domain of hotel industry of Pakistan.

2.8 Methodology

2.8.1. Qualitative Approach:

Research on diversity and inclusion have taken different approaches from a number of disciplinary perspectives to illuminate the multifactorial issues that are related to these topic across various organizational parts. These quantitative methods include surveys and statistical analyses, which have been popularly used to quantify diversity levels, reveal discrimination trends, and evaluate the effects of Diversity & Inclusion programs on firm performance. As an example, demographic data and employee perception surveys has been shown to provide quantitative insight into the extent of workforce diversity and its effects on productiveness and innovation (Sanders & Stone 1975; Cox & Blake, 1991).

These techniques typically do not work to get the full, immersive stories of employees from diverse backgrounds and especially so in sectors that have high levels of interpersonal and cultural significance, like hospitality. Researchers have also used qualitative approaches - interviews, focus groups and case studies -- to study the lived experiences of employees as well as organizational processes that impact D&I. They provide invaluable, in-depth information on cultural nuances and organizational policies to better understand how inclusion is applied & perceived in different cultures and organizations (Ely & Thomas, 2001).

In particular, case studies have been useful in providing a detailed view of Diversity Inclusion practices and how policies, directives from leaders and cultural norms within the organization dynamically interacted. This emphasizes the importance of leadership in ensuring inclusivity - for instance: Nishii (2013) conducted a study (using largely qualitative methods) to explore how inclusive climates impact employee outcomes.

While these frameworks offer important insights, further research is required to explore their relevance in the context of the hospitality industry in Pakistan. Finally, due to the

unique cultural, social and economic dynamics of this sector a comparative multi-case study design was considered most appropriate as it permits deeper more revealing studies be conducted about the difficulties that are associated with making policy and implementing practices policy. Diversity & Inclusion in relation to research on two major hospitality Groups of Pakistan S & A . Through the use of document reviews and key informant interviews, the study strives to identify some of the underlying mechanisms that drive D&I outcomes in ways that more general quantitative surveys would miss.

This methodology is deemed suitable for closing the literature-practice gap in the Pakistani hospitality sector. Case studies are particularly useful for qualitative methods, allowing for the inclusion of multiple perspectives, including those of managers and policymakers, in order to create a complete view of both the challenges and opportunities concerning Diversity & Inclusion (Yin, 2018). Not only does this tailored approach deepen the analysis, but it also supports the aim of this study to provide practical suggestions on how best to create inclusive cultures within the hospitality trade.

2.8.2. Multilevel Analysis:

Research on diversity and inclusion (D&I) has been established since long back where various strategies have been suggested to deal with the triple phenomena of workforce diversity, organizational policies, and workplace culture. Much of the quantitative work has concentrated on diversity metrics (Cox & Blake, 1991) relating to demographic characteristics and resulting inferences about performance and innovation within organizations. Although these approaches provide great at tracking patterns and trends, just as in the above case study, they are unable to dive deep into the user experience of individual (much less people across multiple companies) within diverse teams. As an example, research that captures how many women or minority groups hold leadership

positions can be providing important data but does not uncover the other processes (barriers and enablers) that impact on these numbers (Bell et al., 2011).

At the same time, much of the research has used qualitative methodologies (e.g. interviews and case studies) that deepen our understanding of employee lived-experiences and the more invisible organizational elements for Diversity & Inclusion implementation. In the case of Nishii (2013), using qualitative methods, she studied inclusive climates within organizations and examined how leaders and organizational culture foster inclusion. Now, this method has made a significant impact in areas where human interactions and cultural identities are important factors for employee experiences like hospitality. Such qualitative studies offer a nuanced view of how policies and practices are lived in practice, but they can seem constrained sometimes from examining only one level of organizations.

This qualitative research study strives to be able to fill these gaps by conducting a multilevel analysis that takes both individual and organizational perspectives into account, providing a more detailed answer of how Diversity & Inclusion works. This methodology is the need of the hour whether its Pakistan hospitality industry or national culture, organizational policies and individual experiences all interweave with each other. In relation, Hofstede's cultural dimensions like power distance and collectivism provide a high view on workplace behavior at the macro-levels, but qualitative disclosures from employees are useful for providing a view into micro-level dynamics (Hofstede, 1984). This research, with its multilevel framework, can have a better understanding of the mechanisms playing out through national culture which directly and indirectly may affect the experiences of employees, and in return it is intended to serve as an actionable knowledge base when wanting to increase inclusion through organizational culture or leadership.

A multilevel analysis approach was selected to meet the call for context specificity in Diversity & Inclusion research. Previous studies have often overlooked the unique socio-

cultural dynamics in developing countries such as Pakistan, and instead focused on Western contexts where challenges to diversity and solutions to these challenges can vary greatly (Jonsen et al., 2011). A multilevel approach is perceived to be a suitable means by which these contextual outliers can be addressed allowing the study to identify how global Diversity & Inclusion principles interact with specific local cultural contexts.

The multilevel approach applied to this research on diversity and inclusion (D&I) in the hospitality sector in Pakistan provides a more nuanced explanation of how D&I policies are constructed, communicated, and put into practice. This methodical approach provides a deeper analysis of the roles and obligations associated with Top Management to front line employees in order to gain more knowledge on, how diversity and inclusion initiatives are implemented. Focusing on two high-status industry players, the study indicates nuances in sectorial challenges and opportunities and proposes a framework driven empirical execution of top management view, policy implementers' perspective and the organizational context.

Level 1: Documentation Analysis

Firstly, a detailed examination of the internal documentation presented within the shadow of these two organizations was conducted at level one, which frames that current documented environment from where Diversity & Inclusion stands. These analyses incorporated a review of documentation such as diversity policies, employee handbooks, corporate social responsibility (CSR) reports, and training manuals. Such documents are a formal expression of the organization's Diversity & Inclusion commitments and provide an evidential base to assess how these policies contribute or may constrain broader drivers of business performance. By examining these materials, the researcher was able to uncover discrepancies in policy and practice and explore how organizations are framing diversity within their operational structures.

This documentary analysis provides some key benefits and allows the researcher to explore the values and foundational assumptions that form the basis of Diversity & Inclusion commitment & initiatives. By applying frameworks such as Saxena's Contextual Insights, the analysis reveals how well D&I policies support the cultural, social, and historical contexts of these organizations. This is especially critical in Pakistan due to societal norms around gender roles, ethnic diversity and collectivism that may influence the framings and implementations of such policies. Furthermore, the research examines how power distance and collectivist cultures, as described in Hofstede Cultural Dimensions theory, influence the creation and communication of Diversity & Inclusion policies by these organizations. The analysis of the document also structures whether the D&I policies act into rather than against existing power relationship. For instance, a high-power distance culture might result in top-down policy making where the rank-and-file members are scarcely consulted thus potentially impairing the operational effectiveness of these initiatives.

Likewise, collectivism - another strong cultural characteristic in Pakistan - can influence how Diversity & Inclusion policies are communicated and implemented within companies the collectivist mindset often emphasizes group harmony and uniformity, which sometimes overshadow individual distinctions and requirements. The documentation analysis enables identification of how these cultural tendencies are balanced by organizations when recognizing the need to foster diversity and inclusion. Examining the language found in policy documents and manuals, the research reveals when organizations frame diversity as a strength or a threat to group cohesion more broadly hinting at corporate culture.

The power distance also influences gender diversity policies significantly especially in a society where they reverence traditional gender roles. An analysis of the documentation reveals that some organizations are considering issues regarding gender, i.e. equal

opportunities for men and women, gender quotas in leadership or programs tailored to facilitate the development of self-awareness among women with a dual career.

The Diversity &Inclusion policy content provides an initial lens to understand how these formal presentations are interpreted with their organizational and societal contexts through a first level of multilevel analysis. This research study endeavors to provide insights into the difficulties of Pakistani hospitality organizations in developing these policies arising out of local norms but conforming to national standards. This lens sets the groundwork for understanding how policies of Diversity &Inclusion are interpreted and implemented at subsequent levels, notably by middle management and operational team leaders.

Level 2- CEO/ COO/Owner Survey and Interviews

In the second stage of the multilevel analysis administered by this research study, the qualitative data is collected from the highest leadership or decision-making positions such as CEOs, COOs, and owners that have been selected within those hospitality organizations. The main aim is to seek understanding of this layer's strategic imperatives and justifications for the design and implementation of their diversity & inclusion (D&I) policies through surveys and in-depth interviews. The first step in achieving this is gaining an understanding of the perspectives of leadership who set the tone for how Diversity &Inclusion will be addressed across the organization. Their choices can impact the organizational culture and steer how diversity and inclusion policies are created, communicated, and carried out company wide.

Key goal of this level is to investigate the grassroots commitment of top leadership towards Diversity &Inclusion in their organizational strategy. The interview questionnaire and Google survey offer these leaders the opportunity to elaborate on their vision of Diversity &Inclusion , suggesting whether they believe it is a critical business imperative or merely meets the standards of compliance. Leaders see diversity positively if they view it as

helping to increase employee morale, customer satisfaction, and innovation. This level takes the pulse of whether diversity is a lever for more sustainable objectives or a response to threats and opportunities at strategic imperatives (e.g. forced by advancement, globalization and changed employee categories)

Another critical factor is leadership commitment to Diversity Inclusion at this level. This analysis looks at the level of interest from CEOs, COOs and owners as to whether they are invested in driving diversity & inclusion activities. Transformational leadership can be an instrumental factor in ensuring organizational culture, promoting inclusivity and influencing employee engagement, etc. In fact, the success of such policies largely depends on their commitment.

This layer of investigation also aims to identify external pressures on leaders that affect their Diversity & Inclusion initiatives. The priorities of such organizations are highly impacted by globalization and customer expectations, especially in the hospitality sector. For example, leaders may realize that a diverse workforce is better equipped to serve an international customer demographic - thereby using Diversity & Inclusion as a strategic advantage in the global market-competitive industry. The increasingly universal demand for CSR is putting new pressure on organizations to be more diverse in their policies.

Lastly, the comparison of responses from top leaders across both control groups offers an analysis that illustrates generic trends and specifically identify divergent strategic management approaches to Diversity & Inclusion across the two selected hospitality organizations. This comparison offers further insight into the ways that organizational culture, market position and leadership philosophies influence the extent of diversity and inclusion policies. Finally, this type of analysis pinpoints best practices and areas for improvement which offers illumination on how corporate leadership could lead Diversity & Inclusion activities specifically within their own context.

Level 3: Policy Implementers' Survey & Interviews

At the third level of analysis in this multilevel analysis insights have been sought from people who are responsible for translating diversity and inclusion (D&I) policies into practices within the hospitality organizations. These implementers are the HR managers, departmental heads and operational leaders who translate top leadership strategic vision. This research aims to take this ground-level perspective provides much-needed insight into how executive level policies translate to daily activities and the way those policies manifest in employee's perception.

The researcher aims to understand, through interviews and Google survey, the gaps between what top leadership intended (strategically speaking), and what actually is/is not working toward those policy goals. Leadership may know what Diversity & Inclusion should look like but the magnitude of implementing those policies can be daunting, primarily due to staffing and resources skilled in creating change. Those on the front lines of policy implementation give first-hand stories where it becomes significantly difficult to carry out Diversity & Inclusion and how they are practically implemented in a hospitality organization. This can be how budget constraints impact the scale of diversity training programs, or how bugs in communication logistics can stifle employee engagement in D&I initiatives.

Policy implementer interviews and Google Forms additionally probe the reception of Diversity & Inclusion initiatives by employees, providing a sense of how policies are received and adopted (or rejected) across the organization. This is important because a lot of employers by now have or are using D&I (Diversity and Inclusion) policies, however - they may or may not be working. The success of these strategies totally hinges on the buy-in from employees; if staff do not feel like they must engage with them then HR will certainly encounter an uphill battle alongside their new policy/plan; when there no

engagement → there will ultimately be no return. This perspective helps reveal whether the D&I initiatives are viewed as an authentic effort to promote inclusivity or not, accessible by capturing the implementers' perspectives. This granular level of analysis, therefore, enables a far better understanding as to the specific ways D&I policies impact upon workplace culture and employee morale – key components in the broader success of such initiatives.

This combined societal-level approach of two components (structural and contextual orientation) is a crucial factor in the larger scope of implementation of Diversity & Inclusion policies. They further underline that policy implementers have to operate in the realm of ethnic and linguistic diversity, as is the case in Pakistan with multiple languages and diverse ethnic groups. The interviews shed light on how these factors impact Diversity & Inclusion policies and how the division that exists between urban and rural areas plays a role as well. For example, in areas that are more rural, traditional gender roles and conservative cultural values could create extra strain on creating an inclusive work environment, whereas in cities with a diverse and progressive workforce would present different dynamics for policy implementation.

These interviews and survey responses also address the extent to which traditional gender roles continue to endure. Gender equality is likely to meet resistance from patriarchy-driven work standards that will be difficult simply because of the conservative mindsets. The understanding of gender dynamics can provide insights into how the gendered schema may contribute towards adoption and extent to which it can enable an effective implementation of Diversity & Inclusion policies from a hospitality scenario that is prevalent in Pakistan, where certain expectations are linked to being male or female and may define behaviors and attitudes within workplaces.

This allows the researcher to understand what challenges policy implementers face and the ways these are addressed across different perspectives within both hospitality organizations. This research study adds a level of granularity that underscores the practical realities of Diversity & Inclusion policy implementation in this sector and offers some insights as to what helps and impedes such initiatives from succeeding. This overview is core to achieving in-depth perspective on the shadow of Diversity & Inclusion management under which Pakistani hospitality industry resides, and to pinning better actionable insights where applicable.

2.9 Research Gaps

While there is a growing body of research on diversity and inclusion (D&I) in the hospitality industry, this literature has done much to improve our comprehension of the significance of promoting workplaces that are welcoming for all. Nevertheless, many research articles have ventured from the western to non-western context mostly areas based in west. The study of diversity has been dominated by quantitative research, quantifying gender ratios or ethnic representation in organizations while largely ignoring the qualitative dimensions of inclusion – employee perceptions, cultural sensitivities, and organizational challenges in implementing inclusion policies (Nishii 2013). This numerical bias frequently abstracts Diversity & Inclusion into a race for ratios, failing to take account of the complexities of socio-cultural and organizational dimensions - over something as polarized as Pakistan.

The second limitation encourages researchers seeking to investigate the inter sectionalism of race, gender and socio-economic status in relation to Diversity & Inclusion. The individual empowerment and equality that predominates studies in the West (Cox & Blake, 1991) are not suitable for Pakistan. A culture where collectivist cultural values and power hierarchies at workplace exist (Hofstede, 1984). As one instance, authoritarian leadership

styles based in high power distance cultures may either hinder or facilitate the realization of inclusive practices; a factor not commonly considered in global studies.

Research has largely focused on large multinational organizations and ignored small- and medium-sized enterprises (SMEs) within the hospitality industry. As a larger proportion of Pakistan's hospitality sector consists of SMEs, the lack of dedicated research diminishes the applied value of existing Diversity & Inclusion frameworks. Based on global best practices developed in North America or Europe structured diversity training and inclusive leadership models are also being promoted (Roberson, 2006) as this has been shown to enhance cross-cultural team performance. That said, to assume such practices can be exactly copied and pasted onto the Pakistan context is perhaps premature; countries differ greatly in terms of economic resources, the regulatory environment and cultural values.

By contrast, many general global studies focus principally on the importance of policy and regulatory frameworks in compelling Diversity & Inclusion practice - for example through affirmative action policies or anti-discrimination laws (Jensen et al, .2011).

Conversely, in Pakistan, the regulatory environment is not as effective and D&I initiatives are generally seen at the behest of organizational leadership rather than any legal obligations. The vast difference between the two suggests that while global best practices can only give some perspective, they still have to be localized to accommodate the peculiar problems of a region. According to context, western organizations may be much focused on addressing racial diversity in their scenario whereas Pakistani hospitality organizations could count gender inclusion or the incorporation of diverse ethnic groups in such as biases against underrepresented provincial communities.

The literature also exposes biases in the interpretations of current studies. A common example of how Western Diversity & Inclusion research is generalized to all settings is when authors assume the mere presence of a diverse team will automatically result in high-

performing and innovative teams (Gursoy et al., 2017). While this approach conveys a certain understanding, it does not recognize diversity as a driver of innovation and makes the more immediate connection between supervisors and multicultural researchers invisible. By implication, in certain cultural contexts such as Pakistan that have hierarchical leadership and uphold traditional values about gender roles, it appears there is a lack of specific context-based literature positing how some specific strategies can be implemented for developing an inclusive organizational culture.

2.10 Conclusion

Collectively the multi-level analysis, alongside with the documentation review and leadership insights enable us to see a collective and comprehensive picture of how Diversity & Inclusion can be managed within Pakistan's hospitality sector. Top leadership may be championing Diversity & Inclusion as part of their strategic vision, but the policy implementers often provide a cold dose of reality in terms of how these initiatives manifest with respect to practice. The use of multilevel analysis provides a more nuanced exploration of how strategic intent maps onto individual-level experiences in practice, and highlights some of the challenges - yet also possibilities - for building an inclusive work context within the industry. Through the policy implementer lens, it deepens our understanding of how Diversity & Inclusion policies are influenced by sociopolitical systems and economics in this context.

Hofstede's Cultural Dimensions and Saxena's Contextual Insights in combination are two additional models that provide theoretical background for understanding D&I within the hospitality sector of Pakistan. Hofstede's model allows us to systematically comprehend wider cultural values affecting organization behavior - such as power distance, collectivism or gender roles. The use of these dimensions is so that it can identify the deep cultural factors that influence employee engagement, leadership types and working climate.

Saxena's Contextual Insights build on this by providing a more nuanced analysis of social, economic and political determinants with attention to local cultural values, and historical legacies. This enables a more comprehensive understanding of how global cultural changes not only affect D&I practices but also manifest within the socio-cultural fabric of Pakistan. In contrast, Saxena Contextual Insights shed light on Pakistan culturally Specific context and Historical reality it might be difficult to implement One Size Fits all approach for Diversity &Inclusion. The peculiar social fabric, a mosaic of the colonial past, religious diversity and the prevalence of heterogeneous regional ethnicities mold various organizational cultures in Pakistan. Saxena's model offers a way to think about this historical and societal context, encouraging stakeholders to reflect on what traditional gender roles, local norms and religious beliefs have to do with current Diversity & Inclusion agendas. The researcher can within these boundary investigate how national narratives and historical legacies of inequality are related to contemporary attitudes towards inclusion and equity in organizations.

The complementarity of Hofstede's and Saxena's frameworks greatly increases the analytical depth of this study by creating a more complete lens on how to approach Diversity &Inclusion challenges and opportunities in Pakistan's hospitality industry. Through a combination of these two perspectives, research can reflect universal cultural dimensions as well as specific local contexts to better capture Diversity & Inclusion on the ground. In addition, the blended framework provides new insights into not only the explicit but also implicit factors affecting Diversity & Inclusion, thereby enhancing the practical value of our research to practitioners dealing with implementing these initiatives in a culturally diverse and historically rich context such as Pakistan.

Theoretically, the hybrid combination of Hofstede's and Saxena's frameworks should provide a more holistic lens for assessing the efficacy of D&I practices in Pakistan's

hospitality industries. It provides greater insight into how culturally dependent such well-intentioned policies may succeed or fail, for example due to collectivist nature of Pakistanis society that might encourage teamwork and inclusivity - or conversely perpetuate power differentials. It arms us with the knowledge we need to make concrete, culturally literate recommendations to surface and cement these Diversity & Inclusion initiatives within organizational cultures.

CHAPTER III:

INDUSTRY ANALYSIS – THE HOSPITALITY SECTOR OF PAKISTAN

3.1 Introduction

Hospitality in Pakistan is a vibrant and ever-changing industry that contributes heavily to country's Gross Domestic Product. This industry conveys following certain hotel, foods and beverages, tourism, meeting and conference, etc. It uses these services to provide for the needs of its domestic and international customers. The sector has grown significantly in the last 10 years. The increased domestic tourism, increased international business, and growing middle class contribute a great deal to its overall growth. The objective of this chapter is to identify and discuss the key internal stakerholders, their issues, managing them and the challenges in evloving future workforce of the hospitality industry of Pakistan.

The fast growth of the hospitality industry in this part of the world can be connected with alterations in the socio-economic-political spectrum of the world economy. In Pakistan it has evolved from being a tool to cater to the colonial elites, the upper class gentry and the local travelers in its early days, into a rapidly emerging industry ready for international acceptance; Pakistan's hospitality has responded well to world dynamics and its own transformation.

3.2 The Past: Foundations and Early Development

Pakistan's hospitality industry has its roots in British colonial India. The hotel service was for colonial government officers on leave from British India and military officers visiting on leave for hunting and for the resident's entourage, not for the town-dwelling. Tourist and hospitality infrastructure was elemental, mostly comprising government rest houses, railway hotels and a few high-end accommodations in major urban centers such as Karachi, Lahore or Rawalpindi.

3.2.1. The Colonial Influence:

The British brought with them western concepts of comfort, luxury and the conception of western style hotels and clubs. They were designed in a manner such that they always looked colonial, with sprawling gardens and palatial structures. These multi-purpose mega structures were commissioned in the city centers and hill towns, generally serving as the leisure residences of the colonial elite.

3.2.2. Colonial Infrastructure and Hospitality Services

i. Rest Houses and Dak Bungalows

During the colonial period in the Indian subcontinent, which later included Pakistan, a distinctive form of hospitality emerged through the use of rest houses and Dak bungalows. Owned by the government, these buildings were built to accommodate the British officials and military officers who backtracked and fled multiple times. These rest houses and Dak

bungalows were obviously situated along routes and in the remotest places. The Dak bungalows also served the purpose of supplying the basic needs of passengers like food, lodging and rooms for horses. Although simple in concept and practice these facilities marked the initial attempt at organized lodging in the area.

ii. Railway Hotels

As railroads were built in late 19th and early 20th centuries, it not only revolutionized the mode of transport, but was also responsible for the birth of a new segment of hotels near train stations. These railway hotels were built in present Pakistan in major urban centers such as Karachi and Lahore and Rawalpindi and they catered to the British travelers as well as the elite of the places in which they were situated. They were a class above the dak bungalows, with some better quality and luxury facilities. These establishments were social centers for British expats. They were developed in the beautiful Victorian style of buildings with marble lobbies, dining halls and beautifully maintained gardens

iii. Clubs and Gymkhanas

Another significant feature of colonial-era hospitality was the development of social clubs and gymkhanas. The social clubs and gymkhanas were also fast emerging as integral weaves in the British India's hospitality fabric. These were exclusive and gatekept spaces where British elites and officials went for entertainments, food, and socialization. They were the predominantly established in major cities such as Karachi, Lahore and Quetta – an instance was the Lahore Gymkhana. These clubs had an array of amenities, including fine dining, recreational facilities like tennis courts and swimming pools and event spaces for balls and parties. They were designed to meet only the social and cultural requirements of the British gentry and the public were not admitted to them.

iv. The Advent of Luxury Hotels

Luxury hotels emerged in large cities at the end of the 20th century. These mammoth buildings were built by rich British and Parsi entrepreneurs and they had an audience that included rich travelers including British officers and visiting princes. Prominent ones include the Karachi's Palace Hotel and Lahore's Faletti's Hotel. The hotels offered a level of luxury and comfort above and beyond what could be provided from anonymous space, down to the most detail private suites or stunning public spaces. These hotels also developed into major points of reference for major social and cultural activities, thereby solidifying their position as elite hosting establishments.

3.3 Post-Independence Hospitality: A New Chapter

At the time of the creation of Pakistan in 1947 this new country received only a small, relatively underdeveloped hotel industry that was still largely of the colonial era. The new government that was being established realized the importance of hotel development as part of the overall effort at nation-building. Yet, there were several challenges that confronted the Pakistani state in its early years of independence including political volatility, lack of resources as well as the need to invest in other critical areas such as health, education and infrastructure.

3.3.1. Government Initiatives and the Role of the State in Hospitality Development

3.3.1.1. State-Owned Enterprises and Tourism Promotion

As the country's structural deficiencies were rectified and stepped up and the country began to move in 1950s and 1960s; the government of Pakistan started to play a more prominent role in the expansion of the hotel and restaurant industry. Regarding the potential of tourism as an earning and pride factor for the country, the government also set up the Pakistan Tourism Development Corporation (PTDC) in 1970. PTDC was mandated to develop tourism infrastructure, both within the country and abroad, and to promote Pakistani

tourism both locally and internationally. This involved building motels, rest houses, and resorts at all important tourist centers throughout the country.

3.3.1.2. Motels and Rest Houses in Tourist Regions

PTDC set up an elaborate structure of rest houses and motels out of cities. It did so by developing a chain of motels and rest houses at scenic places of the country (like Swat) which were already being visited by the domestic tourists. This system served masses of ordinary people, by offering cheap living accommodation with minimal facilities. Furthermore, the policy over emphasis on opening up the regions, contributed to fuel tourism in the hitherto inaccessible or underdeveloped regions

3.3.1.3. Heritage Tourism and Cultural Preservation

The government has also invested in Pakistan's cultural heritage while promoting its hospitality industry at the same time. Historical and national heritage sites, such as the ruins of Mohenjo-Daro and Taxila were focal points of tourist interest. These initiatives served two purposes- one to provide hotels and guest houses establishment and restoration and renovation of the historical sites. This was the time frame when cultural tourism started emerging as an integral part of the hospitality industry

3.3.1.4. Boutique Hotels and Family-Owned Guesthouses

Alongside the international hotel chains, the 1970s and 1980s welcomed a flurry of boutique, independent hotels and family-owned guesthouses. Relates to those enterprises that provide a more personalized and specialized type of service as opposed to larger hotels, but generally for the same cities with a high volume of tourists. And they are family working to highlight cuisine, culture as well as customs and to serve up traditional Pakistani hospitality. This further bolstered the proliferation of the hospitality industry, specifically targeting multiple market segments and serving diverse customers.

3.3.1.5 Cultural and Heritage Hotels

This was an era of a whole new segment opening up. A niche segment of culture heritage hotels. Frequently based in historical or classical constructions, the sites were designed to convey and create a cultural immersion. A typical representation of this policy is the Faletti'Hotel Sin Lahore, which was renovated and reopened in 1980s. It gave the visitors a view of a colonial lifestyle along modern lines. These motels gained popularity among the foreign tourists visiting Pakistan, who wanted to experience a true reflection of the history, culture and heritage of Pakistan.

3.4 Early Challenges in the Hospitality Sector

Despite these positive developments, Pakistan's hospitality sector faced a range of obstacles in its formative years.

3.4.1. Limited Transport Infrastructure

Poor transportation facilities were one of the biggest challenges for the Pakistani hospitality industry. Poor roads, lack of air connectivity and very underdeveloped public transportation across Pakistan's stunning, culturally rich regions are key factors that have kept some of the world's most beautiful regions isolated. This has severely limited how much untapped value in this space, especially in the north and around cultural site, the hospitality sector could access.

3.4.2. Inconsistent Quality and Service Standards

Another major problem related to irregularity in the quality/ standards and services prevailing in the Hospitality Industry. Luxurious hotels in major cities were generally of a higher standard, and provided level of service. Steering down another path, smaller places, especially government-run motels, frequently failed to meet the needs of travelers. This discrepancy was caused by the incomplete educational system, training programs for

employees of hotel industry were not yet established, and no uniform regulations in the entire hotel industry existed.

3.5 The Present: Growth and Diversification of Pakistan's Hospitality Sector

It has seen exceptional development, in fact, as opposed to the past, the hospitality sector has expanded on a very large scale in the last decade or so. Today, however, it remains in a state of rapid change. This growth is the product of economic liberalization, private investment and an explosion in domestic and international tourism. This has now resulted in the hospitality industry of Pakistan becoming a mixture of services and facilities to serve multi-need customers. The hotels encompass a variety of services from luxurious, to budget oriented, in the city and out in the countryside.

3.5.1. Economic Liberalization and Privatization: Catalysts for Expansion

The hospitality industry in Pakistan traces its roots back to the policies of economic liberalizations of the 1990s that served to catalyze growth across the entire sector in the country. These were measures that were written and intended not to interfere by the state in some way and to open the economy. They became a huge factor in driving private investment and fostering entrepreneurship in the hospitality space.

3.5.1.1. Emergence of Local Hotel Chains

One of the most significant outcomes of liberalization has been the rise of prominent local hotel chains such as Pearl Continental (PC), Avari, and Serena. These brands have established a national presence, operating in major cities and popular tourist destinations alike. They've played a key role in elevating hospitality standards across the country by offering a wide range of services that appeal to both business and leisure travelers.

3.5.1.2. Entry of International Hotel Brands

The growing strength of domestic hospitality players laid the groundwork for international hotel chains to enter the Pakistani market. Brands like Marriott, Ramada, Movenpick,

Hilton and Best Western have since established a foothold, bringing with them global best practices and raising the competitive bar for service delivery and management.

3.5.1.3. Rise of Boutique and Specialty Hotels

Alongside large chains, boutique and specialty hotels have carved out their own niche. These smaller, independent establishments often focus on delivering personalized services in culturally rich or scenic locations. They are known for their unique themes, attention to detail, and integration of local heritage, offering guests a more intimate and immersive travel experience.

3.5.2. Development of Supporting Infrastructure

3.5.2.1. Investment in Tourism Infrastructure:

The growth in the hotel sector also generated substantial investments in related services – transport, utilities, and tourist services. This comprised building new airports, roads and mass transit systems, in order to better connect popular tourist areas. This accessibility made it more convenient for tourists to visit other parts of the country. It also opened up new opportunities for the hospitality sector, especially if you were in an area which was previously inaccessible.

3.5.2.2. Government Incentives and Partnerships

The government has been a significant contributor to the recent boom in the hospitality industry through its encouragement of investment and Public Private Partnership. Tax deductions, lower import duties on machinery and investment subsidies stimulated private investment in the sector. Capital intensive tourism mega projects – hotels, heritage tourism sites have benefited from the con races of capital and expertise rendered by these partnerships.

3.5.2.3. Surge in Domestic Tourism

Domestic tourism has been on high demand and became the biggest trend for Hospitality in Pakistan. Drivers of growth include higher disposable incomes, better infrastructure and increasing awareness of the country's natural and cultural resources. It has also opened up new opportunities for the hospitality business.

3.5.3. Tourist Hotspots and Regional Expansion

3.5.3.1. Adventure and Nature Tourism in the North

The North of Pakistan has become one of the most popular domestic tourist attractions. They comprise districts such as Gilgit-Baltistan, Khyber Pakhtunkhwa and Azad Jammu & Kashmir. With beautiful scenic views, ranging from mountains, valleys to lakes, the hill stations cater to thrill seekers who are passionate about trekking, mountaineering and camping. This demand has been met by an innovative hospitality category that includes new hotels and resorts, eco-lodges and tented camps that can appeal to adventure enthusiasts.

3.5.3.2 Cultural and Heritage Travel

Cultural and heritage tourism besides natural beauty, the country's cultural and historical heritage, has developed as a major pull for local tourists. Historic buildings such as the Badshahi Mosque and Shalimar Gardens in Lahore, the city of Chiniot with some buildings dating from 11th century, and the ruins of the ancient city of Harrapa. Cultural Tourism has grown in popularity and support to catapult the rise of heritage hotels, guest houses, and guided tours to prey to the experience of the country's past, and traditions.

3.5.3.3 Urban Tourism and Business Travel

Business travel and urban tourism has generated a distinct category widening tourism in urban centers of the country such as Karachi, Lahore and Islamabad. Due to this, Hospitality industry in these cities has also progressed and it primarily serves and meets

the demand from business travelers by offering facilities including development of business hotels, convention centers, and service apartments. Furthermore, urban tourism has been supported by expansion of shopping malls, entertainment facilities and cultural festivals that have attracted domestic travelers.

3.5.4. The Digital Shift: Social Media and Online Platforms

3.5.4.1. Social Media's Role in Promoting Tourism

The domestic tourism of Pakistan spurt is huge, thanks to the advent of social media and the digital world and that has actually set forward a new era of tourism. Using channels and means like travel bloggers, influencers and social media campaigns the beauty and variety of Pakistan's tourist destinations have been brought to the forefront. This has brought more people to travel within the country, and a spike in domestic and international tourism. Especially younger people in search of new places to explore and to show off online.

3.5.4.2. Booking and Review Platforms

With easier access to the internet, online booking websites such as , Booking. com and Airbnb, have made it simpler for tourists to be able to find and book a place to stay in any part of the world including Pakistan. The popularity of these platforms has also been a boon for small hotels, guesthouses and lodgings, which have been given a platform to compete with, again, the bigger hotel chains. Composite customer reviews and ratings on them have further caused the quality of these services to improve, in order to avoid having the negative experiences being published on the publicly available information online.

3.5.5. Modernization and Innovation in Hospitality

The hoteling industry of Pakistan has never been misleading with trends and development. It has been observed that companies have continuously adjusted to the fluctuations of

consumer preferences and technological innovations. As result new products, services and business models have emerged that focus on the changing requirements of travelers.

3.5.6. Embracing Technology and Digital Transformation

3.5.6.1. Going Digital

Rapidly embracing digital technology is a prominent trend among the Pakistan hospitality industry. These innovations are employed to expedite processes, improve customer service, and maximize efficiency. Guests can now perform function such as operate online reservation systems, the use of digital payment options and mobile apps for guests to use their phones to access services such as room service, concierge and check-in/check- out.

3.5.6.2. Smart Hotels and AI Integration

Some hotels around Pakistan have started to incorporate technology into the experience of the guests. These hotels have been popularly dubbed as “smart hotels”. Among these are AI-based personal recommendations, automated lighting and temperature controls for guest rooms and voice-activated virtual agent for customer service. These advances add convenience and also promote a personalized touch, which is of interest to today’s connected traveler.

3.5.7. Sustainability and Eco-Conscious Hospitality

The ecotourism is an emerging trend and growing up in Pakistan. However, in the more-developed regions of the country, particularly the north, where much of the beauty and natural diversity is found, ecotourism is more prevalent and successful. Sites like eco-lodges, campsites and nature retreats are being built to accommodate tourists who want their stay to be environmentally conscious and hands-on. They contribute to sustainable development because they do more than just encourage conservation; they also provide sustainable incomes to local people.

3.5.7.1. Green Practices and Responsible Tourism

The increased focus on sustainability because of escalating concern about environment is affecting Pakistan's Hotel Industry as well. Additionally, hotels and resorts are implementing green standards. Examples of these may include alternate energy sources, water and energy reduction and recycling and waste management. There are also some institutions that are attempting to support sustainable agriculture and lower their carbon footprints by sourcing local and organic products available for their restaurants.

3.5.8. Diversification of Offerings and Personalized Experiences

3.5.8.1. Luxury and High-End Market:

This is comprised of luxury domestic and international travelers who expect luxury accommodations and experiences. In Pakistan, the hospitality industry has responded to this trend by developing and upgrading properties ranging from high class resorts, vacation homes (villas), to one of a kind serviced residences that include luxury facilities such as spas, fine dining eateries and general concierge services. These properties frequently strive for limited, customized experiences through offerings such as private guided tours, gourmet dining and customized adventures.

3.5.8.2. Cultural and Thematic Hotels

Another trend in the diversification of the hotel industry is the emergence of cultural and thematic hotels. As the name suggests, the distinctiveness of these institutions derives from their concordance with culture, history, or environment. For instance, certain properties in the northern areas are designed in local architecture and the interiors are adorned with local artifacts. Some others could provide themed experiences based on bygone eras, famous characters, or cultural wills, allowing visitors to stay in an immersive and educative setting.

3.5.9. Challenges and Resilience in the Modern Era

3.5.9.1. Economic Fluctuations and Political Instability

Just like any other business, the hospitality industry is not immune to economic or political downfall. If anything, some say, it is more "cyclical" and more prone to political instability than most. Tourism can drop, and hotel occupancy can plummet due to things like economic recession or political turmoil. And yet the hospitality community has proved enormously resilient as it has been forced to pivot. A good case in point is hotels shift attention to domestic tourism during periods of low international tourism.

3.5.9.2. Security and Perception issues

Security is one of the main challenges that the hospitality industry is currently encountering

1. They directly relate to the inbound tourist market. These are the result of bad image of Pakistan as well as a poor safety perception for the visitors, which impact the economy as well. The story does change though as time goes on. However, there is a lingering change at some level in perceptions due to the security efforts, positive narratives and the representation of Pakistan's secure and hospitable setting.

3.5.9.3. Competition and Market Over-Saturation

The rapid growth of the accommodations industry has resulted in fierce competition, this is even more so true for large cities and tourist destinations. Saturation of the market or entry of a new establishment can result in decreased profit margins and price wars particularly in small firms. In order to survive, businesses will need to differentiate themselves, innovate and deliver superior customer service.

3.5.10. The Role of Hospitality in Pakistan's Economic Development

The expansion and diversification of the hospitality trade has certainly had positive economic benefits for Pakistani society through providing employment opportunities, earnings of foreign exchange and regional development.

3.5.10.1. Employment Creation

The hotel industry still represents one of the largest sources of employment in Pakistan. Expansion of hotels and tourism resorts have also led to an increase in the demand for labour (both skilled and non skilled). This sustains livelihoods and helps reduce poverty.

3.5.10.2. Foreign Exchange and Investment

International tourism and investment in hotel and resort development is a stimulus for foreign exchange. This flow of capital helps in the growth of the economy and also maintains the balance of payment position of the country. In addition, the participation of the international hotel chains has raised the standard of the industry through knowledge and skill transfer.

3.5.10.3. Regional Development and Community Empowerment

Hospitality industry has also arguably made a regional development impact with the developments in the remote and underdeveloped areas where it has provided improved access and connectivity. This comes from the development of tourism-related infrastructure, like roads, airports and utilities. In addition, the development of ecotourism and cultural tourism provides new sources of income, an effective way to protect cultural heritage and the environment, and it plays a substantial role in the local community, enjoys the local tradition and ecology.

Expansion, variety and modernization are basic features of the current phase of Pakistani hospitality. They have been instrumental in both the economic development and international stature of the country as the industry grows and changes. Through continued investments in infrastructure, environmentally sustainable practices, and a culture of innovation, the hospitality industry is primed to be a key driver of Pakistan's future of growth and prosperity.

3.6. The Now: Current Trends in the Hospitality Sector of Pakistan

Due to global and local dynamics, the hospitality industry has changed dramatically. Today, the industry has transformed quickly due to various factors such as economic growth, digital revolution, and changing consumer behaviors in conjunction with global events like COVID- 19.

3.6.1. Surge in Domestic Quantitative Overview: Domestic tourism has increased over the past few years, driven by rising disposable incomes, improved infrastructure, and a growing middle class.

Tourism

Annual Domestic Tourist Visits (2019-2024)

Year	Domestic Tourist Visits (millions)
2024	72 (estimated)
2023	65
2022	60
2021	55
2020	45
2019	50

Table 3.1: Annual Domestic Tourist Visits (2019-2024)

Key Drivers:

1. Improved Infrastructure: Domestic tourism has resulted in easy access and travel to outlying regions. This includes new roads, highways and transportation links.
2. Social Media Impact: The growth of domestic tourism is further fueled by social media platforms. In fact, they have served as a bridge, through which influencers and travel bloggers could exhibit the natural beauty, culture and heritage of Pakistan to a global audience.

3.6.2. Rise of Online Travel and Hospitality Platforms

- a) Quantitative Overview: The digitalization of the hospitality sector has accelerated. This new trend is shown by a growing number of bookings made through online platforms.
- b) Percentage of Hotel Bookings Made Online (2023): 40% of all hotel bookings are now made through online platforms, up from 25% in 2018.
- c) Popular Platforms: Jovago, Booking.com, and Airbnb have gained significant traction in Pakistan, with Jovago being particularly popular for domestic travel.

Key Trends:

- a) Mobile-First Approach: A significant portion of online bookings are made via mobile devices, reflecting the growing importance of mobile internet in Pakistan.
- b) Impact of COVID-19: The pandemic accelerated the shift towards online bookings as travelers sought contactless and convenient options.

3.6.3. Growth in the Mid-Range and Budget Hotel Segments

- a) Quantitative Overview: The mid-range and budget hotel segments have seen a rise as they successfully cater to a specific category of customers – domestic tourists and price-sensitive travelers.
- b) Number of Mid-Range Hotels (2023): Approximately 2,000 mid-range hotels operate across Pakistan, with a 10% growth rate annually.
- c) Number of Budget Hotels and Guesthouses: Over 5,000 budget hotels and guesthouses are operational, reflecting a broadening of the market.

Key Drivers:

- a) Affordability: The rise in domestic tourism, has also led to a greater demand for affordable accommodation that offers value for money.

- b) Standardization: Hotel chains like Hotel One (by Pearl Continental) have standardized the mid-range segment, providing consistent service quality at affordable prices.

3.6.4. Sustainability and Eco-Friendly Tourism

- a) Quantitative Overview: Eco-friendly practices have become a priority for many establishments due to a growing focus on sustainability within the hospitality industry.
- b) Percentage of Hotels Adopting Eco-Friendly Practices (2023): 30% of hotels in Pakistan have adopted some form of eco-friendly practices, such as waste reduction, energy efficiency, and water conservation.

Key Trends:

- a) Eco-Lodges and Green Resorts: There has been an increase in the number of eco-lodges and green resorts, successfully catering to yet another category of customers – environmentally conscious travelers.
- b) Government Initiatives: The government has introduced incentives for hotels and resorts to adopt sustainable practices, further encouraging this trend.

3.6.5. Post-COVID-19 Recovery and the Shift towards Wellness Tourism

- a) Quantitative Overview: In the aftermath of COVID-19, wellness tourism emerges as a significant trend in the recovering hospitality industry.
- b) Revenue Recovery Post-COVID (2023): The hospitality sector is expected to recover 85% of its pre-pandemic revenue levels by the end of 2023.
- c) Growth in Wellness Tourism (2023): Wellness tourism, which includes spa retreats, yoga centers, and health-focused resorts, has grown by 20% year-on-year.

Key Trends:

- a) Focus on Health and Safety: Hotels have implemented stricter health and safety protocols. This has been a crucial step in rebuilding consumer confidence.
- b) Rise of Wellness Centers: There has been an increase in the number of wellness centers and retreats, particularly in scenic locations such as the northern regions and coastal areas.

3.7. The Growth of the Hospitality Sector in Pakistan

In recent years, Pakistan's hospitality industry has seen a remarkable transformation. What was once a relatively modest sector has now evolved into a dynamic part of the country's economic landscape, creating jobs and boosting local communities?

Several factors have contributed to this upward trend. First and foremost, improved economic conditions have meant that more people now have the means to travel, explore their own country, and dine out more frequently. This shift in consumer behavior has helped drive demand for better hotels, restaurants, and travel experiences.

There's also been a boom in domestic tourism. Scenic regions like Swat, Hunza, and Gilgit-Baltistan are drawing record numbers of travelers. This rise in footfall has triggered rapid growth in demand for quality places to stay and eat, especially in areas that were previously overlooked.

Government efforts have also played a big role. Initiatives such as the Pakistan Tourism Development Corporation (PTDC) and the National Tourism Strategy 2020–2030 have provided a clear signal: tourism matters. With a stronger policy focus and public-private collaboration, the sector has found new momentum.

Another driving force is the increase in international business and investment, especially in major cities like Karachi, Lahore, and Islamabad. These hubs now cater not only to local tourists but also to business travelers and foreign professionals — all of whom expect world-class hospitality services

Lastly, Pakistan's rich cultural and historical heritage, combined with its natural landscapes, has made it an attractive destination for international tourists, particularly those looking for adventure and authenticity. From ancient forts to high-altitude treks, the country offers unique experiences that are hard to find elsewhere.

3.7.1. Major Players in Pakistan's Hospitality Landscape

Pakistan's hospitality sector is made up of a vibrant mix of local, regional, and international brands — each offering something distinct, from luxury hotel chains to rustic local food joints and boutique event firms.

3.7.1.1. Hotels and Resorts

i. Serena Hotels

Part of the Aga Khan Fund for Economic Development, Hotel S operates a collection of upscale hotels across the country — in cities like Islamabad and Karachi, as well as in beautiful spots like Hunza and Swat. The brand has become known for blending comfort with traditional Pakistani charm.

ii. Avari Hotels

This family-run chain includes iconic properties like Beach Luxury and Avari Towers in Karachi and Avari Lahore. With decades of experience, the Avari name is almost synonymous with luxury hospitality in Pakistan.

iii. Pearl Continental (PC)

Owned by the Hashoo Group, the PC Hotels have become a go-to choice for both business and leisure travelers. They operate in nearly every major city and tourist spot, delivering consistent service and comfort.

iv. Marriott Hotel

The Islamabad Marriott is one of the few internationally branded hotels in the country, known for hosting diplomats, businesspeople, and high-end events. Its location and service standards keep it in high demand.

v. Zaver PC Hotel, Gwadar

Strategically located in Gwadar — a city quickly rising in global importance due to CPEC reflects the growing business interest in the region and is one of the few high-end accommodations in Baluchistan.

3.7.1.2. Restaurants and Dining Establishments

i. Monal Group

Starting in the Margalla Hills, Monal has expanded into multiple cities like Lahore, Rawalpindi and has now also opened a Hospitality School in Lahore. Its reputation for offering great views along with a solid traditional menu has made it a household name.

ii. Butt Karahi

Lahore's pride, Butt Karahi is the go-to for authentic, rich-flavored Pakistani food. Locals and tourists alike flock here for a taste of its legendary dishes.

iii. Café Aylanto

A popular spot in Lahore's upscale dining scene, Café Aylanto offers Mediterranean-inspired cuisine and is especially known for its ambiance and quality service.

iv. **Kolachi Restaurant**

Located by the sea in Karachi, Kolachi offers a scenic and flavorful dining experience. Known for its seafood and Pakistani grill dishes, it attracts both locals and visitors year-round.

v. **Bundu Khan**

With decades of culinary history behind it, Bundu Khan remains a staple in traditional Pakistani cuisine. Its consistency across branches nationwide has kept it a favorite for generations.

3.7.1.3. Tour Operators

The backbone of any hospitality ecosystem, tour operators in Pakistan range from public bodies to specialized private firms

i) **Pakistan Tourism Development Corporation (PTDC)**

Pakistan Tourism Development Corporation (PTDC) is a government body that organizes tourist activities in Pakistan. PTDC runs motels and resorts in different parts of country besides providing guided tours for visitant facilities assisting and improvement of tourism infrastructure. They include private tour operators as well. The Explorer's Inn is a private tour operator being one of these, it exclusively focuses on adventure tourism with programs as Trekking, Mountaineering and cultural tours in Northern areas of Pakistan. The experiences provided are experiential and it caters to both domestic as well as international tourists. Karavan Leaders, a third tour operator providing culturally focused and historic thematic tour functions uniquely guided archaeological visits to sites of ancient antiquity, heritage walk programs in historical cities and active participation during cultural festivals. Religious tourism, especially of the sort where pilgrims visit Saudi Arabia and Iran, is its most significant area of focus.

3.7.1.4 Event Management Companies:

Rafi Peer Theatre Workshop is a well-known event management company in Pakistan. Rafi Peer is famous for cultural and art events, festivals, concerts, and theatre. Rafi Peer Theatre Workshop has contributed the most to the development of Pakistan cultural. Hum Events is another reputed subsidiary of Hum Network Limited. Its special forte is more large-scale entertainment events, such as fashion shows presented around the arena, extraordinary award ceremonies, and several large live concerts. Hum Events has been striving to spotlight Pakistan's showbiz at the worldwide level to promote the industry through enlightening entertainment events.

3.8 Challenges Faced by the Hospitality Sector of Pakistan

On the upshot there is literally no stopping the hospitality industry in Pakistan and its potential, but it still faces certain obstacles in its quest to reach godspeed. These difficulties are multi-faceted and include economic, infrastructure, policy, and human resource considerations. One of the biggest challenges that is particularly challenging in today's globalized world is the management of Human Resources with a focus on Diversity & Inclusion (D&I). Below is a closer look at those challenges.

3.8.1. Economic Challenges

The following are some of the recurring and impactful economic challenges faced by Hospitality Groups operating in Pakistan .

3.8.1.1 Currency Fluctuations

Impact: Fluctuation in the value of PKR against major currencies including US Dollar adds to the cost of imports (luxury goods and equipment) required to maintain international standard of hospitality.

Consequence: Higher operations costs (which are often, but not always, passed on to customers) make the services less competitive internationally.

3.8.1.2. Inflation

Impact: Prolonged inflation in Pakistan raises the price of goods and services, from food to energy.

Consequence: Hotels and restaurants find it difficult to retain margins while keeping prices moderate for customers, especially the mid-market and budget segments.

3.8.1.3. Limited Access to Financing

Impact: SMEs in the hospitality sector have difficulty in accessing finance due to high interest rates and tight credit conditions in Pakistan.

consequence: This impedes their ability to expand, improve facilities or new technology, and create new training opportunities.

3.8.2. Infrastructural Challenges

3.8.2.1. Poor Transport Infrastructure

Impact: Though changes are afoot, many of the world's best tourist spots still have poor transportation infrastructure, which makes them harder to visit and get to.

Consequence: As a result, this hinders the inward and outward movement of tourists in and out of destinations affected, leading to a decrease in hotel and tourist establishment occupancy.

3.8.2.2. Inconsistent Utilities

Impact: Frequent power cuts and erratic water supply in parts of the country are playing havoc with their activities, as smaller outfits that cannot afford backup devices suffer.

Consequence : Variation in essential services would impact the quality of service resulting in customer dissatisfaction and harm the hotel's reputation.

3.8.2.3. Limited Digital Infrastructure

Impact: The digital health infrastructure continues to be under-penetrated, particularly in rural and remote parts of the country limiting penetration of online booking platforms and digital marketing.

Consequence: Businesses that are situated in these places lose out on consumer recognition of the increasing phenomenon of booking online and its added cash inflow.

3.8.3. Regulatory and Legal Challenges

3.8.3.1. Complex and Inconsistent Regulations

Impact: The regulatory landscape for the hospitality industry is typically convoluted and inconsistent, as different regulations govern different provinces and municipalities.

Consequence: The inconsistency in rules and regulations makes it confusing and more expensive for businesses (especially those that do business across multiple regions) to comply.

3.8.3.2. Taxation Issues

Impact: The hospitality tax on services (which includes sales tax, excise duties and tourism levies) is high – this raises costs of operation.

Consequence: Such taxes may be passed on to consumers, increasing the costs of services, and might discourage tourists, especially in price-sensitive markets.

3.8.3.3. Security Concerns

Impact: While the situation has improved in many cases and some positive outcomes can be shown, there are still concerns especially in crisis-prone areas, where it is difficult to effectively gauge the progress achieved.

Consequence: This has an impact on international travel, because security is key for travelers.

3.8.4. Environmental Challenges

3.8.4.1. Environmental Degradation

Impact Pakistan's natural attractions, some of its main draws for tourists, are at risk of environmental degradation, including deforestation, pollution and climate change.

Consequence: The unnecessary spoilage can spoil the beauty of natural places making eco-tourism unattractive.

3.8.4.2. Waste Management

Impact: Bad environmental habits can tar the hospitality industry, especially when it comes to the international market, where environmentalism holds a high value.

Consequence: Ineffective waste management in most of the tourist areas causes the environmental pollution, which is not only a threat to the local ecosystem but also affects the experience of tourists.

3.8.5. Human Resource Challenges

3.8.5.1. Talent Shortage

Impact: There is a pressure to put under-trained staff, leading to poor service delivery and customer service experience.

Effects: Shortage of skilled worker is on a rise in Pakistan's Hotel Industry, hotel management, culinary art, customer service and digitalisation.

3.8.5.2. High Turnover Rates

Impact: High staff turnover rate, especially for low level staff- wages permissive, job instability and currency rates (far East) and a restricted career advancement.

Effect: This kind of instability is disruptive to service continuance and raises the cost of recruitment and training.

3.8.5.3. Absence of Training & Development Schemes

Impact: Staff are often under trained to perform services at a high standard and this impacts upon customer service as a whole and the sector's capability to compete successfully at an international level.

Effect: There is a limited offer of training and skills development within the hospitality sector, particularly in smaller sites.

3.8.5.4. Gender Inequality and Inclusive Matters

Impact: In the Pakistani hospitality industry, men have always held the reins – especially in leadership roles – and women have been few and far between.

Effect: This results in decision making that lacks a diverse range of perspectives, and often less workplace environments are exclusionary, less supportive of women.

3.8.5.5. D& I (diversity and inclusion)

Impact: D& I is still a novel concept for the expanding hospitality industry in Pakistan. The fact is most organizations haven't introduced any sort of formal programs or efforts to help embrace diversity and inclusion among their staff.

Effect : Without any D&I policies in place, there is a risk to perpetuate inequalities, especially concerning gender, ethnicity and social class. This leads to the homogenization of the workforce and disregards the need of having a diverse workforce that can cater to culturally diverse customers.

3.8.5.6. Challenges in Implementing Diversity & Inclusion Policies

Cultural Differences: Traditional cultural norms and societal standards in Pakistan can sometimes counter pose D& I, resulting in difficulty in effective implementation.

Resistance to Change: There will often be resistance among management and staff who only see the cost and not the immediate benefits of D&I initiatives, especially in more conservative regions.

Lack of Awareness and Education: Typically, people at the leadership and staff levels are not aware of the benefits of D&I, which eventually results in the slow pace of adoption of these practices.

3.8.5.7. Addressing Diversity & Inclusion Challenges as an Opportunity

Training and Sensitization: Introducing training that focuses on Diversity & Inclusion can go a long way in making the workplace more inclusive. Sensitization training can make groups of specialized healthcare professionals more aware of unconscious bias and can establish a culture where diversity, respect and inclusion are encouraged.

Inclusive Hiring Practices: Employers can create policies that encourage the hiring of employees with different backgrounds including women, ethnic minorities, and persons with disabilities in an effort to help address the imbalance.

Support Networks and Mentorship Developing : There is a need to support networks/mentorship programs for the underrepresented groups could arm them with the appropriate resources and guidance for success in hospitality.

3.9: Case Study A: Hotel S

3.9.1 S Hotels Pakistan: A Premier Hospitality Experience

One of the most prominent luxury hotel chains in Pakistan, Hotel S specializes in grandeur, cultural assimilation, and the provision of high standard hospitality. Hotels S operates in all major cities and tourist destinations in Pakistan hence, it is an important stakeholder to bolster tourism while maintaining stringent sustainability standards.

Established in Pakistan during the 1980s, it has grown and expanded its unique presence with properties in major cities including Islamabad, Karachi, Faisalabad, Quetta Swat and Gilgit- Balistan region to name a few. Every hotel resonates with the spirit of its locale, blending local culture and design elements to create an experience that is in perfect balance

with the environment around it. From the average local travel to international travelers, SHotels has linchpinned itself as a brand of elegance and serenity.

These are hotels that stand out, not only for being the best place to stay in their respective destinations, but also strive to put sustainable tourism at the heart of everything they do. Based on the principal of “Environmental sustainability”, which means acting in a way that decreases our impact on the environment, such as using energy-efficient systems, reducing waste or taking initiatives to support nature. It is also committed to supporting local artisans and businesses, and so sells handmade crafts, fabrics, and regional food on site. This dedication towards local culture not simply benefits the hotel definitelybut also because it supports in livelihood of communities around.

i. Aesthetic Design and Architecture

Hotel S in Pakistan are known for their unique building style reflecting the ancient history and customs of the country. Combining a modern, luxury style while incorporating the areas aesthetics, every hotel has been uniquely designed such as this one in. While the Swat Hotel S is a sanctuary of traditional Pashtun architecture with wooden carvings and stone masonry, the Quetta Hotel S reflects inspiration from Baluchistan in earthen tones and locally-sourced material. Hotel S also source materials for the building process, so as to boost local industries and maintain regional craftsmanship.

One of the unique quality to mention is that this chain, for its emphasis on location-specific natural detailing. Guests are cocooned in muted landscapes and tranquil gardens, courtyards and water features. This gives the property an edge in terms of appearance but also offering travellers a piece of serenity through which is bound to aid in relaxation and be liked by someone looking having a good time.

ii. Culinary Excellence

Hotel S culinary repertoire is indeed a travelogue to the diverse culinary landscape of Pakistan. Each hotel has numerous gourmet eateries serving Pakistani fare mixed with international flavors. This group hotels are known for their chefs who work with local and seasonal ingredients to ensure that the food not only tastes fresh but also supports small farmers and produces.

For example, at Islamabad guests can choose from a selection of dining experiences such as the grand buffet dining offered featuring Pakistani, Continental and Asian cuisine or opt for its elegant fine-dining experience and Mughal-inspired design. With an acute focus on delivering real Pakistani food, the dishes offered let visitors to experience the taste of homeland and also offer options for global tourists.

The service is attentive from the detail. This human-rich ingredient can be a great space from its main attractions, both of which are attracted by the power of International tourists in particular with Hotel S.

iii. Focus on Wellness and Recreation

Besides, offering travelers unmatched accommodation and dining experiences, Hotel S is also famous for its dedication to well-being and recreation. Most properties within the chain include amazing wellness centers, spas, and fitness centers to accommodate their various demographic. A flagship wellness brand which you will find at many properties is the Spa and Health Club, which brings therapies inspired by traditional Eastern philosophies together with modern spa techniques.

Aside from spas, lots of hotel S also cater more adventurous guests with swimming pools, tennis courts and yoga classes etc. The preference for well-being is more than just physical relaxation; it also calls to mind the mental calm that stays with hotel S which is brought

about not just by activities but ambiance and setting of the hotels themselves which are away from their usual noisy environment to a tranquil serene atmosphere.

Furthermore, hotels S stand out for their cultural and social well-being by hosting events including local artists in music and literature. The prime motive of organizing such events is to provide a first-hand experience to the guests and maintain the culture foundation of Pakistan.

iv. A Gem in the Capital: Islamabad SHotel

The Islamabad Hotel S has a special place in this list as part of the flagship properties which is often regarded as among the best hotels in the country. Sitting at the foot of the gorgeous Margalla Hills, it echoes luxury like no other hotel in Islamabad and embodies elegance & heritage. Situated perfectly next to government buildings, embassies and tourist attractions it becomes a favorite among international dignitaries as well as holidaymakers. Islamabad Hotel S beautiful interior design combines the ancient Mughal will Islamic with modernism identity of IndoPak subcontinent by incorporating traditional Flora geometrical patterns, which reflects that New Delhi is a place where history and present day are conducive; ultimately establishing a sensational visual appeal. There are grand interiors of the hotel embellished with typical work of art, marble floors and elaborate ceilings, all contributing to roomy and royal atmosphere.

v Facilities and Services at Islamabad Hotel S

Islamabad Hotel S is an elegant and well equipped luxury to provide world class services for its numerous clients. Offering business, leisure and event accommodations, it houses contemporary meeting rooms, ballrooms for the grandest of weddings and conferences. Every room of thiHotel Sexudes luxury and is also provided with the most modern amenities like high speed internet, smart TVs etc ensuring a connected and leisurely stay.

With over 10,000 sq. of wellness and recreational facilities, including the Spa & Health Club, a large temperature-controlled lap pool, two floodlit tennis courts and yoga studio – the hotel's excellent leisure amenities also further its competitive edge. Outdoor activities are available, too: guests can enjoy lush gardens, a large swimming pool and easy access to some of Islamabad's best parks. They also pride themselves on service, focusing on delivering tailor-made guest experiences.

vi. Diplomacy and Business Hub

The words 'high-profile', 'sumptuous' and 'impressive' always seem to reverberate when people speak of Islamabad Hotel S is in demand as a venue for high-ranking diplomatic and business events, due to outstanding standards and opulent amenities. The hotel is also responsible for the organization of many international conferences, state dinners or official ceremonies that gave to this Hotel S more prestige.

Moreover, due to proximity to government offices and international embassies, the hotel is a centre for global diplomacy. The top-notch security, secrecy, and service of the Islamabad Hotel S makes it a favorable place for many international delegates and officials. The image of the hotel as a power center in the political and diplomatic picture of Pakistan has been elevating ever since.

vii. A Commitment to Sustainability

The Islamabad Hotel S is committed to sustainability and social responsibility. These green strategy has also informing part of the hotel's initiatives, such as with energy-efficient lighting, along with water conservation and waste reduction efforts. The hotel plays an intimate role with the local communities, promoting traditional crafts and products of the area through their gift shops and decor. Therefore, the Islamabad Hotel S has been awarded for being an ethical tourism promoter. In it, a commitment to reduce its environmental

footprint and at the same time enhancing the cultural experiences of guests positions the hotel as a leader in sustainable luxury hospitality.

Hotel S views diversity as a superpower that fuels innovation and fuel successful outcomes. It might be that they have a workforce made up of people from different races, sexes, belief systems and generations, each bringing their experience to work. It is reinforced by robust human resource policies to ensure non-discrimination in recruitment, promotion and training. They also ensure that they gear their culture to contribute and celebrate the success of everyone by going beyond mere compliance with country-specific labor laws in Pakistan.

At the heart of Hotel S commitment to diversity are its inclusion efforts that begin with a leadership that truly believes in diversity. The business makes diversity part of the basis for its corporate governance, and they ensure that management and decision-making teams area part of this movement. Various learning programs are focused on unconscious bias, inclusive leadership, cross cultural communication to prepare managers to lead diverse teams. It also ties into Hotel S's larger mission to provide a high level of service by representing its customer base in its staff.

Finally, Hotel S has taken strides around promotion and compensation frameworks to transparently support meritocracy. It has cultivated an environment of equity and transparency by tying promotion and pay raises to performance rather than personal bias or patronage. Further their performance evaluations are set up to be as objective as possible, in order for every staff member to have an equal and just opportunity to get promoted. Hotel S has also utilizedv employee feedback loops for its diversity and inclusion policies. Employees are free to bring concerns or improvement suggestions to workplace diversity via regular surveys, focus group discussions and open-door policies. This continuous feedback loop ensures the company knows what they are doing wrong and right and gives

them a chance to address these gaps, find areas of improvement making sure that the policies stay relevant and meaningful. These feedback loops continue to strengthen and nurturing Serena's inclusive culture, which empowers a feeling of ownership and engagement from the employees themselves.

In my opinion, Hotel S has demonstrated itself as the forerunner of strengthening this perspective in Pakistan's hospitality sector. Its comprehensive policies, leadership commitment and active engagement of diverse communities have produced the near perfect workplace where everyone can be successful regardless of background.

3.10 Case B: Hotels A

Hotel A Group is one of the most splendid and premier hotel chains in Pakistan. This one is reputable for its endless dedication of bringing great hospitality experiences. The family-run group, founded by the A family, has made a name for themselves in luxury hotel sector thanks to its legendary classic Pakistani hospitality combined with contemporary modern amenities. A number of prestigious properties in Pakistan and Middle East belong to The Hotel Group A, which has become a household name locally and internationally.

The Hotel A group started its venture in Pakistan from the 1970s with an acquisition as their initial hotel property in downtown Karachi, establishing a prestigious hotel. For over four decades, from their inception and up to locations as diverse as these at Lahore or Multan, A hotel grew. Every Hotel A also has the same feature of superb service, delectable cuisine, with a unique twist to accommodate both local and foreign guests.

More than the obvious opulence Hotel A offers, there is an intangible appeal that it brings. Since their inception, they have been showered with rewards for their uniquely tailored services to ensure that each and every guest is made to feel special. Whether they are business travelers, tourists or conventioners attending an international conference; A spoils its guests to pamper them throughout their stay.

3.10.1 The Hotel A Brand: A Journey through Time and Space

The Hotel A group has a storied past, one very much intertwined with the evolution of tourism and hospitality in Pakistan. The Hotel A family, which is based out of Karachi, were one of the first to realise the possibilities and ventured into luxury hotel development in Pakistan. Its first major venture into the hotel business was the purchase of Karachi's B L Hotel, a once iconic structure that is still operating today after a renovation. In the beginning, this historic hotel laid down a foundation which helped to become other most reliable name in Pakistan that is Hospitality.

In decades The Hotel A group has added The Hotel A Towers in Karachi, a five-star deluxe property licensed to the company is one of the tallest hotels in Pakistan and a landmark in the city. One of the most prestigious hotels in Pakistan, Hotel A Lahore is situated right in the heart of the city.

The group has a dynamic outlook which couldn't be confined merely within the boundaries of Pakistan. The Hotel A group established a international presence in hospitality during the 90's with properties in Middle East including Hotel A Dubai and Hotel A Suites at Al Barsha. The overseas ventures were beneficial to the group as they only proved their dedication towards taking their luxury and service globally away from Pakistan and A truly became an international hotel chain.

i. Architectural Design and Appearance

A hotels boast a design ethos that seamlessly marries modern elegance with local influences. While each one boasts its own intricate designs and individual aesthetics, all are rooted in properties that borrow from the cultural richness of their locale while boasting modern luxury. The Hotel A towers in Karachi, for instance have modern design and feel like the correct place for this modernist architectural approach to design and facilities attract tourists of all types.

The Hotel A Lahore is mixing colonial with Mughal, providing guests a journey that unfolds through sight and experience. The interiors are a mixture of traditional Pakistani artwork and luxurious fabrics as well as rich textures (giving you an old-world feeling) complemented by fine modern conveniences. Gentle water features echo throughout the twelve acres, which also feature fresh air pools for sun lounging and reflective gardens to retreat into from the city's hustle and bustle.

The Hotel A group stands out because of the intricate detail with which it designs spaces that are not just opulent but also rich in culture and charm.

ii. Culinary Offerings and Fine Dining

Culinary excellence seems to be a forte of Hotel A, and this one is no different. a perennial favorites,outlet a is also home to an extensive menu that caters to all palates from Pakistani traditional dishes to international gourmet fare. The hotel offers a diversity of gastronomic experiences in its six globally acclaimed dining outlets.

For example, Hotel A in Lahore has a number of fine dine restaurants that links local to international cuisine. One of the 24hr restaurants is acclaimed as the best Japanese restaurant in Pakistan, this place is one of the hot favorites for all Pan- Asian food lovers. Another pf its Restaurant is packed with local and foreign customers, all appreciating an array of Pakistani, Continental as well as Chinese dishes served at its lavish buffet.

BBQ at the rooftop of Hotel A Karachi with its traditional grilled choices, seafood options as well as vegetarian alternatives serves against a breathtaking backdrop of Karachi. The outdoor atmosphere, along with the delectable meal served is an unforgettable treat for the guests. Hotel A has a highly trained culinary team which uses the best possible ingredients usually sourced from local vendors to guarantee that everything they prepare is fresh and delicious.

The Hotel A group has focused on such a fantastic cultural experience via their culinary diversity, and this really speaks volumes for understanding your demographic as a multicultural thus, providing top notch service and meals that will be etched in your mind for a long time to come.

iii. Focus on Business and Events

Hotel A cater to the needs of business travelers and hold a significant market share in corporate events. The properties are well suited for business meetings, corporate retreats or conferences and expansive events with state of the art conference and meeting facilities. Apart from the catering requirements, it is also appreciated in event planning and execution with the experienced staff handling all things ranging from audiovisual needs.

The Hotel A in Karachi are also a frequent choice for corporate functions. It is ideally situated in the city's heart and one of the most up-to-date facilities. The hotel has several conference rooms, a grand ballroom, and a strategy meeting center with the most recent technology, making business get-togethers a breeze. Similar to the Hotel A Lahore, also provide big conference facilities at banquets and small- or medium-sized rooms for seminars or meetings. The Hotel A group's attentiveness to the business community's needs has contributed to its current prominence among international delegations, local support, and even multinationals. The hospitality and availability of modern business are just two of the factors that have contributed to its leading position as a business hub in Pakistan. Accommodations in the hotel available ranging from deluxe rooms to executive suites. They all are made so beautiful and the convenience is further seen as an addition. In addition, guests can rest easily with the in-room comforts including high-speed internet access, flat-screen televisions and 24-hour room service. Beautiful lush gardens and courtyards makes it a calm oasis in the heart of the city- perfect for those wishing to stay in an area that is central but also peaceful.

iv. World-Class Facilities at Hotel A

Apart from the lavish rooms and suites, A Lahore also offers a variety of facilities to meet all guest requirements. Since the hotel's opening, various dining outlets such as high-end restaurants have taken over the location, as well a coffee shop and middle-market casual dining restaurants. It also has a modern fitness center, swimming pool and spa facilities to unwind and relax after a long day of work.

Hotel A Lahore offers state of art meeting rooms and spaces for business travelers, for they can have conferences, seminars and other corporate events at A halls. Top-grade professionals from the hotel who deliver each event to perfection, regardless of how small or big the gathering is. The hotel's huge ballroom, featuring the trademark classic interiors, has become one of the most sought-after event space for weddings and other festivities.

v. Sustainability commitment

As the luxury hotel sector increasingly embraces sustainability, A joins a stream of top-tier hotel chains who view sustainability as critical to the future of the hospitality industry. It has introduced a series of environmentally-friendly measures at its hotels to reduce their environmental impact. Efforts in this regard encompass projects like the replacement of existing lighting with more energy-efficient lights, water conservation techniques, and waste management methodologies. In all its operations, The Hotel A group also commits to supporting local communities by boosting local artisans and suppliers.

Hotel A does not just provide elite services but is also determined towards provoking a cheerful and fit work climate. Being an employer, Hotel A focuses on the policies and procedures which are based upon diversity & inclusivity. The company works towards promoting a safe work environment that respects and empowers employees from all walks

of life. In that way, the chain is communicating its belief in the innovation, creativity, and success potential of diversity.

At Hotel A diversity is recognized as an essential component of its corporate culture. The company has a sincere belief in Diversity & Inclusion and that this is the only way to achieve new solutions and solve problems on a global scale. Hotel A is an equal opportunity employer whose hiring policies are such that no applicant is discriminated against on the basis of their background. This emphasis on diversity holds true in all of its levels: from entry-level staff to the highest echelon, giving A access to a broad pool of thoughts and capabilities.

Hotel A comes with a rich background of gender diversity — making ways for women in hospitality industry. They have taken a couple of different steps to help support women both at the operational level and at leadership levels. A also provides women's mentoring programs for career advancement in the organization. These programs are aimed at instilling confidence, and offering women the opportunity of sorts, to be proactive when it comes to filling more senior roles. In addition to this, it has also implemented several initiatives catering towards working mother- flexible work hours and maternity leaves.

It is company policy for them to create a culture where all employees feel as though they belong and can add value to the company.

Hotel A offers diversity training programs, such as unconscious bias workshops, cultural communication and team building workshops. These programs help employees learn to value and respect the differences between team members, improve cooperation, and create an environment that is truly open for everyone.

All its properties are built on accessibility levels to accommodate employees (both trained and untrained) with physical disabilities, providing them with equal access to workspace as well as opportunities for career progression. Besides physical adjustment, the all-

pervasive human resources policies as practiced. At Hotel A there is strong emphasis on non-discrimination in hiring and promotion of persons with disabilities while equipping them to excel at their jobs.

The recruitment practices at Hotel A are an indication being diversity & inclusion focused. The goal is also to hire people from underrepresented backgrounds through local community and vocational training institute partnerships, it has also been creating opportunities for jobs and skill development to those segments of the population that may not have received formal education or career training. These implementations had been aimed at a social uplift and inclusive workforce.

In addition to its robust efforts for diversity and inclusion in first-party hiring, Hotels A is involved in corporate social responsibility (CSR) projects that focus on the development of local communities, at various fronts. The company supports education, health, and job creation among disadvantaged parts of society through several community and non-profit partnerships created through its CSR programs. That demonstrates both it's corporate approach to social responsibility and the overall values of the communities where it operates.

In the HR strategy of Hotel A, there is a key focus on employee engagement. The company requests employee feedback frequently and in various ways, including surveys, focus groups and open door policies. The idea is to have them share their perspective on the diversity and inclusion initiatives. This feedback-centric approach is key in an inclusive and agile work environment.

Hotels A has taken vigorous steps to ensure it takes the lead as a well-deserved employer for everyone in Pakistan's hospitality industry. Today, you can see the results of that commitment thanks to its hiring practices, workplace policies and leadership initiatives. Such an atmosphere not only reinforces the culture of but creates a milestone in terms of

inclusivity for other facets within the hospitality industry. By prioritizing diversity, innovation and high-performance culture, Hotel A is putting together a diversified yet high-performing workforce.

3.11 Comparison of D &I at Hotel S & Hotel A

Given the fast-changing global business scenarios, the importance of Diversity and Inclusion (D&I) has gained unprecedented recognition. Businesses are not only creating more inclusive workspaces by putting the spotlight on this they are also reacting within context of enhanced societal demands for corporate social responsibility. In the case of SGroup, their focus on diversity and inclusion speaks to a modern organization that appreciates a long term value add beyond just financial metrics. The activation is part of a holistic business model that values economic success and social impact equally — doing so by focusing on empowering underserved communities, advocating for gender equality and respecting local traditions.

Hotel A group has seen extensive growth and operational success as a result of an underlying traditional merit-based approach. An increasingly formal Diversity and Inclusion strategy is important for maintaining a competitive edge, particularly as it grows into new emerging market regions. The environmental, social and governance (ESG) factors are increasingly being taken into consideration by consumers and investors alike, organizations that turn a blind eye to diversity and inclusion in a systematic and transparent manner may face reputational risk whether in the workforce or customer base which is especially crucial to the hospitality industry.

3.11.1 The Return on Investment on Diversity & Inclusion Efforts

A growing body of research suggests that organizations with diverse, inclusive leadership are often more innovative, have higher employee engagement and in some cases even outperform their peers financially. Hotel S Diversity & Inclusion efforts are not only the

right thing to do, they also make business sense. With spaces where employees and guests of all demographic traits feel welcome and represented, it better appeals to its global clientele, helping drive repeat business and brand advocacy. In addition, building a good corporate citizen which can be a winning edge over others in competitive markets. social equity right into their supply chains serves to further enhance the image of Hotel S.

This business case for Diversity and Inclusion could align well with the service excellence and growth strategy that Hotel A is pursuing. As the team aims to expand their footprints in international markets such as UAE and Canada, building a culture that promotes diversity, equity, and inclusion would aid in attracting the best minds and broader customer base. In addition, adopting a more systematic solution could generate fresh ideas internally that help to find cross-cultural solutions which appeal to the global consumer base.

3.11.2. Long-Term Sustainability and Brand Value

Perhaps one of the most persuasive case for integration of Diversity & Inclusion is to long-term sustainability. The Hotel S group is working in the local community, preserving the culture and safeguarding the environment you can see them diffusing this across their sustainability initiatives. It positions the group as leaders who show social responsibility and adds value to the brand by not just being synonymous with luxury hospitality but eco-friendly practises. As shopping trends and movements are increasingly linked to conscientious consumption, the type of lifestyle brand that may well become the norm in future markets.

On the other hand, Hotel A group has a good brand identity in terms of luxury and service but could perhaps needs to add on stronger socially responsible practices. Not only can Hotel A leverage Diversity and Inclusion more overtly throughout the business to ultimately bring value to its brand, it could also future proof itself from ever changing consumer expectations. It could also reduce reputational and regulatory risk; standards for

social responsibility are growing globally, this focus on a formal Diversity and Inclusion framework is extremely relevant.

3.11. 3 Diversity & Inclusion based Future Move

Hotel S group will need to continually sharpen its Diversity and Inclusion strategy by introducing advancing best practices in order to adapt with the evolving needs of the talent market to remain competitive and relevant. That might mean using technology to drive diversity in hiring. This also includes providing strong employee training programs around diversity and inclusion, as well as being open about the ways you are measuring Diversity & Inclusion progress. It is by progressing further that S maintains a tradition of inclusive excellence. It can then serve as a role model for its own staff members and the rest of industry in treating equity and inclusion as core tenets.

That is a powerful reminder of why HotelA group has begun its intentional and thoughtful Diversity & Inclusion journey one that, when done properly, can both strengthen the internal culture as well as only bolster market positioning. Their employee base tell us that an even higher commitment to D&I allows businesses to lead top-notch professionals of different colors and roles, with a history of building more valuable calls and better access to customers. Hotel A group can use this transition to create a business model which echoes the tenants of fairness and innovation, therefore further imbuing it with additional ability to be resilient and agile in what an ever-more connected world economy cares about.

In the end, both groups will be at an intersection of deciding how they will evolve in a business environment where Diversity and Inclusion is critical. By prioritizing D&I early on, Hotel S as a group already has an edge due to its first-mover advantage. Now it is putting in into practice as a hospitality industry leader and redefining the proof of concept for how inclusive, equitable and socially conscious business can be. And finally, as Hotel A Group grows further incorporating a more holistic D&I strategy could in fact bring

dividends within the future. It might be because it is the idea that will open up new areas of growth, inject innovation into your culture and connect with a growing socially conscious market that demands it as a standard of practice.

3.12 Conclusion

The hospitality segment in Pakistan is defined by varying the main actors. The term encompass everything from global standards brought into the market by international hotel chains to local brands that target domestic tourists with different needs. At the same time, boutique hotels and guesthouses provide bespoke services, state and semi-state bodies may help encourage regional tourism. Together, all these players make the hospitality sector of Pakistan highly related to its economic chart and are substantially contributing towards progress and prosperity.

The Hotel S and Hotel A group have both brought significant contributions to the overall development of the hospitality industry. Still, the way they orient to D&I is divergent in important ways. While, Hotel S may have a competitive advantage from their D&I philosophy that is baked into their business model. nevertheless , attitudes like those of Hotel A group i.e. service-oriented, merit-based business operations can translate well in today's environment wherein performing D&I practices.

In conclusion, both organizations have a rich history of success in the hospitality and tourism industry but distinctly differ in their D&I programs; thus a perfect contrast for comparison to see how they may fare going forward. But most crucial, it is not equally adept with the Hotel S group's expansion into other global markets and the shifts in Hotel A groups market's inclusivity and corporate social responsibility can affect future performance.

CHAPTER IV: RESEARCH METHODOLOGY

4.1 Overview of the Research Problem

The labor force of almost all countries and Pakistan in particular, in this age of globalization, is becoming multi-cultural. This diversity spans a broad spectrum of factors, including age, culture, abilities, race, religion and gender. This is leading to some marked changes in the workplace reflecting the diverse background, opinions and values of its employees. This is especially apparent in the hospitality and tourism industry of Pakistan, which is experiencing an unprecedented diversity due to cultural, globalization and multigenerational facets changing the face of the industry as a whole.

Work force diversity in Pakistan in respect to the diversified human resource in the public and private sectors in Pakistan, shows a reflective picture of the society trends. Those working in these industries are as diverse as they come, bringing to the table a melting pot of cultural, religious, and social ideologies. This diversity is not only limited to demographics; it encompasses differences in cognition, social conventions and morality. The hospitality industry, recognized for its high degree of customer contact and service orientation, is no exception to this variation. Globalization, by narrowing the gap between cultures, inherently import different attitudes and behaviors in the work place which brings a more diverse work force.

With the globalization, the world has come to be closer and so as the Pakistani labour force. It has promoted an atmosphere of tolerance where people of all cultures and religions coexist. This combination of viewpoints can already be a source of innovation, with employees having varying vantage points on problem solving and decision making. But it is not without its trials, including the possibility of clashing values and communication problems. Notable aspect of diversity in work force of Pakistan is the increasing

involvement of women. Pakistani culture has historically been male-oriented, and was made up of women at the workplace less and were in the household more. But that has been changing as young adults put off marriage for economic and social reasons. Women are coming into the labor force more for two reasons: one, the economic downturn; the other, food prices are rising, families are growing and people are getting poorer. This is one of the industries that reflects more than other the involvement of women as decision makers or even decision takers of businesses.

Women in the workforce have their own unique barriers and advantages. One side could be more gender equality, in which women have economic power. On the other hand, it may also bring to light problems of gender discrimination, pay discrepancies, and the lack of supportive workplace policies such as maternity leave and flexible working hours.

Today, diversity and inclusion is increasingly becoming a concern at the workplace although it is one of the unexplored aspects in the Pakistan context and specifically the hospitality industry. Recent research indicates that diversity and inclusion may have some positive and some negative effects on organizations' outcomes. The point is to understand the terms on which diversity and inclusion can give us as much of the intended benefits and as few of the unintended as possible.

Moreover, the current research has demonstrated that diversity and inclusion can impact an organization's goals positively and negatively, and the major focus point is to clarify in which contexts, the potential benefits from diversity and inclusion can be leveraged and its harmful outcomes can be reduced. Very little research is carried out in this domain particularly in context with Hospitality of Pakistan.

4.2 Operationalization of Conceptual Constructs

The purpose of this research is to investigate the intricacies of the management of diversity and the promotion of an inclusive culture in the hospitality industry in Pakistan. Due to the

international character of hospitality industry and to the diversity among its workforce, one has to choose a conceptual framework that is able to grasp the subtlety of D&I in this context. The use of Saxena's contextual understandings (2014) and Hofstede's cultural dimensions (1980) as the theoretical framework in this study is justified for the following reasons:

i.Implications to the Field: The value of Saxena's work is that it clarifies the significance of insight into the context; an understanding of the unique cultural, social and economic situations in which organizations exist. The application to the Pakistani hospitality sector Saxena's conceptual model can help to generate a culturally sensitive understanding of how D&I policies are best implemented in practice. Organizational practices and national culture Hofstede's cultural dimensions, in fact, provide a systematic framework for investigating the role of national culture in shaping organization practices. This is especially important in a country like Pakistan, having such cultural dimensions as power distance and collectivism which are determinant of the organizational behavior.

Comparing D&I with Saxena and Hofstede: entering into the broad spectrum of D&I as Saxena (2007) suggests us to do in combination with the Hofstede cultural dimensions, gives insights that D&I in the hospitality industry is indeed a valuable addition. The work Saxena provides brings out the strategic context to understand how diversity is seen and practiced in Pakistan the added structure to understand the implication of cultural variation upon organizational effectiveness comes in handy by Hofstede dimensions. This bidirectional route enables the researchers to consider the context and culture for D&I in hospitality.

ii.Congruence to Research Objectives: The study focuses on the exploration of the effects of D&I policies on organizational effectiveness, employee well-being and business performance in hospitality industry of Pakistan. Hofstede's culture dimensions provide a

platform to analyze influence on the organizational outcomes of these policies, while Saxena's guidance supports understanding the contextual shifts that impact the enforcement of D&I policies. Both these frameworks are in the interest of the research objectives and make a strong case for the study.

iii Knowledge Contribution: By leveraging Saxena's context specific perceptions and Hofstede's cultural dimensions, the research contributes to the literature in several ways. By utilizing these models in the hospitality settings of Pakistan, this study will contribute to an understanding of how D&I policies can be adapted to cultural and contextual factors in this part of the world. Furthermore, this study will help to expand the knowledge on managing diversity in the hospitality industry, both at the global level and for other cultural contexts.

iv. Practical Implications: The adopted Conceptual framework has implications for the hospitality industry of Pakistan. It also will advance field understanding of the cultural and contextual roots of both the Ds and Is, which have relevance to industry practitioners and policymakers. It will help organizations to develop their approaches to attracting and retaining a diverse workforce and creating an inclusive culture that nurtures stronger employee well-being and business performance.

Therefore, it can be concluded that for this study, Saxena's contextual insights and Hofstede's culture dimensions for Comparative work is supported based on the requirement of the study and the context specific of the hospitality in Pakistan. This conceptual model makes for a more undermined and contextualized understanding of how D&I measures affect the corporate performance and employee well-being and thus has academic as well as business applicability in the field of diversity management.

4.3 Research Purpose and Question

The organizations, especially in the hospitality sector are not well prepared to address support issues of this new diversified workforce that demands balance between life on and off work. This research study foresees a Diversity and inclusion trend analysis of 2 key players/ organizations in the hospitality sector of Pakistan. Thus, this study is being conducted to analyze the existing Diversity & inclusion policies and how these are implemented which subsequently leads to the intended & unintended outcomes.

The current research study also intends to identify the primary difficulties of a diverse workforce and furnish the management in hospitality sector with proper recommendations. The purpose of this research study is to develop an informed understanding on the diversity and inclusion commitments by various organizations within this high paced sector in Pakistan. Then examine their policies, procedures and structures to consider if they support that transformation. This research also hopes to see the challenges among the diverse workforce and to give the management in hotel industry the guide to manage diversely and create inclusive culture.

4.3.1: Research Objectives

The objectives of the study are:

1. To understand the Diversity and Inclusion policies and procedures of the main organizations operating in the Hospitality sector of Pakistan.
2. To Identify Diversity and Inclusion challenges and opportunities for organizations in the Hospitality sector.
3. To review the HR policies and practices of recruitment, retention, and recognition to determine the diversity & inclusion commitment level of the organization.
4. To analyze the Diversity and Inclusion gaps between the policymaking and policy implementations in the organizations operating in the Hospitality sector of Pakistan.

4.3.2 Research Questions

1. What are the diversity and inclusion policies and practices of the main players operating in the hospitality sector of Pakistan?
2. What challenges are the managers facing in the implementation of these policies and procedures and how can they be minimized?

4.4. Research Design

4.4.1. Qualitative Research

A qualitative approach is well-suited to the current research study because the research questions necessitate a detailed and sensitive exploration of processes, perceptions, understanding and application in a meaningful way that do not readily lend themselves to quantification. Unlike quantitative studies that focus predominantly on variables and testing statistical relationships, qualitative approaches provide the researcher with the ability to delve deep into the complexity and phenomenological orientation of organizational experience (Creswell, 2014).

In addition, this type of qualitative research offers a powerful tool in analysis of how managerial actors make sense of organizational phenomena such as diversity and inclusion policies, leadership practices, or cultural change agendas. Such interpretations are important as they influence the practice of managerial decision-making and to what extent policies are actually translated into practice. This process of privileging the worldviews and the discourses of the professional actors enables qualitative inquiry to provide access to the “lived experience” and give insight into the managers, employees and stakeholders important aspects of organizational life that, when understood only through the usage of the quantitative survey would remain hidden (Denzin and Lincoln, 2005).

4.4.2. Comparative Case Study

According to (Yin, 2018) the qualitative framework of a research study method is further elaborated through comparative case study, which to a greater extent allows the systematic analysis of points of similarity and difference across a number of organizational settings.

Comparisons and divergences of local contingencies (like local organizational histories, industry conventions or socio-cultural element) in the translation of managerial practices into role enactments help explain how the experience of managerial strategies being deployed differs in practice. This is a design with a difference, being more an exploration of practices within a specific situation that reveals the different ways in which organizations come to identify common challenges. By doing so, it illuminates shared tendencies as well as distinctive contextual variations, providing a more complex explanation than would be possible if it were a single-case study

An advantage of employing the comparative case study approach is the wealth of contextual data it can generate. By profiling Hotel S and HotelA, the research is able to explore in depth the individual HR practices and cultural nuances in both organizations. This approach has paved the way for the exploration of what each hotel understands about the diversity policies in relation to the unique construction of organizational culture with connections to the broader supported theoretical frameworks of Hofstede cultural dimensions and Saxena contextual interpretations. By comparing such practices, the research study is able to show how each organization's discursive approach to this issue might be symbiotic or divergent with globally oriented trends and with local cultural norms. This has implications for determining the best practices that might be transferable more widely within the Pakistani hospitality industry.

The comparative character of the case study also adds to its analytic strength, as it enables patterns and deviations to be detected between the cases. This is particularly worthwhile while considering for example the recruitment and selection process or the possibilities of job-time flexibility. A further advantage of the comparative case study design is that it can contribute to identifying the interaction between policy and practice in both hotel groups. Through examination of the discrepancy between formal policy (in this case EEO commitment) and the practical reality, the research can reveal aspects which aid or inhibit a diversity objective. This is particularly important in the case of the Pakistani hospitality industry, where issues such as cultural resistance and low knowledge of D&I could create obstacles to advancements being made. By analysing how both S and A Companies solve

these challenges in each of their strategies, then, the researcher is able to present tailored recommendations suitable to the sector's distinctive socio-cultural and business contexts. In general, the comparative case study design is congruent with the purpose of this qualitative research study as it provides a methodologically sound approach to comparing and contrasting the diversity and inclusion practices of Hotel S and Hotel A. It allows the researcher to gain a deep understanding of every company's specific process and uncovers the general tendencies in the hospitality industry of Pakistan.

4.4.3. Data Collection Methods

i. Document Reviews: Document analysis has been identified as a commonly used form of qualitative data collection where researchers can use existing records, reports, policies and archival material to contextualize organizational practices and procedures. In contrast to interviews and questionnaires which collect the views and opinions of members, document analysis provides extracts of formalized accounts of organizational life that mirror the institutional emphasis, structures and mode of operation (Bowen, 2009). This technique has particular benefit in practitioner oriented research as it serves to triangulate other sources of data, thereby enhancing confidence in findings and identifying the 'gap' between rhetoric and reality.

In this research study, document review is particularly advantageous for revealing how widespread organizational policies, for example, on diversity, inclusion or workforce, are represented in text, and for understanding the extent to which these stated commitments correspond to the realities of day-to-day practice.

ii. Google Survey Forms: Surveys can be tailored as a qualitative instrument when they prioritize open-ended questions, narrative prompts, or other formats that elicit detailed written accounts rather than closed numerical responses. Online or paper-based qualitative surveys (sometimes called online qualitative surveys or qualitative questionnaires) are appropriate when the researcher seeks a "wide-angle" view of diverse experiences or when

participants are geographically dispersed yet able to provide substantive textual responses. Well-designed qualitative surveys use purposive question sequencing, pilot-testing, and prompts to elicit depth, and their data are analyzed with the same qualitative procedures (thematic or content analysis) used for interview or document data. Recent methodological literature demonstrates that qualitative surveys can yield rigorous, transferable insights provided their design aligns with qualitative values.

iii. Semi- structure Interviews: These semi-structured interviews are a flexible form of qualitative data collection and are among the most commonly used instruments which offers the researcher a trade-off between flexibility and standardization. By establishing a predetermined list of probing questions and allowing the interviewer to probe further, semi-structured interviewing permits collection of rich, detailed stories while maximizing sufficient coverage of research concepts (Kallio et al., 2016).

For this research study, interviews to be conducted with staff from the 2 levels of the organization in the sampled organizational units including the policy maker and the policy implementers. Such specific views provides a rich and in-depth representation of what diversity and inclusion (D&I) mechanisms mean, how they are understood, and what are their operational realizations.

Interview questions were developed based on existing construct frameworks, notably Saxena's (2014) ethical diversity management and Hofstede's work on cultural dimensions (1980, 2001). This is guaranteed by the fact that the inquiry does not only collect information about participants' lives but that it also systematically examines notions such as organizational culture, power distance, and approaches to inclusivity. Semi-structured interviews are particularly well suited for such inquiries as they enable participants to express their personal perspectives, difficulties, and experiences, and provide the

researcher with the flexibility to explore in more detail key themes that emerge in relation to the aims of this research study.

In the context this research study, semi-structured interviews are particularly useful as they mediate between theory and practice: participants' perceptions can be charted directly onto conceptual frameworks, while also feeding into practical solutions for managers. Nevertheless, interviews synergy with other qualitative methods, including analysis of documents, by generating first-hand accounts of the ways in which formal D&I enacted, contested, and/or re-interpreted in the daily life of organizations gives it more depth.

4.4.5. Data Analysis

The findings will also be analyzed independently using thematic analysis - a widely accepted systematic method for qualitative inquiry - following data collection by document review, semi-structured interviews, and, a qualitative Google survey. Thematic analysis is a method that provides a systematic way of identifying, analyzing, and reporting patterns (themes) within qualitative data of different kinds (Braun & Clarke, 2006). It is advantageous to its general nature in the context of this study as both the organizational literature and the employees and management could be combined in a coherent manner to make sense of the data collected from various sources.

The data analysis will entail a continual process of familiarization, theme development and re-examination. The semi-structured interview results will provide in-depth experiential views of D&I perceptions, barriers, and practices. The qualitative insights from Google surveys will add to these insights, albeit with less depth and a broader perspective from respondents who could not be as readily accessed for interviews. Document review will be used to triangulate the data with formal D&I policies, organizational commitment and mandatory stance. Such a multi-source mode contributes the validity and richness of the analysis.

Additionally, the theoretical themes will be interpreted with the help of Hofstede's (2001) cultural dimensions and Saxena's (2014) diversity and inclusion model. Using this classification, it is possible for the empirical study under consideration to test dimensions such as power distance, collectivism, equity in opportunity and the influence of historical-cultural contexts and as such can assure that the results are based on established theoretic factors. These models will take the analysis past description to theoretically-grounded accounts of how D&I is configured in hospitality.

Apart from the thematic coding, a comparative case technique will also be used to identify any likeness between or contrast across the two organizations. Cross-case analysis is a major contribution in the case study approach which augments the power of explanation and is a more sophisticated way of viewing organization-level actions in context (Yin, 2018). Such an approach would allow the study to ascertain those factors that are 'convergent' e.g. consistent D&I challenges faced by the sector as a whole, and those that are 'divergent' e.g. site-specific cultural or structural barriers to inclusion.

By blending the two methods of thematic analysis and cross-case comparison, the study aspires to achieve a multi-faceted understanding of D&I initiatives in Pakistan hotel industry. This analysis provides insight to the voices of the employees and leaders with respect to the written down organizational policy and broader cultural properties whereby greater theoretical validity and empirical validity may be made from the findings.

4.4.6. Ethical Considerations (AnnexureA)

- iv. Consent: The participation of all participants was carried out on an informed basis with all participants understanding what the research is about and knowing that participation is voluntary.
- v. Privacy: Ensuring the participants remain anonymous and organizations' policy and procedure documents are not shared in the study

- vi. Cultural Sensitivity: Respect in consideration of cultural sensitivity in data capture in a country where respect for authority and gender roles are important.

4.4.5. Rationale for the Qualitative Case Study Design

- i. Depth of Understanding: Qualitative case study promotes detailed investigation of complex phenomena such as D&I in relation to particular organizational and cultural contexts.
- ii. Contextual Richness: This approach is well-suited to the task of capturing rich contextual details needed when employing frameworks such as Hofstede's Cultural Dimensions and Saxena's Contextual Insights.
- iii. Flexibility: The approach allows for flexibility in data collection and analysis to emerge the new perspectives, particularly in exploratory research where the knowledge on D&I in hospitality in Pakistan is evolving.

Such a method of inquiry will help capture the complexities of managing diversity and promoting an inclusive culture in the Pakistani hospitality industry, offering original contributions to academia and practice alike.

4.5 Population and Sample

The research concentrates on the two primary corporations of Pakistan's hospitality industry, overall perception of diversity and inclusion and their relation with the growth of the organization. The study has a sequential design to generate a richer data set, starting with the surveys to generalize, and then using the interviews to look in depth.

In the survey stage, population consists of top management (or policymaker) and middle management (policy implementer) of various hospitality groups. For both top-tier management and senior management of selected organizations, sample sizes have been chosen at 10–15 and 15–20 per group, respectively, to capture sufficient sampling variation on existing diversity and inclusion policies.

The subsequent interview stage seeks a subset of these respondents to explore the finer policy making and implementation issues in closer detail. More specifically, 3-5 interviews with top-tier management, and 5-8 interviews with senior management in each of these hospitality groups to yield indispensable knowledge on how these policies are formulated and implemented. The sample design provides a good mix of depth and breadth, which should offer a comprehensive understanding of diversity and inclusion practices for the Pakistani hospitality industry.

4.6 Participant Selection (Annexure B)

Participation selection in the two tiers follows a purposive criterion defined by Maxwell (2005). This method requires the selection of certain people and organizations, which decides the availability of data not so rich as that found in random choices. The selection criteria for in this research study is based on its ability to supplement the depth and breadth of research to provide a strong and comprehensive exploration of diversity and inclusion in Pakistani hotel industry. For a qualitative study focusing on top-tier and senior management, an ideal sample size should ensure depth of insight while maintaining feasibility. Here are some considerations for sample sizes in such contexts:

4.6.1. Google Surveys: Since surveys are meant to provide a broader view:

- **Top-tier management (Policy Makers):** 10-12 respondents per hospitality group (Owners, Consultants, Corp HR, Management Committee members- Corporate office of various hospitality groups in addition to the selected Hotel S& Hotels A associates.)
- **Senior Management (Policy Implementers):** 12-15 respondents per group may (HR Directors, Management Committee Hotels, Operational Leads, Team Leads various hospitality groups in addition to the selected Hotel S& Hotels A associates).

4.6.2. Interviews: In-depth information is more important than quantity:

- **Top-tier Management:** 3-5 interviews per hospitality group allows for deep insights into policy formulation. (Owners, CEO , COO, GM, Dir HR, Corp Dir HR of Hohel S& Hotel A)
- **Senior Management:** 5-8 interviews per group can capture the complexities of policy implementation. (HR Directors, Managemnt Committee Hotels, Operational Leads, Team Leads of Hotel S &Hotel A)

4.7. Instrumentation

4.7.1. Review of Documents: Document review is a critical approach in this research by which it can extract detailed information of the current policies, practices and initiatives of diversity and inclusion from the selected hotel groups. This methodology requires a review of publicly and internally available documents (such as policies, annual reports, diversity and inclusion reports, training manuals and other related documents) in a systematic manner. Based on the document review, a holistic perspective on formal structures and strategic orientations that both models subscribe to in the management of diversity and inclusion is possible, and on the discrepancies between what they say and do.

In order to conduct a rigorous and systematic examination, the document selection is based on certain criteria. The criterion used for the selection of documents was relevance to D&I practices, and pressing down to 5 last publications years was set to guarantee that the available information would be as close as possible and updated to the most recent strategies developed in organizations. Documents that were included in the review comprised, among others, policy documents for EEO practices, recruitment guidelines and records of diversity training programs. Also taken into account were publicly available

reports and publications, to shed a light on each organization's community engagement work and CSR initiatives reflecting inclusivity.

The review process of these documents uses content analysis as a method to determine common themes, patterns, and omissions of these current D& I initiatives. The review highlights key features including the breadth of policies and interventions targeted towards under-represented groups, and the criteria used to evaluate the success of diversity initiatives. Through the data drawn from these documents and sorting it into themes, the reserachers endeavours to find out how these groups of hospitality organizations understand and engage with their goals around diversity, and how this fits with broader organizational priorities.

The document review provides an important counterpoint to the survey and interview findings of this study, and yields a triangulated take on diversity and inclusion practices. Surveys and interviews provide insights into the experiences and perceptions of top-tier and senior management, whilst the document analysis gives an institutionalized account of organizations formal commitments and strategic direction. Through this twin lens that makes the analysis all the more rewarding upon which to build and ensures that the findings themselves become a dialogue between what is said in policy and what is experienced in their practice. This rigorous methodological approach aims to contribute to a comprehensive view of how diversity and inclusion have been 'hardwired' into the cultures and practices of the selected hospitality companies.

4.7.2. Google Survey (Annexture C)

4.7.2.1. Tier 1: Policy Makers Perception Survey

The study uses a Google Survey as a tool to survey Tier 1 participants that are focused on policy makers at identified hospitality groups. This survey is intended to receive feedback

from senior leaders who are directly engaged with developing D&I (Diversity & Inclusion) policies at their company.

The Google Survey design allows for a relatively guided but flexible approach to data gathering, and is a useful tool to reach very busy high-level managers. Being in digital form, it provides ease for respondents while they participate according to their preference and also the researcher administers the survey at ease.

The survey consists of both closed-ended and open-ended questions in order to obtain a better insight. The closed-ended questions aim at collecting standardized information, such as the existence of particular D&I policies, the amount of resources devoted to diversity initiatives, and key performance indicators used to measure the success of these programs. On the other hand, open-ended questions are intended to explore the reasons why these policies are implemented, challenges encountered during implementation, as well as how D&I initiatives are seen to contribute towards the organization's development and its culture. This mix of question types enables the survey to cover the strategic priorities of policy makers, and their more subjective views of the effectiveness and challenges of their policies.

Google Surveys' digital format also offers anonymous responses, and getting candid and honest feedback is especially important when surveying high-level executives. This digital method allows for a thorough and efficient collection of data from stakeholders involved in policy making, thus playing a crucial part in the instrumentation of the research.

4.7.2.2. Tier 2: Policy Implementers Survey

On completion of receiving responses related to the Tier 1 survey (where policy makers of the public sector is concerned), the researcher designed a Google Survey as the second Tier to policy makers of the private sector, the senior management cadre who are D&I policy

(Public sector hospitality groups were the focus of designing the Tier 1 survey to enhance the success rate of the second targeted survey to private sector hospitality groups).

The purpose of this survey is to illicit the lessons that policy makers strategic direction is translated into practice and to discover the problems and successes in implementing these initiatives. Through the Google Survey, the study affords consistency in the collection process, as well as the flexibility for senior managers to respond when it's most convenient for them.

The Tier 2 survey was developed around themes and emergent findings in the Tier 1 survey in order to bridge strategic views of policy makers and practitioners implementing policies (centre for educational research and development, 2010). It contains some open-ended questions to get as much qualitative data as possible. The topics range from how supported and resourced D&I initiatives are, to how effective the training programs have been, to the extent policy at the organization level has been seen as successful in promoting an inclusive environment. Moreover, open ended questions aim to explore barriers experienced by senior managers concretely in their implementation process and their input to improve the current frameworks.

The targeted nature of the Tier 2 survey design enables the reseracher to contrast the 'intended' impact on D&I policy objectives as perceived by policy makers and the 'actual' impact as experienced by implementers.

The Google Survey for Tier 2 illuminates a gap between theory and practice, as well as offering important pointers for improving D&I initiatives in the workplaces. Using the digital survey platform, the study is able to rapidly capture perspectives on the respective challenges and opportunities encountered by senior management in various operational contexts of the hospitality industry from a wider variety of implementers, which in turn helps make the survey results more representative.

4.7.2.3. Short Interviews (Annexure D)

Guided short interviews are a key tool used to gather more in-depth understanding to both policy makers and implementers of the two selected hospitality entities as part of the data collection. The short interviews supplemented the survey data by providing more in depth data on themes, enabling the researcher to extend her enquiry into areas of interest that might not otherwise be done through the survey items. By doing brief interviews more detailed insight was obtained in how strategically developed diversity and inclusion (D&I) policies are constructed and how these are converted into practice at an operational level. Each interview is semi-structured, guided by a series of core questions that focus on the role of the policy makers (Tier 1) and policy implementers (Tier 2). This format helps keep the conversations focused on major research themes related to Developing the future D&I policy and its practices and systems through such topics as issues regarding articulating and enacting D&I policy, the organization leveling and the perception of its impact on organizational culture, and future plans in the labor market place to enhance inclusivity. This lends semi-structured interviews a degree of flexibility but also permits participants to raise issues, or share their insights, beyond those included in the prepared questions. This process creates an open conversation, allowing hidden dimensions to become visible and generating novel issues for further investigation.

Each interview is kept short, about 20 to 30 minutes. This time period is chosen for the consideration of the senior-level attendees' busy agendas, but still provide sufficient time to address the important topics. These were done either by telephone, if preferred and convenient for participants, or face-to-face and follow a standard interview schedule to promote consensus in how data is gathered. With participants' permission, all interviews were recorded and then transcribed. This resulted in better recordings of conversations and avoids the loss of any important findings during transcription.

The interview data is analysed using a thematic analysis approach, coding responses into recurring themes that coincide with research questions in the study. The interviews offer a wealth of qualitative data that help to provide context and interpretation of survey findings and reveal insights into how D&I efforts are understood, the on-the-ground realities of their implementation, and where room for improvement exists. By triangulating with interviews, survey and document review, the study can present a holistic perspective of D&I practices in Pakistan's hospitality sector, thereby offering not only strategic but also practical advices for the sampled organizations.

4.8. Data Collection Procedure

The research project is divided into three unique phases which work in together to address the various distinctions and complexities of diversity and inclusion in the hospitality industry. This phased procedure enables a thorough and systematic review of the topic and ultimately useful insights both for the academic community as well as for industry representatives.

Phase I - Document Review

The document review functions is an important tool in this study, providing comprehensive understanding of the current diversity and inclusion policies, practices, and initiatives within the chosen hospitality groups. This method includes analyzing internal as well as public documents such as organization policies, annual reports, D&I reports training manuals, and other pertinent records systematically. It also provide the possibility to verify, through their words, whether policies included in each one's different conceptualization of diversity and inclusion are followed by on the ground minority employees.

In addition, the results of this documentation review and observation will form the basis of the interview questionnaire. Through the insights derived from the consideration of the sample organizations' documents, the researcher can develop a specific and knowledgeable

questionnaire. This questionnaire will then be used to apply for the discussion forum and the questions will aim at issues related to the policies, procedures and practice indicated as important during this study.

Phase II - Google Surveys

The method of this research was conducted by using two Google Surveys consecutively in order to collection information from the key information among the hospitality grouping. The first survey focused on Tier 1 participants, these being policy stakeholders who develop D&I policies. The intention of this was to gain insight into the strategic considerations that underpin the organizations' D&I efforts such as how high on the corporate agenda these efforts sit, the level of investment made, and the expected impact these policies will have on organizational growth and culture. The research set out to capture the top-down view on how D&I strategies are developed and the intentions that shape them through collecting responses at this senior leadership level.

The second survey, informed by the Tier 1 survey, was conducted among Tier 2 target audience i.e. senior management policy regulators. This questionnaire was intended to complement the above, and collect more comprehensive feedback on implementation of the D&I policies Tier 1 committed to. The questions specifically focused on the operational process of implementing the guidelines, including the value of the training, difficulties in practice and support from leadership. By using the themes generated by the Tier 1 results for developing the questions in the Tier 2 survey, then the design of the data collection was cohesive and capable of capturing the link between policy development and policy implementation.

The two surveys were administered in sequence which provided a constructive data collection process, in which the results from the Tier 1 survey guided the development of the Tier 2 survey. This perspective allowed to see D&I practices in organizations as a whole

and as well to compare the strategic ambitions of policy makers and the real world in which policy implementation takes place. It facilitated a more focused investigation of where potential barriers to policy successes might be located, and provided useful information to help organization better implement their own D&I initiatives. This phased survey approach is an important part of the overall research design, and it allows for a deeper understanding of D&I practices within the Pakistani hospitality industry.

Phase III – Semi-Structured Brief Interviews

This stage involves semi-structured, brief interviews. These interviews are conducted within the 2 selected Hospitality Groups, essentially the Senior executives of that organization, CEO, Owner, Operator. These participants are also the 'first line' policy-makers, whose perspectives are important for understanding the views and experiences that they have with diversity management but also with the notion and dimensions of an inclusive culture in their organizations.

In addition, the second level interview will focus on HR Directors/Managers and other personnel identified as key figures in the respective companies. The goal of these interviews is to get an overall sense of what they see and what are the major problems they encounter during the implementation of a range of policies. They contribute to the understanding of the duality and implementation challenges for diversity management

4.9. Data Analysis

Taking into consideration Saxena (2014)'s broad model, of the seven important dimensions of diversity such as age, sex, caste and religion, professional qualifications, multiple perceptions and attitudes motivated from experience, language and region. The current study investigates the four variables under consideration age, gender, type of employment and years of experience, which are found to be the determining factors behind

the complexity regarding diversity in the context of the chosen organizations operating in the Pakistani hospitality industry.

Further, on the examination of organizational culture, this research uses the widely accepted framework developed by Hofstede (2000), which is 6D model of National culture. This culturally embedded model offers a structural framework for understanding the cultural components of the studied organizations. Using Hofstede's theoretical framework, the study seeks to describe to what extent cultural dimensions manifest in these types of organizations and how they manifest in the dimensions for managing diversity and for creating an inclusive culture.

4.10 Research Design Limitations

4.10.1. Sample Size Limitations

A first limitation of this research study can be viewed as the small sample size of hotels employees at the levels of research study. The factor into consideration is that at the Top Level and the tier below there are very few employees. In their research study all the Policy Makers and Policy Implementers took part they are still less in numbers.

4.10.2. Limited Scope of Document Review

Although an extensive amount of documents and materials were available and accessible and a lot of information and insights were attained but they cannot be disclosed as quite a few of them are classified and not available for public dissemination. This restriction is there due to the confidentiality agreement between the researcher and the two selected Hospitality organizations.

4.10.3. Temporal Constraints

The design of the research takes place at a given time and does not in general reflect the fluctuating nature of organization policies and actions. Diversity and inclusion programs can develop quickly, including changes in diversity and inclusion programs and within the

company. Thus, findings may represent the status quo of practices at the time of the study and fail to capture subsequent changes or advancements that took place after the data were collected.

4.10.4. Contextual Factors

The research has been conducted in the cultural and operational environment of Pakistan's hospitality industry, which may restrict the generalizability of results to other industries or areas. The cultural attitudes toward diversity, regulatory context and organizational structure might vary, nevertheless the finding in this study although context specific can be applicable to other similar environments and countries

4.10.5. Reliance on Self-Reported Data

The self-reported data from surveys can be affected by the subjective understanding and interpretation of them participants. Self-report data may not always accurately represent what happens in reality in the areas of diversity and inclusion, and may result in disconnection between what is stated and what is done. The use of interview method was utilized to minimize this risk.

4.10.6. Potential for Overlap in Themes

Due to the qualitative methodology of the interviews and survey, themes and responses could be overlapping. There may be overlapping of the data if the participants talk about same type of challenges and experiences etc. This continuum often leaves less room for different points of view or new insights that could possibly provide more in- depth needed to understand issues. Nevertheless, it is a means of identifying the most recurring challenge.

4.11 Conclusion

The approach of this study is intended to give exhaustive and nuanced perspectives of D&I practices in Pakistan's hospitality industry. Through a multilevel approach, this qualitative

research study aims to include both viewpoints from policy makers and policy implementers, thereby facilitating a better understanding of how D&I policy is developed and carried out.

The instruments chosen, Google Surveys and brief interviews, are particularly chosen to facilitate interaction with senior management, from whom we seek the insights needed to guide the goals of the study. While structured surveys enable the consistent consideration of key issues, interviews provide the flexibility necessary to explore specific experiences and challenges of participants. This 'mix' increases the credibility of the data collected, allowing conclusions on the effectiveness and implementation of D&I policies to be inferred. The documentary review also serves to extend the primary data collection strategies by offering context-relevant understanding about current organizational structures and activities.

In conclusion, this chapter on methodology provides a clear systematic approach of researching diversity and inclusion practices in Pakistan's hospitality industry. With an emphasis on policy maker and policy implementer perspectives, the study aims to bring strategy and practice together into one common dialect, and prove to be a vehicle for insight into how the organizations considered may improve their D&I interventions. The findings will add to the growing body of D&I literature and offer actionable insights on how to improve organizational culture and further inclusivity within the hospitality industry especially in Pakistan.

CHAPTER V: RESULT & DISCUSSION

5.1. Introduction

This chapter reveals the detailed results of our research study conducted to explore the diverse landscape of diversity and inclusion (D&I) in Pakistan hospitality. The main aim is to understand the ongoing D&I policies and practices as well as the hurdles in execution. The methods were document analysis of organizational policies, structured interviews with Tier 1(policy makers) and Tier 2 (policy implementers), and workforce demographic data from major hotel chains including S Hotels & A Hotel. We also used the Google form Tier 1 & Tier 2 for collecting data from geographically distributed participants. Based on the two research questions that have guided this inquiry, the findings were then thematically analyzed and organized. This chapter is segregated into three parts where first part describes a certain snapshot of the workforce Diversity Mix in both selected organizations and second part presents an interesting light on significant results with clear message supported by real life data and third part is the discussion of the finding along with emerging trends and challenges.

5.2 Results

5.2.1 Workforce Diversity Mix

This section starts with how the workforce diversity mix in the hospitality organizations' studied is a complex interplay of gender, age, ethnicity, educational background and professional experience. This section draws on Saxena's Contextual Insight theory to discuss diversity as both a demographic profile and as a strategic asset that is sculpted by the organizational context. Adding Hofstede's dimensions, the analysis shows how the inclusion activities reinforce diverse team effectiveness.

5.2.1.1 Workforce Data Summary

In analyzing the workforce diversity mix of both Hotel S and A, four key dimensions have been considered: age, gender, type of employment, and years of service. These dimensions enrich our understanding of demographic representation, of contractual arrangements and of the duration of organizational membership. They provide useful perspectives on composition of the workforce and its effect on culture, stability and inclusivity. The following data presentation will demonstrate the trends and differences in these subcategories.

5.2.1.2 Hotels S (Islamabad)

Age Wise Employee Mix

Age Group	# of Employees
18 - -25	258
26 - -35	657
36 - -45	590
46 - -55	389
56 & Above	118
Total	2012

Table 5.1: Age wise Employee Mix

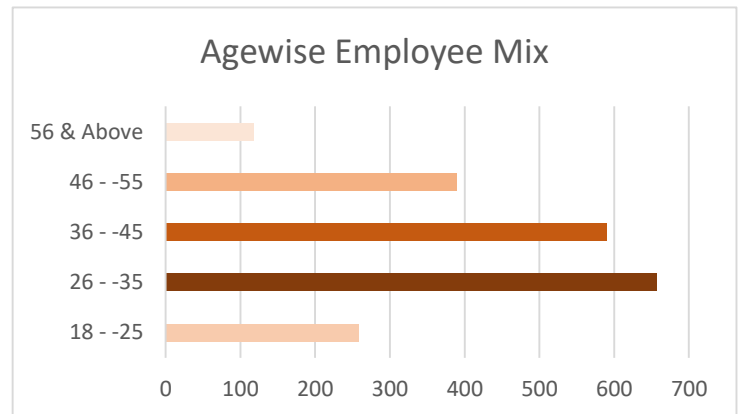


Figure 5.1 : Age wise Employee Mix

Gender Wise Employee Mix

Gender	Total # Employees
Male	1707
Female	305
Total	2012

Table: 5.2: Employee Gender wise

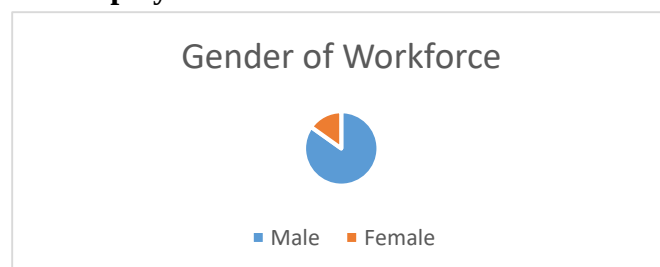


Figure: 5.2 Employees Gender Wise

Type of Employment

Employment Type	Number of Employees
Confirmed	1731
Contract	214
On Probation	67
Total	2012

Table 5.3: Employment Type Mix

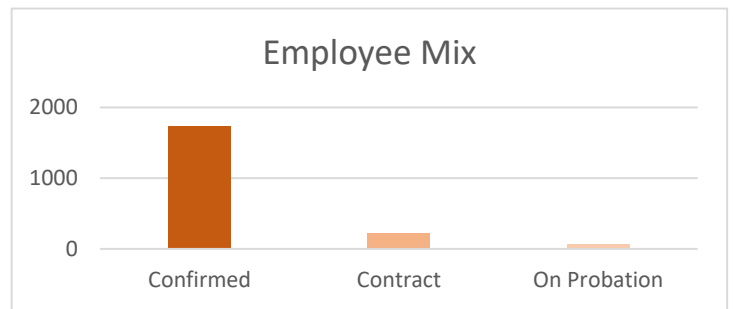


Figure 5.2.1.3: Employee Type Mix

Years of Service

Years of Service	# of Employees
01 - -5	1021
06 - -10	397
11 - -15	277
16 - -20	164
21 & Above	153
Total	2012

Table 5.4: Years of Service (Serena)

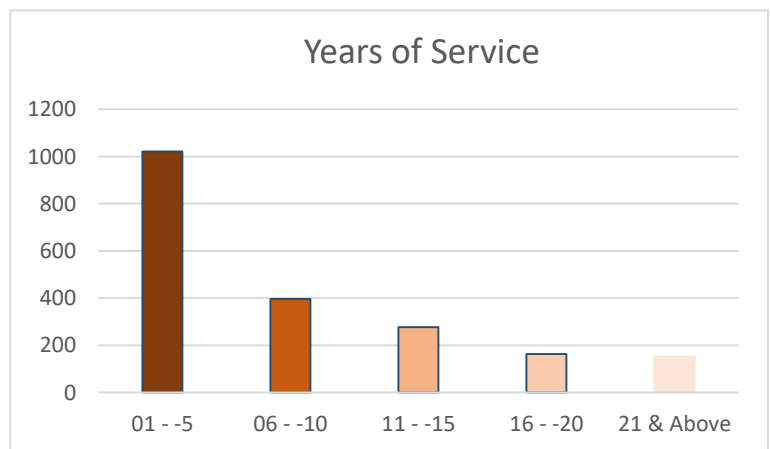


Figure 5.4: Years of Service

5.2.1.3 Hotel A (Lahore)

Age wise Employee Mix Hotel A

Age Group	# of Employees
18 - -25	207
26 - -35	184
36 - -45	149
46 - -55	107
56 & Above	71
Grand Total	718

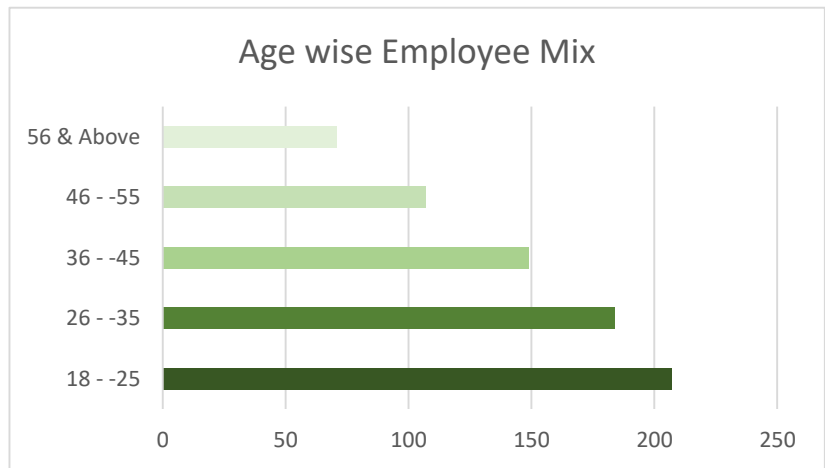


Figure: 5.5: Age wise Employee Mix

Table 5.5: Age wise Employee Mix A A

Gender Wise Employee Mix A

Gender	# of Employees
Female	62
Male	656
Total	718

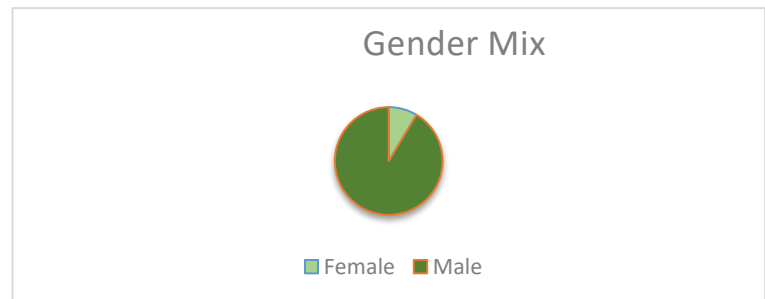


Figure 5.6: Gender Mix A

Table 5.6: Gender Mix (A)

Type of Employment A

Employment Type	# of Employees
Confirmed	610
Contract	49
On Probation	59
Total	718

Table 5.7: Employment Type Mix A

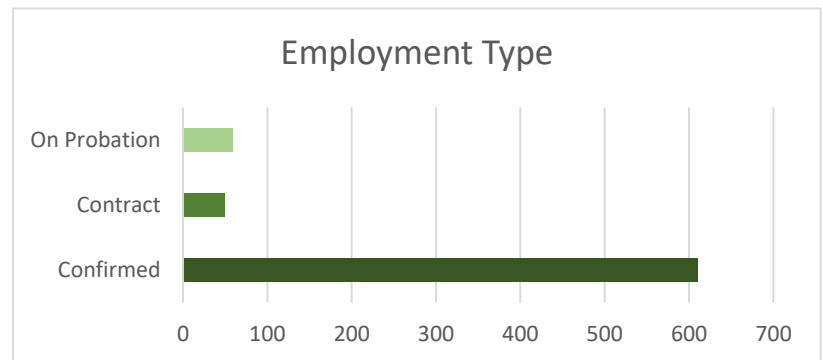


Figure 5.7: Employment Type Mix A

Years of Service A

Years of Service	# of Employees
01 - -5	446
06 - -10	117
11 - -15	35
16 - -20	340
21 & Above	86

Table 5.8: Years of Service A

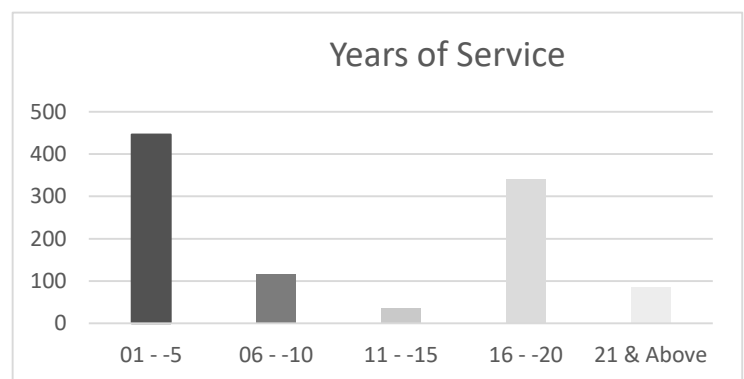


Figure 5.8: Years of Service (A)

These data points support interview claims that gender diversity is a growing yet underdeveloped area.

5.2.2 Documentation Review

Document Review is an integral part of assessing a corporate's commitment to diversity and inclusion. These sections were supported by evidence from policy documents, employee handbooks, and strategic HR plans to provide as a solid base for analysis. This study reads these documents, systematically revealing the “big picture”, orders of structure and governance within a field that administrates the production of inclusive practice. It also points a spotlight on existing policies that are meant to drive equity, representation and belonging, giving an exact looks at what it is like for an organization to have diversity ingrained in its culture as opposed to just tacked-on from the outside.

- **Research Question 1: What diversity and inclusion policies and practices are currently in place in the hospitality sector of Pakistan?**

Formal policy documents at S Hotels and A Hotel indicate more than lip service, with increasing evidence of operationalization of D&I protocols into their core human-resource frameworks. At Serena, the EEO policy clearly states that they are an equal opportunity employer and do not discriminate on the basis of gender, race, national origin, religion or physical ability; furthermore we do not stand any kind of harassment or unfair treatment. A also recently adopted a Recruitment and Hiring Policy that requires every short-listing panel to include at least one female, and job adverts ought to be circulated in both Urdu and English languages to reach out to individuals from different educational as well as linguistic backgrounds. In aggregate, these moves suggest a movement towards more structured, quantifiable D&I targets as opposed to one-off philanthropic gestures.

Supporting recruitment, the hotels have also developed robust Performance Evaluation & Promotion policies to reduce bias. According to Serena, you are supposed to ask line managers to calibrate candidate scores with a cross-functional committee at each promotion cycle. A takes it a bit further by incorporating the 360 feedback module that collects feedback from not just the supervisors but also peers and subordinates, ensuring cultural fit and team dynamics rank as high as individual KPIs. These checks and balances level the playing field to benefit historically marginalized groups, notably returning women employees and workers from rural regions, Tier-1 interviewees noted (senior HR directors, and corporate D&I leads).

Each organization also has acknowledged the need for continual education and engagement, embedding a Diversity Trainings Framework within their annual learning calendars. At Serena, all managerial staff are required to attend D&I workshops on subjects including unconscious bias, religious inclusion (with an emphasis on sectarian diversity within Islam as well as between faiths), and accessibility awareness. On the other end, A takes a slightly more decentralized approach to D&I events with each department developing their own lunch -and -learn sessions which have range from gender sensitivity to intercultural communication.

At both hotels, strategic HR plans reflect a D&I future beyond internal policy into supplier diversity and community engagement. Amongst its 2025 goals, Hotel S is aiming to source a minimum of 30% of its procurement from women-owned or minority-owned suppliers, and A has partnered with a national NGO to establish internship pathways for graduates hailing from marginalized sectors. Tier-1 interviewees explained that these outward facing initiatives reinforced the hotels internal culture behind closed doors as being known as a hotel who also was socially responsible employer. These two document reviews combine to create a comprehensive set of policies and practices that form the crux of what is required

in our analysis, so in the following sections we will scrutinize how these high-level commitments unfold on the ground.

Research Question 2: What are the main challenges faced in implementing diversity and inclusion policies in Pakistan's hospitality sector?

S Hotels and A Hotels both face serious systemic obstacles to translating diversity and inclusion (D&I) commitments into reality. At the organizational level, limited resources and conflicting objectives frequently relegate D&I initiatives to the margins. Funding for things like specialized training, access improvements and supplier-diversity programs tend to place below the line earlier in the budgeting process—particularly during the busy tourist months or during economic instability. Tier-1 interviewees emphasized that, without ring-fenced funding or dedicated D&I staff, initiatives like translating job-posting materials into regional languages or adapting guest-rooms for mobility access would remain aspirations rather than operational priorities.

Cultural and societal factors are another major obstacle. Interviewed employees and survey responses at both hotels mentioned a deeply ingrained patriarchal mindset that might manifest as subtle pushback when women or younger staff members put their hands up and assert themselves in the decision-making process.

Operationally speaking, accessing and maintaining a geographically-distributed workforce adds to the logistical challenges of D&I. Both hotels draw from amongst Pakistan's provinces, but infrastructure shortfalls especially in remote areas makes hiring and training difficult. New recruits from rural areas often come to them without previous exposure to mass hospitality, and so the organization needs to carry out long induction into the business which can put stress on the current number of trainers. Tier-1 stakeholders suggested that extremely high mobility costs and few family-friendly housing opportunities on the

doorstep act as a disincentive to talent from less-represented regions, drawing it to urban centers and restricting socio-economic diversity.

Although S and A have both instituted dashboards to track the head-count diversity, survey respondents pointed out these are focused largely on binary gender breakdowns and do not account for subtleties such as diversity in religious sects, disability status, or intersectional identities. Without a focus on granular data, coupled with clear targets and consequences for non-compliance, interviewees stressed that D&I would remain at a policy-statement level rather than manifest as measurable progress. These challenges demonstrate the need for strategic investment, cultural change management and sound accountability framework to bridge the gap between policy and practice, respectively.

Summary of Document Reviews Findings

Policy Area	S Hotels	A Hotels
Equal Opportunity Employment	Yes - Clearly stated in job postings and internal HR documentation.	Yes - Includes representation from diverse groups in hiring panels and promotion committees.
Diversity Sensitivity Training	Targeted training for all staff; monitored through compliance audits.	Formal procedures and mandatory training modules.
Diversity Recruitment	Proactive outreach in rural areas; recruitment quotas for marginalized groups.	Collaborations with NGOs and regional universities.
Cultural Competence Training	Monthly sessions and immersive workshops, supported by external trainers.	Annual awareness campaigns and cultural programs.
Flexible Work Arrangements	Job sharing, parental leave, hybrid roles, and disability accommodations.	Flex hours for female staff; part-time options for senior employees.
Leadership Accountability	KPIs aligned with D&I goals; scorecards reviewed quarterly.	D&I council that reports to senior management.

Table 5.9 Summary of Document Reviews

5.2.3. Interview Questionnaire- Tier 1

The first set of interviews took place with Tier 1 Policy Makers (S and A Hotels Groups. Across the ten questions, analysis reveals eight core thematic clusters — each of which points to both policy-level intent and operational-level challenges in nurturing diversity and inclusion (D&I) within Pakistan's hospitality sector.

5.2.3.1 Policy-Driven Commitment to Diversity

- Evidence: Extensive reference to Diversity & Inclusion strategy, EOE policy, promotion transparency, recruiting demographics, and leadership scorecard.
- Saxena's Take: This is again the tip of macro organizational coherence where what leadership does or says because it percolates down heavily in ground productive practices.
- Hofstede Link –As they live in a very high power distance culture (Pakistan), the formalization of policies in nations such as Pakistan means change will necessarily have to derive from top-down as because hierarchical structures are those who do the adopting.
- Implication: the policies are enablers at a structural level, however change is still left up in the air about through middle management and those cultural norms that we previously established.

5.2.3.2: Targeted Inclusion Mechanisms

- Evidence: Targeted outreach to underrepresented groups (women, remote communities, people with disabilities), mentorship programs, scholarships, internships.
- Saxena's Tip: Meso-level interventions that involve community and institutional networks to create entry points into the sector for greater diversity which requires supports if entrenched societal resistance is trying to respond.

5.2.3.3: Awareness and Capacity-Building

- Evidence: Mandatory unconscious bias training pushes its way into regular company culture and makes its demands known through workshops on cultural sensitivity, cross-cultural leadership programs, and legal compliance training for HR.
- Saxena Take: The shift in deeper micro level knowledge creation — raising individual awareness for an organic transformative evolution over time.
- Hofstede Link: Reduces Uncertainty Avoidance by providing employees with frameworks in which to address diversity situations.
- Explanation: People are getting educated, but the blanket cover is not across in as many areas are outside of formal training. The informal attitudes exist exempt and unaffected.

5.2.3.4 Creation of a Diverse Workplace Climate

- Cultural festival celebrations, language support programs, safe spaces and multilingual communication materials.
- Saxena Take: Organizational culture has to shaped around diversity, not simply apply it.
- Hofstede Link: Encourages cultural pluralism in a collectivist setting, creating a common in-group identity that consists of diverse sub-cultures.
- Implication: Where these soft-cultural impositions support the policy framework, removing individual interpersonal barriers can be a powerful combination.

5.2.3.5. Breaking the Linguistic and Cultural Barrier

- Proof: Language training, bilingual materials, cross-cultural mentorship & multilingual customer engagement.
- Saxena tip: Operational level tips to bridge the communication gap.
- Hofstede Link: Counters Pakistan having a high-context communication style by making sure that communications are in language and culturally decoded.

5.2.3.6: The Government and Institutional Role

- Evidence: demand for common D&I standards; tax breaks & PPPs; national campaigns for awareness/practice & compliance monitoring
- High power distance cultures support and speed up the introduction of practices through government endorsement
- Interpretation: Stakeholders are in favor of government action being necessary to help sector-wide change but that current regulatory mechanisms were perceived as lacking and not fully developed.

5.2.3.7: Ongoing Challenges to Inclusion

- Evidence: Change resistance, deep-rooted cultural biases, ignorance, resource constraints and alignment with local standards, gender discrimination and language.
- Saxena insight: Implementation is deterred by the contextual realities at the meso and micro levels despite frameworks for policy.
- Hofstede Link: Resistance is stronger in cultures with high masculinity, power distance and cultural traditionalism — mainly in the case of graduated responses to gender roles.

5.2.3.8: Future-Oriented Initiatives

- Data: local programs to develop talent, moving beyond traditional D&I (to the level of high-level), internships on disability rights, research in partnership by more ERGs.
- Saxena Insight: Proactive strategies are consistent with long-term cultural transformation goals.
- Hofstede Link: Reflects a long-term orientation in building diversity into the DNA of an organization.
- Implication: This depends on sustained leadership support for these initiatives and on actually measuring results.

5.2.3.9 Cross-Case Observations

- Policy vs. Practice Gap: Although their advanced DI frameworks, S and A demonstrate nuanced levels of implementation depth across departments.
- Local Culture: while it has an impact on the acceptance and success of diversity programs, cultural mediation as a concept seems to have almost no chance of working without careful adjustment — it needs to be localized.

Theme	Saxena level (macro/meso/micro)	Dominant Hofstede dimensions implicated	Example interventions / Practical implications
1. Policy-Driven Commitment	Macro	High Power Distance; Masculinity (where policies may need top-down enforcement)	Formal D&I policies, leadership KPIs, legal alignment, annual diversity audits
2. Targeted Inclusion Mechanisms	Meso	Collectivism; Femininity (support systems)	Outreach recruitment, quotas/targets, mentorships, scholarships
3. Awareness & Capacity Building	Micro	Uncertainty Avoidance; Power Distance (training cascades from leaders)	Unconscious bias, legal HR training, cultural sensitivity workshops
4. Multicultural Workplace Climate	Micro / Meso	Collectivism; High Context Communication	Cultural celebrations, safe spaces, language programs, inclusive leadership development
5. Overcoming Linguistic/Cultural Barriers	Micro / Operational	High Context Communication; Collectivism	Bilingual materials, language training, cross-cultural mentorship,
6. Government & Institutional Role	Macro	Power Distance; Long-Term Orientation	Policy guidelines, tax incentives, public-private partnerships, sector benchmarks
7. Persistent Barriers	Meso / Micro	Masculinity; Traditionalism; Power Distance	Resistance to change, resource constraints, gender biases —
8. Future Initiatives	Macro / Meso / Micro	Long-Term Orientation; Collectivism	Regional talent programs, inclusive internships, collaborative research

Table 5.10: Findings from Interview Questionnaire –Tier 1

5.2.2.10 Implications for Theory & Practice

- **For Theory:** The data supports Saxena’s multi-level contextual model, showing that macro policies must be reinforced by meso community outreach and micro individual capacity-building. Hofstede’s dimensions remain relevant in explaining why certain strategies resonate (collectivism, high power distance) while others meet resistance (gender equality in masculine cultures).
- **For Practice:** Organizations should integrate cultural mediators (festivals, language programs) alongside formal policy measures to ensure genuine inclusivity. Government involvement, sector benchmarks, and shared best practices are critical for scaling impact.

5.2.4 Google Survey – Tier 1

For Tier 1 Policy Makers, data was collected through a structured Google Survey designed to capture strategic perspectives on diversity and inclusion within the Hospitality Sector of Pakistan. The survey was distributed electronically, allowing respondents to complete it at their convenience, an approach particularly beneficial given the participants’ senior positions and demanding schedules. The questionnaire consisted of a balanced mix of closed and open-ended questions, enabling the collection of both quantitative indicators and qualitative insights. Using Google Survey ensured secure, efficient, and geographically flexible participation, while its digital format facilitated streamlined data collation and analysis. This method further assisted in providing a clear lens into the policy-level vision, priorities, and intended outcomes for embedding D&I in the hospitality sector of Pakistan.

5.2.4.1 Perspective on Diversity and Inclusion (D&I)

- **Recognition:** D&I across responses is a clear need for innovation, justice, and social engagement. Phrases similar to “it is a major focus area” or “we think this is critical to establish a diverse workforce” indicate that leadership sees D&I as both the right and smart thing to do.
- **Expanded Description:** While we grasp D&I broader than gender, it is not the same across ethnicity, culture, language and socio-economic diversity.

- **Comprehensive View:** Survey participants link D&I to recruitment, leadership development, workplace culture, and community impact showing a nuanced understanding.

5.2.4.2 Commitment of Resources

- **Specifics Structures:** Formation of a diversity council implies structural intention for D&I to be tracked and advanced (Q1, Q6).
- **Programs & Funding:** Programs such as mentorship programs, scholarships for underprivileged students and leadership development programs for the female populous indicating about financial as well as human resources allocation.
- **Training & Development:** This commitment is reflected to ongoing investment in training and development; regular unconscious bias workshops, cross-cultural training and language classes. The commitment is clear, but some resource constraints while sourcing diverse talent; especially from underrepresented group.

5.2.4.3 Changing Organizational Policies and Procedures

- **Policy Changes:** A variety of policy shifts can be noticed, like quotas (Q1, Q10), no-tolerance discrimination policies (Q2), flexible work arrangements (Q2) and reformed payment structures to solve wage disparities.
- **Recruitment:** The HR processes include equal opportunity status in recruitment ads; minority representation now part of decision-making committees.
- **Changes aimed at Compliance:** Procedural Changes – Internal audits, legal consultations, compliance to local/international standards.

5.2.4.4 Diversity Ratio in Workforce

- **Diverse mix:** The diversity mix is in terms of gender, cultural/ethnic background, regional origin, linguistic ability, economic status.

- **Operational Awareness:** We already have diversity quotas in our hiring, team-building activities, and buddy systems (pairing).
- **Internships:** Internships specifically for underserved populations show understanding of workforce diversity pipeline problems.

5.2.4.5 Women in Senior Leadership Roles

- **Leadership Pathways:** Several programs target the advancement of women and in particular to management levels, such as mentorship and leadership programs (Q1, Q8).
- **Set Policy Support:** Flexible working conditions and gender quotas to solve barriers for women.
- **Cultural Constraints:** Some of the challenges are rooted in cultural norms in conservative regions that can constrain the advancement of women (Q 7).

5.2.4.6 Coaching & Mentoring

- **Structured Mentorship Programs:** Match senior leaders with diverse junior staff (Q1, Q10).
- **Culture Adaption:** Employees from diverse backgrounds are easier to integrate with buddy support systems.
- **Leadership Development:** Women With the long-term vision to create more affordable, accessible pathways for women and targeted up skilling options for marginalized groups.

5.2.4.7 Key Insights

- **Be Proactive in Policy Changes:** D&I can be embedded within an organization at a variety of touch points such as recruitment, pay equity, committee representation and cultural trainings.
- **Introduction of Holistic Approach:** Policies, Training, Leadership Development and Cultural Awareness Activities being introduced to tackle inclusion.
- **Support from the Top:** This should be evidencing through the setting up of councils with a senior level leader, resources being given or allocated to and support for legal compliance hash measures.
- **Enter Talent Pipeline Limitations:** Various pools to attract great candidates from underrepresented groups.
- **Employee & Cultural Resistance:** Similarly, gender equality initiatives are also restrained by pushback from employees and societal norms.
- **Continuity of Action:** Early-stage policies are under way, but it takes time and continued energy to keep people involved in making a difference that can be felt.
- **Government & NGO Collaboration:** – Partner with governmental and NGO programs to raise public awareness of skills gap.
- **Data-Driven D&I Metrics:** Regular and systematic tracking of diversity ratios, promotion rates and training participation can increase accountability.
- **Customizing Strategies:** Regionally customizing strategies can be helpful in increasing the acceptability of different interventions.

5.2.5. Interview Questionnaire- Tier 2

The second series of interviews with Tier 2 Policy Implementers (Hotel S&A). These are those at the sharp end of operations, where high level D&I strategies need to be turned into actionable workplace practices. The analysis identified eight common core thematic clusters, distributed (though not evenly) across the ten interview questions and each indicative in its own way of the practicalities of implementation and systemic challenges experienced on the ground. The insights provided by these voices, thus act as an important conduit as they highlight the

nature through which strategic intent is translated, contested or diluted in the fluid environment of The Hotel sector of Pakistan.

5.2.5.1 View on Diversity & Inclusion

- **Diverse Operation:** Concept generalizable, but operations are seen as diverse and department-pertinent one of Tier 2 had a concept of operational diversity and inclusion. Many could see diversity and inclusion as a “good thing” or a “business shall,” yet this group had blurred “diversity” into blatant demographic metrics like sex or ethnicity. Furthermore, they widened its grasp on dialects spoken, maturities experienced, or culture knew. An accent on cultural exchange programs, mentorship for minorities, and the public declaration of equal opportunity all point to wanting to comprise D&I in the day-to-day. There was little indication of even more refined means of considering more general stats on how the employee feels included, hinting at an experimentation versus number-focused tracking assumption.
- **Saxena Mapping:** They are mostly Meso, some Micro in nature
- **Hofstede Linkages:** PD↓ (flattening hierarchies), UA↓ (openness to new practices); IDV↓ (collectivistic orientation)

5.2.5.2 Commitment of Resources

Evidence: Financial, human and process investments are visible but not even. The resourcing of D&I emerged in responses such as mentorship programs, cultural festival and targeted recruitment. Repeated examples were flexible working arrangements for various requirements, as well as leadership training tailored to women. These are indicative of material commitment, but the extent varies with larger and well-resourced hotels offering structured programs, while smaller properties leaning towards ad-hoc initiatives.

- Saxena Mapping: Mostly Meso, with traceability to Macro (in case it is aligned to corporate policy / long term HR strategy).
- Hofstede linkages: PD ↓ (empowering non-traditional leaders), MAS↓ (less competitive, more nurturing culture), LTO↑ (longer term workforce planning)

5.2.5.3 Changing Organizational Policies and Procedures

- Policy Change: Many respondents also highlighted the role of policy change – introducing quotas for under-represented groups, opening up pay structures to remove discrepancies, including D&I in recruitment and promotion procedures. Many respondents mentioned seeking legal advice and attending government workshops. In contrast, the cultural alignment has been a slower one in the workforce where you can see some resistance to change.
- Saxena Mapping: Policy framing (Macro), operational SOP changes (Meso)
- Hofstede Linkages: PD↓ (egalitarianism), UA↓ (embracing diversity in hiring),

5.2.5.4. An Insight to Diversity Mix of Workforce

- Focus on Visibility: The four-measure analytical framework, with diversity dimensions such as age, gender, type of employment and years of service were recognized by the tier 2 participants. Although discussions remained centered around gender and ethnicity, tenure in the workforce as well as being full-time or part-time seemed to contribute toward team dynamics and inclusivity. Some responses related diversity to innovation and quality of service in hospitality, reflecting that the business case is generally well-understood.
- Saxena Mapping: Meso and Micro both are very strong (mapping of day-to-day workforce in an organization).
- Hofstede Linkages: PD → (equal treatment across seniority levels), IDV ↘ (team based orientation).

5.2.5.5 Women in Senior Leadership Roles

- Women in leadership: There programs and female quotas for managers emerged at some organizations. However, cultural barriers and skills gaps in candidate pools — along with internal resistance from traditional segments — still represent obstacles. In relation to women in these leadership positions, those who focused on delivering customer service described them as both a social responsibility and a competitive advantage, with the result that they saw gender diversity in its most progressive terms.
- Saxena Mapping: Macro (policy commitment) and Meso (talent pipeline programs).
- Hofstede Linkages: PD↓, MAS↓ (move towards enhanced caring/compassion leadership styles)

5.2.5.6 Coaching & Mentoring

- Pragmatic inclusion tools such as mentorship and buddy systems :A few of the suggestions made in response included alongside formal mentoring for minority staff, cross-cultural training for all employees, and placing newcomers together with longer-term staff to assist with language and cultural barriers. These are the kinds of approaches that support staff retention and integration, particularly for potential employees from more rural or marginalized communities.
- Saxena Mapping: Meso and Micro (direct engagement at employee level)
- Hofstede Linkages: PD↓, IDV↓ (team support), LTO↑ (sustainable capability building).

5.2.5.7 Challenges to Inclusion

- Lack of skills and barriers to communication: Several barriers were identified within the narrative that could be tackled through a commitment to widening participation, reluctance among some staff, demanding availability of under-represented qualified candidates, gender-related cultural norms and linguistic diversity.
- Saxena Mapping: Macro (strategic buying in) & Meso level (operational barriers).

- Hofstede Linkages: Lower PD, UA, MAS → higher resistance to hierarchy, preference for novelty and female-led culture.

5.2.5.8 Forward-Looking Initiatives

- Build on collaborations and strengthen internal D&I: Planned initiatives are hoped to tie into vocational training partnerships, a diversity award, extensions of quota systems for different ethnicities and more tailored cultural awareness training. There is an indication for the need to shift from isolated interventions to institutionalized organizational culture change and are being implemented but have ambiguous timeline as of now, according to these plans.
- Saxena Mapping at Macro (policy ambition) and Meso (operational planning) level
- Hofstede Linkages: PD ↓, LTO ↑ (due to future-oriented investments).

Visual Coding Map — Saxena Levels & Hofstede Dimensions (Tier 2)			
Theme	Saxena level (macro/meso/micro)	Dominant Hofstede dimensions implicated	Example interventions / Practical implications
Operationalizing D&I	Micro / Meso	Power Distance; Uncertainty Avoidance	Standardized trainings; inclusive recruitment SOPs; mentorship TOR; D&I committees; data dashboards
Equal Opportunity & Benefits	Macro / Meso	Masculinity↔Femininity; Collectivism	Equal pay audits; flexible work; diverse panels; accessibility plan; parental leave; robust grievance SO
Inclusive Climate	Micro / Meso	Collectivism; High-Context Communication	Cultural rituals; town halls; anonymous portals; exchange programs; recognition for inclusivity
Cultural & Linguistic Barriers	Micro / Operational	High-Context; Collectivism	Multilingual policy packs; language training; mediation; inclusive onboarding; buddy programs

Table5.11: Findings from Interview Questionnaire – Tier 2

5.2.6 Google Survey-Tier 2

A structured Google survey of operational perspectives and experiences from the ground on how diversity and inclusion policies were being implemented within Pakistan hospitality sector for tier 2 policy implementers. The survey was distributed electronically, permitting easy access and response by respondents who are generally very busy in the operational aspects of daily work.

5.2.6.1. Awareness Raising Activity of Diversity and Inclusion

- **Recognition:** Respondents pointed to an increasing recognition that D&I is integral to professional success and moral behavior, e.g. this is suggestive that there is a growing recognition that D&I is a driver for change in the workplace.
- **Extended Description:** Diversity was a broad term and wasn't limited to just gender, but was seen in the broader context of ethnic culture origin country language and class professional competence. However, the extent to which they were understood and emphasized varied among the respondents.
- **Broad Perspectives:** For employees, D&I was associated with diverse confidence areas, but imagining also customer experience/quality of service (not only employee morale).

5.2.6.2 Commitment of Resources

- **Resource allocation** More than a few interviewees mentioned how they thought resource support, like skills and knowledge transfer, access to cross departmental opportunities, and to remain in decision making structures, occurred (Q7-Q9).
- **Programs/Tools:** Real life examples provided during practical placements for different team members (backgrounds) (Q5, Q6) interns, mentoring systems, buddy programs, were the most often given ideas.

- **Barriers:** While the investment is visible, challenges include the transition of one-time funding to a sustainable funding, and a more complete representation in specialty roles.

5.2.6.3 Changing of Organizational Policies/Procedures

- **Use of policies:** Participants pointed whether anti-discrimination policies have been implemented and whether there exist advertisement and performance appraisal system within the recruitment system as evidence that a policy-level agreement has (if not) been reached (Q2; Q11; Q14).
- **Accountability:** A heightened emphasis on auditing and monitoring, external standards and stakeholder involvement was thought to be especially important for increased accountability (Q12, Q13).
- **Operational Flexibility:** This was a big consideration, which is why things like flexible working and policy changes were also cited.

5.2.6.4 Diversity Ratio in Workforce

- **Employee Diversity Awareness:** Diversity is primarily defined by gender, race and location. : This very heavily biases our perception of diversity (Q5).
- **Pipeline Programs:** Internships and programs that target underserved populations were mentioned as a way to create entry points into the profession.
- **Operational Practices:** Tactic referred to by managers, which they denoted as team-work, networking, buddy system.

5.2.6.5 Women in the Leadership

- **Pathways of support:** Flexible policies and gender aware recruitment and mentoring strategies were identified as means of enabling women's progression (Q8, Q14).
- **Barriers:** It is identified that cultural barriers and pushback from employers still constitute barriers, especially in more conservative areas (Q13).

- **Opportunities:** Fewer Women.

5.2.6.6 Coaching & Mentoring

- **Mentors/mentoring systems:** There were accounts of both formal and informal schemes linking senior leaders with younger staff from diverse backgrounds (Q6, Q10).
- **Acculturation at Work:** The Role of Peer and Buddy Support in the Adaptation of Expatriates and National Employees of Several Nationalities.
- **Strategic Development:** Members felt that educational programs for women and underrepresented minorities were needed for career pipelines.

5.2.6.7 Key Insights

- **Proactive Hiring:** Companies will need to increase hiring and pay equity practices and committee participation in order to integrate D&Is (Q1, Q4, Q14).
- **Broader Policy Initiatives:** on teaching practices and backing for school leadership are helping to drive change Broader policy context based practices, pedagogical training programs and support to school leadership have now begun to pay off.
- **Cultural Resistance:** One of the major problems is when it comes to gender and also at culture side it is the society, but the employee as well (Q13).
- **Stakeholder Engagement:** Increased active collaboration with partners/NGOs and government is needed to take inclusion to scale at sector level (Q12).
- **Data-Driven Accountability:** Respondents referred to the importance of tracking population ratios, promotion ratios and inclusion-related reward patterns for accountability.
- **Consistency:** There were some murmurings of the need for continued commitment and funding of D&I rather than the one off but a continuous initiative.

5.3. Discussion

The diversity and inclusion policies and practices of the main players in the hospitality sector in Pakistan may differ depending on size, culture, and strategic objectives of organization. However, an overview of the documentation review and interviews identified some common policies and practices.

5.3.1 Recruitment and Hiring Practices

Recruiting being a unique element, of any group to be the stepping stone for its success in hospitality is the quality of Human Resources. The majority of hospitality firms do indeed have a very strong recruitment and hiring philosophy designed to bring in candidates from all walks of life. This also includes outreach to various communities and nationalities'. In addition, these leading hospitality companies also partner with minority associations and employ numerous channels for diversity recruitment. The first competitive advantage and the most impactful way to improve organizational performance, is excellent customer service — cooperative & respectful interaction with multicultural clients, and this can only be accomplished by hiring from a diverse talent pool. And expertly mixed into that diverse talent stew is a proven formula for recruiting & hiring practices that create both diversity and inclusion as outcomes.

In the case of the Pakistan Hospitality sector, recruitment and hiring are crucial aspects because of the fact that how diverse is the culture or so-called ethnicity of a country. Recruitment strategies has to meet the business need, but it is also have to be gender and ethnic sterile as well religious. In the realm of such a rapidly evolving sector of Pakistan, you need to have those recruitment practices which are best likely to bring innovation and creativity- with having the variety in people.

5.3.1.1. S Hotels Development and Implementation of Recruitment & Hiring Practices

The S group of Hotels is a member of a Network that is very dedicated to inclusion recruitment and hiring. The group is too big and community driven. The other is that

Serena's plan of action for getting out the vote includes targeting a rainbow coalition, including women and rural voters in general. Hotel S has a focus on merit-based hiring, and has also paired with a variety of educational institutions as well as community organizations to provide jobs for candidates from all walks. Hotel S also another goal to achieve and that is offer sustainable livelihood in the far away and undeserved areas of Pakistan.

The recruitment process is designed on evaluating the candidates by their capabilities, skills and potential rather than any gender or ethnic subjectivities. This way, the most suitable applicants are selected regardless of where they come from. In addition, S Hotels continues to work towards achieving gender balance and diversity within the workplace with leadership positions and concrete roles i.e. S Hotels has been emphasizing on women representation as an integral part of their operations.

5.3.1.2 A Hotels Development and Implementation of Recruitment & Hiring Practices

Similarly, A Hotels has also shown remarkable progress on inclusive recruitment and hiring practices. A focuses on community buy-in and deep engagements — primarily ensuring that people from different socio-economic backgrounds can be brought into the organization. They often collaborates with local communities and organizations to create job opportunities for the marginalized who find it hard to secure employment in the formal economy. This social responsibility focus benefits A Hotels in pursuing a more diverse workforce that works towards resembling the larger population, thereby ensuring hiring is open and fair.

Community outreach and expansion in recruitment channels, which includes placing job ads across the spectrum, connecting with minority job boards and attending career fairs serving underrepresented communities. It is further assessed that cultural fit is key to a successful recruitment with A and it ensure that the onboarding staff appreciate the importance of creativity, inclusion, and diversity. A Hotels promotes cultural diversity by

recruiting employees from as many diverse backgrounds, which helps create an environment where they increasingly benefit.

5.3.1.3. Comparison of S and A Hotels Recruitment and Hiring Practices

While S and A Hotels take a different approach, they have both put in place various practices that promotes diversity and inclusion. At S Hotels / Resorts the emphasis had long been on gender diversity and merit-based hiring, with a unique system to promote women in leadership. It is aligned with the broader organizational objectives of Serena, which are to promote gender equity and allow women in the workplace. Serena's collaborations with schools, colleges and local organizations also means that the company has access to a broad pool of candidates thus ensuring their recruitment process is diverse.

The A hotels on the other hand has a stronger slant towards access to the socio economic diversity via their hiring process, because Hotel A is focused on hiring people from the lower social strata. While Hotel A strives for inter sectionalism and gender diversity furthermore, at its core it is to fight work marginalization within these vastly neglected communities using a variety of recruiting avenues. Hotel A maintains a broad candidate pool allowing for an inclusive (as per the requirements) group of candidates.

5.3.1.4. Recruitment and Hiring Issues

S Hotels and A Hotels reported the challenges they faced in meeting their recruitment and hiring goals despite commitments to enhancing diversity and Inclusion. To overcome such constraints, focus will also need to be placed on societal biases that may limit the effectiveness of any recruitment efforts. Employees' across both companies have been told to actively push to increase gender diversity but sometimes cultural norms and stereotypes can still undermine the confidence of potential applicants, especially for leadership roles. Although, both Hotel S and even Hotel A may also have to step up their sourcing particularly from non-traditional talent pools to meet these challenges. This might mean growing the pipeline of women in underrepresented fields to the company by forging partnerships with organizations that focus on training and mentorship for women who seek to advance, or implementing specific programming aimed at recruiting women into

leadership roles. Additionally, both organizations can consider integrating more robust diversity metrics in order to track the success of their recruiting practices and identify areas for improvement.

5.3.2 Performance Evaluation and Promotion Practices

The Performance Evaluations and the subsequent Promotion Practices allow managers to base career advancements decisions on clear performance evaluation and promotion criteria within hospitality organizations in order to ensure fairness and equity?. These criterion are on place in order to prevent biases being imposed on any of the staff and create an equal field for everyone to grow equally well.

Performance evaluations and promotions are an integral part of the talent management strategy for any organization, particularly in customer-facing industries like hospitality where employee performance drives customer satisfaction and operational success. Also, effective evaluation is super important that they receive feedback and measure progress as well as they get the acclaim. Transparent and equitable policies like these can be used to mitigate bias and make career advancement more equal. The fair and meritocratic promotion practices need to be closely aligned with performance evaluations, offering all employees equal chance of growth trajectory and ensuring a workforce becoming more diverse is better positioned for career progression.

The hospitality field in particular finds it difficult to find the right balance with the subjective aspects of performance evaluation for instance customer service, as opposed to objective and quantifiable metrics like sales or operational efficiency. Organizations need to make clear that gender, ethnicity and socio-economic biases have no place in their performance evaluation and promotion practices, but also publicly signal the way forward. It can be further relevant in the context of Pakistan's hospitality industry where traditional societal roles might influence the prospects of certain employee groups.

5.3.2.1 S Hotels: Performance Evaluation and Promotion Practices

To guarantee fairness and transparency in the promotion process, S Hotels has devised a methodical performance evaluation system. It goes through a fairly extensive performance evaluation process that takes into account qualitative and quantitative measures of employee performance. They are graded on a point system of client feedback, operational performance and team dynamics. At Serena, leadership potential is given big point values and dedication to the way that the company runs is a very real thing regarding your ability to be able to promote in rank.

Similarly, S Hotels has taken steps to show that their promotion practices are consistent with the goals of diversity and inclusion. The company would like to ensure that all employees can be promoted on the basis of merit, irrespective of background. For instance, Hotel S has put policies in place that attempt to get more women and underrepresented minorities in leadership roles. This means giving opportunities to reliable staff to take on extra training and development as they are likely some of your leaders of the future, with a need to build their capability in preparation for potential higher level roles within the organization.

5.3.2.2. A Hotels: Performance Evaluation and Promotion Practices

Similarly, A Hotels goes for a mix of qualitative and quantitative measures in their performance evaluation. A provides reviews in two different categories — the first being a technical review around individual accomplishments and how employees fit into the bigger picture of what A is trying to accomplish. Using methods such as customer satisfaction scores, various operational efficiency scales and adherence to company values, employees are evaluated on key performance indicators that determine which ones get promoted. At Hotel A, teamwork and collaboration are at the heart of what makes them tick and it commends employees that work towards setting up a happy workplace with inclusivity.

The Hotels A provides that all employees have an equal opportunity to get promoted. Promotion criteria are clear within the company, and employees can have career conversations with their managers for performance appraisals. Mentorship and development are also at the forefront of Hotel A's promotion strategy, making proper support available to employees who need assistance moving up in their careers. This is especially true for employees from underrepresented communities or disadvantaged backgrounds that may receive certain benefits which enable their professional growth.

5.3.2.3.Comparing Sand A Hotels' Performance Evaluation and Promotion Practices

Like S Hotels, A Hotels has put in place performance evaluation and promotion practices that are rooted in fairness and equity; however the differences reflect their institutional cultures and value systems. The evaluation based on potential lends consideration to weeding out the true leaders only and S Hotels relies on one fits all as part of its performance review. This commitment to leadership is reflective of Serena's larger mission in fostering and diversity in leadership, with an emphasis on positioning women (and other marginalized groups) into positions hierarchically. Of course, while Serena's promotions practices are meritocratic, so the company also acknowledges that there is more it can do to help folks from underrepresented backgrounds thrive, especially from the Community. In contrast, performance appraisals at A Hotels are more team and cooperative oriented. While a lot of Hotel A promotion is merit based, the company also aims at providing all employees regardless of their background, an environment that supports them. Many employees at Hotel A today got there via the company first, then acquisition pathway — a key component of their promotion strategy is to recruit from within and once an employee has joined, they do whatever they can to make that individual successful in their career.

5.3.2.4 Challenges in Performance Evaluation and Promotion Practices

Despite their efforts to ensure fairness and equity, both Sand A Hotels face challenges in fully implementing their performance evaluation and promotion practices.

While Hotel S and A strive to be fair and just in their evaluation of performance: promotion practices, they are hindered on the ability to get it right. There should be no unconscious

bias in performance evaluations, as it impairs the ability of employees to measure and promote. In response to this, both firms may need additional training on how managers can prevent bias in their evaluation.

The other aspect of this is that everyone should get equal opportunities for their development and growth. Though S and A Hotels have both instituted mentoring and development cores, it is likely that certain facets of these contenders whom have been dissatisfactory include: female employees are excluded as members from some new programs. One of the key challenges is ensuring that performance evaluations are free from unconscious bias, which can impact the way employees are assessed and promoted. To address this, both companies could consider implementing additional training for managers on recognizing and mitigating bias in the evaluation process.

Another challenge is ensuring that all employees have access to the same opportunities for development and advancement. While both Sand A Hotels have implemented mentorship and development programs, there may still be barriers that prevent certain groups of employees from fully participating in these programs. To address this, both companies could consider expanding their mentorship programs and providing additional resources to support the career development of underrepresented employees.

5.3.3 Equal Employment Opportunity (EEO) Policy

Most hospitality organizations have an EEO policy designed to prohibit discrimination against individuals of color, religion, gender, sexual orientation, and age or because someone is disabled/wounded, invoking the preference for veterans it maintains an even-handed approach to the treatment of employees and their career opportunities

EEO policies are the bedrock for fostering fairness, diversity, and inclusion in any working environment. The EEO policy commonly found in the hospitality industry is created with the intention to stop any discrimination which includes sex, age, race, color, religion or national origin regarding their hiring practices. These policies make the workplace one where people of different backgrounds are genuinely more likely to be welcomed,

discrimination is unlawful and there will be equitable opportunity for employment and upward mobilize. Society norms and values in Pakistan can at times have an influence on workplace practices so it is incredibly significant for the hotel sector to have robust policies when it comes to encouraging inclusivity and promoting EEO.

Expanding the reach of EEO policies isn't just a matter of regulatory compliance, it's about creating a culture of respect and equity. When an EEO policy is executed well, it can reduce the occurrence of workplace discrimination, and create an adaptive environment, where all employees, regardless of background, can bring their best to work - and to the success of your business. The intentions of these policies and practices, and the application of these policies and practices will be assessed through this study for managing diversity of gender, ethnicity and religious in Pakistan's hospitality sector.

5.3.3.1 The S Hotels EEO Policy

The S Hotels Pakistan has endeavored to take serious measures to enforce a full EEO policy. They seek to promote an organizational culture that values diversity, equity and inclusion and believe this supports our intent to prevent discrimination against members of this group. This covers from recruitment, training, promotions and compensation thereby ensuring a support work environment at S Hotels

S Hotels also are the leading chain to respond positively to diversity issues, and there EEO policy formalizes their commitment to ensuring equality of gender and opportunity in all its investments, besides it actively promotes it through empowerment for women as well as opportunities for staff from amongst previously socially marginal groups. One such hotel brand is S Hotels, who have adopted separate programs aimed to encourage the career advancement of female leadership, resulting in improved gender diversity at managerial roles. These are consistent with broader company goals to create a culture that is inclusive and where all team members feel valued and respected.

5.3.3.2 The A Hotels EEO Policy

A Hotels, one of Pakistan's leading international hospitality companies has endorsed a stringent EEO policy to ensure that it does not practice any discrimination and promotes diversity. A also has an EEO policy that prohibits discrimination on the basis of race, gender, religion and similar categories. No form of harassment, discrimination or unprofessional conduct will be tolerated at A Hotels; all employees have access to career development and advancement opportunities.

A Hotels has implemented a number of initiatives to diversify business and industry in its workforce. They include training course on cultural competence, diversity and leadership for inclusion. A Hotels is also recognized for its approach towards engaging with the community, this not only creates jobs cross-section of society and supports its values on inclusivity and diversity.

5.3.3.3 Comparing Sand A EEO Policies

Both S and A Hotels published that some of their best practices were centered around diversity and inclusion, whereby both establishments held strong EEO implementation structures yet Hotel S went further in its D&I procedures. S Hotels has a strong focus on gender diversity especially in leadership roles by way of focused programs which help women grow as professionals. While this is a better performance for inclusivity than might be expected, read on to find out if gender representation in politics and the workplace compare equally favorably.

By contrast A Hotels have a social twist to their diversity endeavor -they have embarked on offering job opportunities to diversified socio-economic classes. A's EEO policy is distinct as it supports cultural sensitivity training since Pakistani culture is diverse and its employees differ in religious beliefs. That can help promote better team dynamics and reduce cultural clashes.

5.3.3.4 Summary of Core Commonalities in EEO Practices

Both the S and A Hotels have adopted the same policy as far as their sanctioning EEO practices are concerned. For example, they have implemented protocols to ensure that discrimination or harassment complaints are addressed promptly and in an equitable manner. Additionally, the two firms provide employees and supervisors with EEO training to ensure that the workforce is kept informed and up-to-date on EEO matters.

Further, both S and A Hotels recognize the importance of a work environment as open to all regardless of legal requirements. Creating a culture that values respect and inclusivity in both entities is intended to reduce employee turnover and improve business performance.

5.3.3.5 Challenges in Implementation

S and A Hotels are no exceptions; although they have developed strong & comprehensive EEO policies on the paper it becomes a challenge for the organizations to take the advantage of the promises. Another issue is the gulf between policy and practice. Women were heavily involved in both companies, although the nature of society & biases can sometimes hinder women's foray into certain territories. Then in an environment in which such active inclusiveness is promoted within institutions, it means there is a pressing need to think through various cultural and religious signifiers which may trigger communicable misunderstandings or conflicts between colleagues.

Although, without question, Hotels A and S could also do more to strengthen their diversity and inclusion efforts. This might include growing the current mentorship programs for minority groups, raising awareness of unconscious bias and establishing a more inclusive leadership style in which it becomes practical to have multiple perspectives to problems.

5.3.4 Community Engagement and Corporate Social Responsibility (CSR)

Many of the industry's top hospitality companies get involved in local outreach and its CSR efforts typically revolve around diversity and inclusion. This can manifest in a variety of ways, from funding local diversity-enabling groups to sponsoring multicultural events or initiatives and programs that support diverse communities.

Community involvement, CSR and especially, diversity, equity and inclusion within top hospitality companies. Such measures are illustrative of an organization's dedication not just to its employees, but also to the communities in which it functions. Through meaningful community service outreach, hospitality organizations are able to address social problems, promote local cultures, and support a variety of diverse cultures and people groups, bolstering their reputation and making a difference in society.

For the hospitality industry, CSR programs might involve financially backing local diversity organizations, sponsoring culture events and programming for underserved communities. These actions serve to connect the organization to the community, a sense of ownership partnership. Additionally, strong community involvement can elevate employee morale and retention by employees that who felt proud to be a part of a company that cares about being socially conscious and inclusive.

When applied to diversity and inclusion, the effect of CSR can be huge, because companies that push for diverse communities are also tearing down walls and building a more equitable world. In an industry as diverse as the hospitality industry in Pakistan, organizations such as S Hotels and A - Hotels are uniquely placed to make a huge difference through their CSR activities. Their approach to community engagement and CSR shines a light on how these companies are attempting to create an environment where everybody is welcome.

5.3.4.1 The S Community Engagement and Corporate Social Responsibility (CSR)

S Hotels was already a pioneer in community service and corporate social responsibility in Pakistan's hospitality industry. The company's CSR initiatives are a testament to the latter's quest to promote diversity and social inclusivity. S considers its assistance to the communities a matter of priority and thus has business relationships with a number of registered Non-Governmental Organization (NGO) offering it support in community service, education, women sensitization. With these collaboration, Hotel S is able to give back to those that address important topics and issues affecting many.

Another remarkable feature in S Hotel's CSR initiatives is the investment in cultural heritage and diversity by hosting local cultural events and festivals. S Hotels creates a stronger brand profile, while bringing together its stakeholders and recognizing the cultural heritage of Pakistan. Additionally, the group helps sponsor educational programs that teach underprivileged children essential skills for a future in the hospitality industry. This dedication to education is in line with the broader goal in Hotel S's mission to build an open space where we can all be heard.

Environmental Sustainable Development is also well integrated in to the S Hotels CSR policy. Through its support of environmentally friendly practices and environmental conservation initiatives, Hotel S helps its local communities as well as the planet. So in a sense, these initiatives are helping to establish a better brand image for the company and highlighting Hotel S as a leader that is trying to be responsible in its operations within the hospitality sector.

5.3.4.2 The A Community Engagement and Corporate Social Responsibility (CSR)

A Hotels has on the other hand anchored itself on community engagement and corporate social responsibility. The company is committed to contributing its part in the socio-economic development of local communities by being involved in different CSR programs, with a particular focus on diversity, equity and inclusion. A collaborates with community

organizations and NGOs, to work where it can make a difference in the sector of life especially towards education health care social development.

For A, a leading CSR initiative involves fostering education and training for underprivileged youth. A works with schools, offering scholarships and training programs to prepare young people for careers in the hospitality industry. We are in the business of education for a career and paving ways for individuals which ultimately results in a well composed workforce that can support the hospitality landscape growth in Pakistan.

Moreover, this community driven business is dedicated to supporting local cultural things and events as they strongly feel for the culture of Pakistan to be celebrated. With a mix of cultural festivals and community programs, A has helped foster a sense of community among diverse peoples, promoting acceptance and reverence for the various cultures. A also contributes to sustainable practices- in an effort to limit their carbon foot print also become involved in community initiatives to assist the local community and ecosystems.

5.3.4.3 Comparing Sand A Hotels' Community Engagement and CSR Initiatives

The community involvement demonstrated by both S and A Hotels and their CRS strategies reflect the commitment to promote diversity, equity, and inclusion. While they both play in the same sandbox, they have different priorities and methodologies when it comes to building community and supporting education.

S Hotels promotes cultural diversity and inheritance through support of local festivals and events. This approach to cultural activity as a business model not only makes the hotel more closely connected with its specific context, with the own territory that hosts it. A Hotels, on the other hand, bankrolls education and skill building of underprivileged youth to make them successful in an industry-paid labor market known as hospitality. Certainly the A model feels like a more refined version of investing in community assets that, from the bottom up, provide people with skill sets designed to work within the industry.

5.3.4.4 Challenges in Community Engagement and CSR

Although both S and A Hotels have improved their community engagement and CSR work greatly, significant challenges remain in delivering impact. The CSR action should be functioning and additionally they should not only serving the community momentarily. A survey and additional conversations with customers and local partners will enable the two companies to further refine these efforts.

The other big challenge they face is how to communicate the effects of their CSR initiatives with the wider audience (employees, customers and general public). The goals and the results of such programs need to be communicated in a transparent manner so that donors can trust them. Therefore, steps for these hotels to take forward would be to set up a regular reporting mechanism which can communicate the progress and the impact of their community engagement efforts by keeping transparency at its helm and establishing themselves as a socially responsible entity.

5.3.5 Flexible Work Arrangements

Hospitality organizations are some of the best at understanding that individual employees have unique requirements, so organizations offer work-at-home options (with different degrees of flexibility), alternative hours, and part-time opportunities. How these practices allow for work-life balance, and a variety of lifestyles and responsibilities.

Non-standard work arrangements are critical for modern employment, especially in sectors such as hospitality where there is a need for working long hours and interacting with customers. Telecommuting, flex hours, and part time work options also ensure that companies support a multitude of demands that employees need to juggle (balancing family life with their professional commitments). Not only do these practices make employees happier, they seem to stick around longer thanks in part to the cultural norms that encourage this level of transparency and the other type of employees who choose to work at companies that is willing to accommodate them i.e. individuals coming from historically underrepresented communities.

It is no secret that flexibility is key in the hospitality sector, typically running 24 hours a day, seven days a week and so being able to offer a more productive and engaged workforce will also help retain staff which is difficult at time of high demand. Flexible work will help companies adapt, given that as employees increasingly value work-life balance and focus on enjoying their life outside of office hours. In turn, scheduling flexibility also allows hospitality firms to easily manage staff needs during peak and off-seasons in order to maintain service quality without stretching employees too thin. Pakistan's hospital industry is still evolving as it grows and organizes: firms breaking out of their adolescence could potentially trigger a flexible or job-embedded approach.

5.3.5.1 S Hotels: Flexible Work Arrangements

S Hotels is ready to create a culture that recognizes all employees varied lifestyles and responsibilities and to introduce flexi working. Hotel S also offers job flexibility in the form of alternate schedules, part-time positions, and remote work options in roles such as administrative or back-office jobs. The staff that leads a more-balanced life both on and off the clock which is key in an industry as grinding as hospitality.

The flexibility these policies provide Hotel S are also part of a larger commitment the company has made to diversity and inclusion. It's set standards specifically for helping and supporting women in the work force (offering flexible hours to its mothers and caregivers). By offering these possibilities, Hotel S not only empowers a comfortable work climate but most importantly, prevents potential manpower from abandoning the sector for personal responsibilities. Further, S Hotels also guarantees that joint labor actions are extended to employees at all levels and at each stage of career development including from general staff to the most senior therefore nobody is excluded from these powers.

5.3.5.2 A Hotels: Flexible Work Arrangements

A Hotels offers flexi work hours to encourage diversity and inclusion at work. A has tried to adapt elements of their flexibility model to more diverse socioeconomic backgrounds by offering part-time work, flexible hours, and breaks throughout shifts to people who may

need it, in addition to work, and dealing with other personal pressure, like school or the need to take care of family members. That allows Hotel A to tap a wider talent pool and to lure people with more active lives who may be unable to work full-time at a desk.

A Hotels also has a degree of flexibility in its bookings to help staff to actively work on their time management whilst trying to suffice operational requirements in the hotel. All these "availability to work" preferences should be communicated by employees for Hotel A to generate a common roster across business needs and the employee's lifestyle. As part of that overarching mission to foster a balanced life at work and see their employees thriving in their passions on and off the clock, this emphasis on flexible schedule seems like a seamless fit.

5.3.5.3 Comparing Sand A Hotels' Flexible Work Arrangements

S and A Hotels both within the same industry have accepted flexibility at work, but they emerge having diverse purpose oriented to it. S Hotels has a longstanding tradition of providing continued strong support to women in the workforce, especially those managing homes and families. The firm offers flexible hours and allows women to work part-time, which the company says mitigates any potential conflicts with personal responsibilities borne in a culture where most caregiving falls almost exclusively on women's shoulders. At Hotel S we are focused on gender inclusivity and it is a critical part of our broader diversity and inclusion strategy, in which we seek to empower women and advance gender equality at work.

A Hotels, however, is more concerned about allowing employees from various socio-economic backgrounds to do shift work. These flexible work arrangements are ideal for those who need to work part-time or at times which may be unusual due to personal/financial circumstances and are meant to further prove opinion two. Hotel A's interest as a corporations is to decrease cost by demanding more from employees without providing sufficient compensation. Not only does this mean Hotel A is different to Hotel S with an emphasis on engaging community and socio-economic diversity in recruitment

and employment, A is dedicated to being flexible, enabling people who might experience challenges with traditional employment opportunities in the hospitality industry.

5.3.5.4 Challenges in Implementing Flexible Work Arrangements

While both S and A Hotels have been proactive in offering flexible work arrangements; there are still challenges for these companies when it comes to the full implementation of these practices. One of the biggest hurdles is making sure flexible working practices for everyone: even roles involving a lot of face-to-face interaction with customers, which can be harder to make more flexible. It is understandably even more difficult in the hospitality sector where in many roles physical presence is a necessity. However, this serves as a constant struggle in ensuring that everyone is treated fairly no matter the role or level within their organization. Although the top and middle managers tend to be able to access more flexible options among administrative staff, this may not be the case of front-line worker because the nature of their work. To remedy this, we require S and A Hotels to investigate other avenues in which they may be more flexible to all staff such as employing a shift swap system or providing for more self-designed rosters.

5.3.6 Diversity Training and Education

A number of hospitality companies offer a broad range of diversity training programs that help to promote respect and understanding amongst employees about diversity and inclusion matters. It might cover topics like unconscious bias, cultural sensitivity and inclusive leadership.

The thing is that this needs to be central to any organization's diversity and inclusion (D&I) strategy: a training and education. Such programs also raise awareness of unconscious bias, across culture setting, and inclusive leadership to help open communication in a less harmonious and integrated workplace. This is especially necessary in the hospitality sector, where you are exposed to a variety of clients and colleagues. Diversity training is a powerful tool that, when maximized, creates a culture of respect and cooperation while

simultaneously improving performance by allowing organizations to unleash the potential of their diverse workforce.

Especially in the Pakistani hospitality sector, diversity training is an incredibly important tool to cope with the multiple clashing cultural as well as generational challenges faced by a hotel having older and younger workforce. The success of these programs relies on the dedication of their leadership, local content, and regularity and depth in which they are delivered.

5.3.6.1 S Hotels: Commitment and Action in Diversity Training & Education

S Hotels, supports its D&I strategy with Diversity training and education upon hire, and ongoing annually. Ongoing training programs help build a staff culture in which everyone employees are invited and appreciated. The programs address unconscious bias, gender sensitivity and cultural awareness among others and are personalized to meet the diversity needs across its expansive workforce.

Women are now provided with equal access to leadership development training through company-funded specialized programs designed to encourage a more balanced workforce. S Hotels also conducts diversity training for the top management to build inclusive leadership. By doing so, we turn managers into effective coaches for themselves and anyone they lead, who maintains an inclusive environment. These campaigns are part of Serena's long-standing dedication to creating a culture of diversity and inclusivity at all levels.

5.3.6.2 A Hotels: Commitment and Action in Diversity Training & Education

A Hotels also offers strong programs in diversity training and education (separate from the Serena's approach, however). A stresses on the need to be courteous towards each one another and respect their cultural differences, which falls in line with the ongoing efforts of the company to align its processes as per the cultural and religious diversity amongst its employees and guests. Rooted in such a service industry dependent on customer satisfaction, programs like Hotel A's Diversity Training Programs are designed to educate

team members about the cultural norms and rendering them competent enough that they can maneuver through these interactions effectively.

A Hotels in their training programs also stress on inclusive leadership. Such programs aim to cultivate a culture of inclusion where every employee, irrespective of caste or creed, is welcome and can grow. Taking its commitment to diversity education even further, A also trains underprivileged people — in order to properly integrate them into the hospitality workforce. As A is committed to being a good neighbor and responsible engine of diverse talent, this investment in inclusion from the organizational level through community engagement was natural.

5.3.6.3 Comparing Sand A Hotels' Diversity Training & Education Efforts

Although both Sand A Hotels focus on diversity training, how these institutions choose to do so demonstrates the unique culture and values of each organization. S Hotels has always focused on gender diversity and women empowerment, training programs are designed to develop Leadership as well Gender Sensitivity circuits. While this might not fit everyone it is tailored specifically for what Hotel A is after as part of its overall D& I goals; fostering gender equity inside its organization, especially in leadership positions.

By contrast, A Hotels prides itself on holding a holistic and culturally referential view of culture that places cultural sensitivity at the heart of inclusivity. Hotel A offers diversity training programs to help ease the struggle of working in a multicultural setting, and better understand/integrate the various cultural and religious differences between their co-workers and customers. A is unique in its commitment to diversity—diversity not just as a function of innovation, but because it is strategically and morally important; the firm recognizes that their customers are diverse, so the best way to innovate for them at scale is by ensuring contributions across the board.

5.3.6.4 Challenges in Diversity Training and Education

While both S and A Hotels have made important contributions, their challenges are not yet over. Biggest challenge: Ensuring completion, and deeper integration, of the training

programs by employees. Diversity training is often seen as a check-the-box compliance obligation rather than an enriching learning experience. This could be mitigated if both hotels implement a more interactive and practical training method for diversity and inclusion, using scenario based learning techniques combined with on-going mentorship programs that help maintain the concepts taught.

The reality is that these diversity training programs are just a first step, and only messaging that spills over into everyday workplace interactions can guarantee the changes they ultimately aim to accomplish. S and A Hotels should conduct regular feedback loops to assess the impact of their training programs and adapt or change as needed to meet their targeted D&I objectives.

5.3.7: Inclusive Leadership and Mentorship Programs

Hospitality companies might develop inclusion-leadership training modules that help managers practice diversity-friendly leadership and as a result create inclusive environments suitable for minority team-mates. Mentoring also contributes to advance and retain minority workers.

These are all areas that have a direct impact on our sector's bottom line and for any organization to be strategically positioned to take the lead in the hospitality industry, we need to also include leadership and mentorship programs in our diversity and inclusion strategy as leadership often sets the culture and tone for departments. Managers establish those environments through inclusive leadership training in which everybody is embraced and is recognized and feels enabled. A lot of these programs also provide that most critical of components: training to help leaders learn to effectively lead diverse teams, rather than simply more effectively benefiting from the strengths that individual backgrounds bring to the table. Likewise, mentoring programs can help underrepresented employees get to that next rung on the ladder by advising and vouching for them, which can open the door to promotions. This job is part of a more diverse, all-encompassing workplace that promotes diversity at the company level.

This is especially true of the hospitality sector which relies on exceptional service to relate to any customer base. That means leadership, which is trained to value diversity internally, can therefore see the demands of their employees and their customers. Indeed, mentorship programs may even "level the playing field," making it difficult to leave underrepresented employees to wander aimlessly in the jungle to fend for themselves, as they have made their way to success and the path forward. As the hospitality industry in Pakistan is largely influenced by the traditional gender roles, as well as a dominant culture which places females inferior to males in terms of access to or participation in all types of human or human rights, leadership paves the way towards diversity and inclusion.

5.3.7.1 SHotels: Inclusive Leadership and Mentorship Programs

One of the key pillars to promoting gender equality in the workplace: investing in women by offering a leadership and mentorship program to large hotel chains, like S Hotels. The company has developed new leadership training programs to help managers create inclusive environments. These programs are designed to focus on issues like implicit bias, appreciation for various cultures and communication that will help leaders across the organization manage teams from different backgrounds. In conjunction with Serena, the strong mentorship program helps to grow underrepresented employees and women in particular. The Mentorship Program matches junior staff with senior leaders who provide guidance, support and advocacy. The objective is to build a pipeline that connects entry-level roles to leadership bosses so that women (and other underrepresented minds) have less blocked access to the next level up. The goal is that through mentoring they will be able to create a conveyor belt of incredibly talented people, who assume a leadership role within the organization.

5.3.7.2 A Hotels: Inclusive Leadership and Mentorship Programs

A Hotels has also demonstrated a commitment to diversity leadership by mentoring under-represented employees. The development of a support system in which every employee feels heard and valued occupies the number one spot on Hotel A's strategy for inclusive

leadership. The company offers leadership-training programs in cultural competency, empathy and building inclusive teams. They are designed to let the leaders know what challenges team members from various diverse backgrounds may face, and help the leaders create a more inclusive environment.

At A Hotels, mentorship is also a significant component, especially for those of their workers who may be socially and economically disadvantaged. Its mentorship programs are designed to guide such employees in order to receive the necessary direction/attention to success in the world of hospitality. At the Hotel a Group mentors offer guidance around career progression, joining the right professional networks and advocate for the advancement in the organization. This focus on mentorship supports A's commitment to corporate social responsibility and core purpose of building bridges between people who are facing barriers in their career path.

5.3.7.3 Comparing S and A Hotels' Inclusive Leadership and Mentorship Programs

While S and A Hotels share in the philosophy of the system of inclusivity of in leadership and mentorship, their recommendations also points to how each organization uniquely perceives the approach to an issue. At S Hotels another important activity has been mentoring women, a key aspect of the Hotel's endeavor to see more women reach their potential at all levels of the organization. There are also their leadership development programs that work to foster leaders who know how to lead diverse teams, building cultural competence and combating unconscious bias among them. This way, Hotel S does its little bit for a workplace that is more inclusive for all women and underrepresented groups in helping them find equal paths to their success.

A Hotels, however aims to foster its workers who come from diverse Socio-Economic backgrounds and offers very unique mentorship programs. This is a major theme in Hotel A leadership training, where we prioritize empathy and cultural competence so leaders can create spaces where employees from all diverse backgrounds feel seen and connected with. Its mentorship programs specifically cater to supporting those from marginalized

backgrounds in navigating the hurdles that come with moving up in their careers. So in practical terms what are the implications for the Hotel a Group? In many ways the idea is perfectly representative of not only Hotel A as a company but its broader mission to be more socially responsible and open.

5.3.7.4 Challenges in Inclusive Leadership and Mentorship Programs

Although both brands have made significant headway in promoting inclusive leadership and supporting employees across the gender spectrum, hurdles are still present that must be addressed to fully unlock the potential of these programs. A related issue is the need to be certain that inclusive leadership principles are universally applied throughout the organization. Leadership training, for example, can equip leaders with the tools they require to promote inclusivity, but it is essential these values are upheld not as stand-alone principles but within the fabric of how daily operations and decisions are made.

The next step is to make sure that mentorship programs are available for all employees who could benefit from them. Despite admitting to having a robust mentor program in place at both S and A Hotels, such barriers do exist that deny some employees their share of the benefit. To use this concept in practice, you can create a plan for those situations, when your staff does not get support at an academic level — for example, less mentorship is available to remote employees or those in more junior positions. To this end, both companies might think about scaling their mentor ship programs so that everyone at every level in every location can be mentored.

5.4 Conclusion

The analysis in this chapter would suggest that not only do S and A Hotels share a commitment to diversity, inclusion, as well as broader corporate social responsibility (CSR) beyond, but such commitments are long-standing. At the heart of this, S Hotels pursues an ethos oriented towards cultural heritage and education, while A Hotels underlines the projects through vocational training and community development. In the first place, these grass-roots activities raise the organizational stakes, promoting corporate

image and solidifying local community ties through a common heritage and worldview. The hotel groups are good examples of social impact being enshrined in corporate strategy within the hospitality industry in Pakistan. The strategic focus can grow more complex yet still reinforce current strengths while pivoting to new challenges

Nevertheless, the results also suggest that diversity and inclusion (D&I) practices in Pakistan's top hospitality organizations are at early stages of operational maturity. Then again, even when policies are in place and endorsed by senior leadership, a lack of consistency on the ground due to cultural resistance; procedural constraints related to resources or conviction from managers; sustainability issues can limit enacting any policy. Unfortunately, if entrenched obstacles such as gender bias, the prevailing opinions that D&I are just to placate under-represented communities and of course those who remain steadfast in their aversion to change continue, then policy alone cannot prompt the cultural shift that is so necessary. All of these factors speak to the need for strategies that are more than just compliance and which drive true behavior change and a culture shift.

The qualitative data revealed thematic patterns suggesting that D&I is best understood as a spectrum rather than a binary. Property, department, and leadership level Meso-level practices vary but are guided by the Macro-social cultural norms and Micro-team interaction. This sounds like Saxena's Contextual Insight model but at a different layer level. At the same time, if not sufficiently planned and implemented with attention to middle-management buy-in, resourcing and capability-building, policy implementation can be fragmented.

In conclusion, inclusive hospitality in Pakistan would necessitate a systematic change of cultural, organizational as well as individual levels. These are important actions S and A Hotels have taken, but long-term D&I integration — rather than merely plaque-to-wall publicity achieves require sustained investment. Serial strategy refinement, and province evaluation.

The next chapter leverages the conceptual and empirical underpinnings from this chapter to provide a thoughtful, yet evidence-based set of recommendations to assist stakeholders

in bridging the policy-practice divide with a view towards innovating a more equitable, diverse and resilient hospitality sector.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

6.1.1. Recruitment and Hiring Practices

In summary, both S and A Hotels appears to be committed to promoting inclusive recruitment and hiring practices albeit by differing means due to distinctive organizational culture and values. S Hotels talks about gender diversity and getting people on merit, while A Hotels on socio-economic diversity and engaging communities. Both strategies are commendable in moving towards a more inclusive workplace, but both organizations maybe need to look at improving their recruitment methods for sustaining D and I in the hospitality sector. By further investing in inclusive hiring practices, Sand A Hotels have an opportunity to generate positive behavioral momentum in the industry and pave the way for a more equitable, diverse workforce in Pakistan.

6.1.2. Performance Evaluation and Promotion Practices

Both S and A Hotels appear to have shown an effective commitment towards maintaining equity and fairness while evaluating performance and particularly during the yearly promotion cycle. S Hotels emphasizes keenness towards development and being in sync with the company's values while A Hotels focus on team work, collaboration and mentorship. Both strategies are good for promoting workplace inclusivity and ensuring all employees have access to path forward. By maintaining a commitment to sound principles of clear, equitable and developmental performance appraisal and promotion, S and A Hotels are surely benchmarks for the Pakistani hotel industry.

6.1.3. The Equal Employment Opportunity EEO Policy

In summary, S and A Hotels EEO policies are a sure sign of their conviction that diversity and inclusion are the way to go forward in the fiercely competitive arena in which the hospitality industry operates. Whereas S Hotels is communicating gender diversity especially at the senior level, A Hotels is broader their focus towards how to be inclusive in society how to make cultural awareness. Both companies show strong commitments to promoting a fair and inclusive workplace but there is still progress to be made as managing a diverse employee populace starts to create new challenges for the companies to tackle. By continually enhancing their EEO policy and practices, S and A Hotels can lead the charge in developing diversity and inclusion in the nation's hospitality industry.

6.1.4 Community Engagement and CSR Initiatives

Community engagement and CSR have become two crucial aspects which enable hospitality organizations not only to create value for themselves, but to make a greater impact on society beyond their profit-making operations. S and A Hotels both proved that investment in regional communities is not only a good for social but also for the industry in the long run. Organizations like S Hotels, meanwhile, encourage cultural heritage preservation as well as educational initiatives, working as guardians of identity and for future generations as knowledge, culture and history are enriched. A Hotels, however, focus even more on healthcare accessibility, community development, and charity work benefiting the most pressing social issues. These diverse strategies reflect the ability of the sector to adapt CSR policies to the specific socio-economic settings in which they find themselves.

6.1.5 Flexible Work Arrangement

All in all, both S and A Hotels have proved they are committed to flex work that meets the individual needs also. S Hotels has a gender-inclusive approach, offering flexible hours

and part-time shift options, to make it possible for women to juggle caregiving and employment. For example, A Hotels highlights social and economic diversity by being an employer of choice, by providing flexible hours and part time roles to those who have barriers to work normal hours. Both are important in supporting overall work-life balance— making it easier for the team members to succeed both personally and professionally. Ongoing investment in flexible work Sand A Hotels are proving to be the flag bearers for the hospitality sector in Pakistan, as the sector continues to become more adaptive and flexible.

6.1.6. Diversity Training & Education

In summary, Sand A Hotels have both made serious attempts to embrace diversity training and education in their company, however; the company has adopted different approaches in the focus on which area. S Hotels has stronger commitment to gender diversity and leadership development while A Hotels focuses more on cultural sensitivity and engagement with communities. Both are worthwhile in their own right, towards a more inclusive rock and roll band work culture. By continuously investing in diversity training and education, S and A Hotels are providing leadership in the wider Pakistan hospitality industry for all employees to be able to feel open in expressing themselves and contributing to the success of the business.

6.1.7 Inclusive Leadership and Mentorship Programs

In summary, both the S and A Hotel Chains have developed strong cultures of inclusive leadership which are helping their minority employees with mentor ship programs. S Hotels has a vision for diversity and gender. Its policy statement reveals that it is, as does A Hotels, committed to the promotion of socio-economic diversity and that which supports policyholders from underprivileged socio-economic backgrounds. While both of these also contribute to spaces in which people find reasons to like coming into work, the culture in

this latter regard feeds into more inclusive work places where everyone feels they are respected and have shots at rising through the ranks. By promoting training and mentorship programs for inclusive leadership, Sand A Hotels are setting an example for the hospitality sector of Pakistan by promoting diversity and opening doors for those employees whose voices are marginalized.

6.2 Implications

6.2.1. Impact of Recruitment and Hiring Practices

The effect of the recruitment and selection conditions to S and A could be best explained in terms of how they have been able to recruit and integrate a diverse staff that can reflect the cross-cultural nature of the external environment in which they are working. By promoting diversity in job listings, on interview panels and in the selection process, the two properties can increase their talent pool and eliminate biases that can otherwise restrict opportunities for disadvantaged groups. Tracking numbers around things like who the new hires are in terms of diversity, the success rate of applicants who aren't white men, the percentage of women and minorities we're getting into our managerial pipeline, is evidence of tangible progress and is a good way to ensure that words actually turn into actions.

Retention rates and career progression opportunities are also key measures for determining whether recruiting practices are successful over the long term. So new job applications look good because we hire from diverse groups but then those people leave because of something to do with workplace culture, unequal growth opportunities, or just a lack of support, you undermine the effectiveness of the whole hiring strategy. Both S and A hotels could therefore improve by monitoring how long staff from underrepresented groups stay in the organization and how they progress into supervisory or leadership positions. Data-based monitoring of this kind ensures that diversity is not on the surface only, but embedded in the organizational hierarchy where influence and decision-making happens.

Furthermore, the immaculate source of employee voice an excellent way to continuously enhance recruitment is as simple as obtaining employee opinions on your own recruitment process. Feedback from both successful and unsuccessful candidates can reveal blind spots like vague job descriptions, the appearance of bias or accessibility issues in the recruiting process. By either conducting anonymous surveys or having structured exit interviews, S and A can discover patterns that help promote inclusivity or accidentally detract from it. Incorporating these findings in revised recruitment policies will continue to make the system open, fair and responding to the needs of employees. In the end, reflective practices not only serve to bolster organizational reputation as inclusive employers, but to bolster the competitive advantage in the hospitality business where human capital is an essential determinant for innovation and service quality.

6.2.2. Impact of Performance Evaluation and Promotion Practices

Reflections on employee motivation, career development and fairness in performance evaluation and promotion policies within an organization. At S as well as at A Hotels, the success of these systems can be gauged ex-ante by employee satisfaction, employee turnover rate, and the extent of women and minority staff in supervisory and senior management positions. Unbiased and equitable performance review helps to build trust in the employees and avoid any unconscious bias when it comes to career promotion. Employees who feel that they are being evaluated fairly and objectively are also likely to be more engaged, motivated and loyal to the company – and the link between those factors and retention is clear. To both hotels, making performance reviews objective, evidence-based, and goal-oriented would enhance uniformity among departments and reduce subjectivity.

In addition, the third-party effects of the promotion policies can be constantly monitored with internal review and employee feedback instruments such as surveys and focus groups. These are instruments that can help organizations record the real lived experiences and perceived fairness in gaining career advancement. When employees consistently report

obstacles — say, a lack of access to leadership opportunities for women or people from underrepresented minority groups — it is a signal that interventions are warranted. Hotel S and A, through the two-tier look at things lets them see the gap between policy and practice, and lets the leaders bridge the gap by creating a culture of equity and inclusion in decisions about whom to advance.

One more way to use employees' career progressions in mentoring/professional development program assessments is to examine the tracks of those who participate in mentoring/professional development for the trial to evaluate performance evaluation and promotion systems. The potential successes — reflecting performance, senior representation, and long-term loyalty — are easy to define if these programs are successful. Baking regular audit in to both S and any A Hotels as to whether the investments by them into development, is really growing the potential leaders from under-represented employees. Ultimately marrying performance evaluation and promotion practices to wider diversity and inclusion aspirations ensures that those who have the chance to progress are drawn from the entire workforce, creating a more equitable, motivated and innovative workplace for all.

6.2.3. Impact of EEO Policies on Organizational Performance

Equal Employment Opportunity (EEO) programs are central in driving diversity and inclusion and do have a positive effect on organizational performance at S Hotels and A Hotels. By pledging to treat everyone with respect, fairness and equality, these policies help ensure that all individuals across the spectrum of diversity can be who they are valued and cared for within the organization. Studies repeatedly show that diverse teams offer more ideas and approaches, fostering creativity, innovation and problem-solving. INN Article We believe that in the hospitality industry low costs and directly translate into strong performance for service, versatility and guest satisfaction. For both S and A, injecting EEO principles in hiring, promoting, and daily practices means they can field

teams that are more nimble, and more attuned to an increasingly global and multicultural client.

The adoption of EEO policies also directly affects talent management in the form of recruiting and retaining high-quality employees. An environment in which everyone feels valued and included can let potential candidates know an organization values equity and fairness, which can make S and A more attractive to top talent, particularly younger workers, who more highly value inclusive workplace experiences. Internally, when employees believe their career progression won't be hindered by bias, they're more likely to remain engaged, motivated, and committed. This not only keeps turnover expenses down, but it also leads to a stable, loyal workforce. In addition, when workers believe that EEO standards are maintained, it enhances psychological safety and increases people's willingness to present ideas and work together—key drivers of service innovation and customer satisfaction.

Strong EEO policies improve reputation and competitiveness of the business in hospitality industry in isolation of any effects they might have on the internal performance. At a time when responsible travelers are less and less likely to want to engage with brands that don't stand for something meaningful, especially around diversity and inclusivity, and when EEO is a privilege and not a right, having S and A be your employer of choice raises the stakes.

These practices not only develop good relations with local communities, and they help to achieve global standards in corporate responsibility, and to maintain competitive position in the international market for the hotels. Through regular review and reinforcement of their EEO frameworks, each organization may come to ensure that inclusivity is not a legal requirement alone, but is an asset that enables strategic growth, resilience, and long term industry leadership.

6.2.4. Impact of Community Engagement and CSR Initiatives

The impact of community outreach initiatives and CSR initiatives at S and A Hotels is more than philanthropic - it extends to the corporate culture and social change. These efforts can be measured with a variety of activities, such as employee engagement, stakeholders' feedback, and the depth of tangible social outcomes created. For instance, when workers witness their company investing time, money and brainpower in education, healthcare, cultural preservation or environmental sustainability, there is an increased likelihood that they have a sense of pride and value/vision alignment in the company. This can of course also improve overall morale and allegiance, such that you have a work force motivated not only on a financial level, but too by the organization's social responsibility. To enhance this effect, Sand A can utilize formal tools and instruments such as questionnaires, interviews and focus groups with local people to discover what the general opinion of their CSR activities is, and adjust these programs to the real needs of a given group.

Keeping track of performance indicators gives an added level of accountability and transparency in the implementation of CSR. For example, how many students were provided with scholarships, how many people attended cultural events and how many local citizens participated in training schemes can be tangible evidences why those social value have been created. Such data points also serve as a proof-point of the effectiveness of CSR activities, as well as gaps that still needs investment. For Serena, programs targeted at cultural heritage preservation or education might be appraised on the basis of cultural awareness and literacy indicators, while for Hotel A, those geared towards improving access to healthcare or for social uplift can be estimated based on the community's well-being parameters. Through regular tracking of these developments, both institutions can ensure that CSR does not slide into a mere ritualistic symbolism and appears to be a quantifiable factor of the sustainable commune development.

Over and above the short-term impact, the long-term influence of CSR activities should be assessed as well. Sustainable local community building, more equitable access to

opportunities for the previously disadvantaged and more social integration are key indicators CSR initiatives are making a systemic difference.

The CSR-related plan ensures accountability, so a company can see that the CSR strategy evolves as the sets' of wants and needs of its communities develops over time. By rooting CSR impacts even further into both their diversity and inclusion goals, both organizations can demonstrate their social responsibility leadership in the hospitality industry, thereby helping to build a more fair and inclusive society and boosting their brand's reputation across the globe.

6.2.5 Impact of Flexible Work Arrangements

That efforts are institutionally underway at S and A Hotels to introduce flexibility in employee roles as the latter amounts to an important one for bringing employee well-being and organizational growth on to the same page. Flexibility in scheduling, remote work flexibility in administrative jobs, job-specific shift flexibility in operations can increase employee satisfaction, lower stress, and contribute to better work-life balance. There is value in tracking such end outcomes through routine surveys and feedback, but also through retention rates, to better understand the impact of such policies. And by measuring the impact on productivity, customer service quality, and operational efficiency, both hotels can make sure that flexible work schedules do more than simply supporting employees – they also have a cost-effective impact on the business. Nowhere is this balance more important than in the hospitality industry, where customer experience is centered upon employees being motivated, engaged and well-supported.

Beyond business results, flexible work can act as a game changer for fostering workplace diversity and inclusion. For example, flexible work hours allows more women to work, especially by allowing those juggling family duties to work normal work hours, and more people of various social classes who may not be able to work traditional hours the possibility to do so. By regularly tracking demographic and promotion data of our workforce, S and A can determine whether flexibility is enhancing access and opportunity for underrepresented groups. By determining and calibrating against an already equitable

workforce, this approach to flexible work allows flexible work to be a true business driver, not just an operational perk.

Flexible policies can also bolster employer branding and long-term employee commitment. Showing that it is possible to be an employer in the (often generalized) whirlwind of the mass-participation sector is refreshing and a key reason seen is that both Hotels S and A as a forward-thinking employer to work for. Employees who feel they have flexibility and fairness in scheduling are also more likely to be engaged, refer their company to others and provide exceptional service to guests. Eventually, this dynamic causes a virtuous cycle, where flexibility promotes both inclusion and performance making the strategic benefit of these programs more evident. By regularly reviewing their flexible working practices they can make sure that they remain competitive, inclusive and sustainable employers within an ever-changing hospitality industry.

6.2.6. Impact and Effectiveness of Diversity Training & Education

Diversity training and education The S and A Hotels regard diversity training and education as essential in order to incorporate inclusivity values into their organizational culture. The success of these programs can be quantified by analyzing data like employee satisfaction, workplace engagement, and employee turnover. Well thought-out training ensures employees can identify unconscious bias, communicate across cultures and resolve conflicts in a constructive way –a very practical skill set in the hospitality industry where teams and guests are usually extremely diverse. When your staff feels that you are helping them with understanding cultural differences, it increases teamwork, resolves workplace friction and increases the quality of service. Interactions and where it needs to be further developed.

Yet another key indicator of success is the advancement potential of underrepresented groups, since diversity training ought to lead to more equitable access to leadership roles. The researchers will be able to see, from this methodical monitoring of the rise of gender, minority, and socio-economic diversity in the supervisory and management ranks, if training efforts are making a real difference in terms of advancement. Furthermore, it is

possible to compare performance evaluations and promotion details with the training results and judge from these whether inclusion principles are being fairly implemented in decisions about career progression.

In addition, diversity training can enrich organizational image and competitiveness over the long term. In a more globalized hospitality industry, hotels that show cultural competence and inclusiveness, attract both employees and international customers who appreciate respectful and fair-minded service. Hotel S and A can prioritize education-based inclusion efforts by demonstrating how training results can contribute to broader company goals like increased guest satisfaction, employee loyalty and a more robust brand. Frequent evaluation of training programs will help in keeping up-to-date and relevancy in baked with changing workforce demographic for both hotels to maintain inclusive cultures to promote innovation, equity and long-term sustainability.

6.2.7 Impact of Inclusive Leadership and Mentorship Programs

S and A Hotels' inclusion leadership and mentor programs are the key drivers behind shaping the company culture and sustainable diversity outcomes. These initiatives enable managers and leaders to create working environments where every single employee knows they are valued, heard and supported, irrespective of their background. The success of these programs can be measured using metrics such as employee engagement, retention and diversity in leadership roles from underrepresented groups. In fact, when the workplace training includes contents that covers unconscious bias, intercultural communication and equitable decision-making, it is more likely to have a direct impact on the inclusivity of the workplace.

Mentoring programs additionally complement inclusive leadership by offering employees, especially women, minority groups, and junior staff the structured support and development opportunities they need. The career paths of mentorship participants can provide concrete evidence of program efficacy, revealing whether or not these initiatives result in increased representation of diverse employees in leadership and management. Mentorship also breeds greater employee loyalty, and happy employees will stay with the

organization longer. For Serena, mentorship programs would closely match their focus on cultural preservation and knowledge transfer, whereas Hotel A could use mentorship to optimize the flow of operations and structure of the pipeline at the departmental level.

In the end, the dual impact of inclusive leadership and the need for mentorship programs reaches far beyond personal growth to the reputation and performance of the organization. A leadership culture that values equity and diversity will not only lift employee spirits but will also boost team work, service standards and innovation are all key to successful hospitality. By formalizing the process of reflection and embedding it in a wider approach to diversity and inclusion, both S and A Hotels can ensure that the leadership models are not just inclusive from a diversity and inclusion point of view but are strategically enabling organizations to maintain competitive advantage in a global world.

6.3 Recommendations for Future Research

6.3.1 Policy-Level Recommendations (Macro)

- **Introduce sector-wide D&I compliance guidelines through tourism and hospitality regulatory bodies, with measurable inclusion in KPIs.**

Implement a set off sector wide D&I compliance guidelines through tourism and hospitality regulatory boards and bodies, with measurable inclusion KPIs. Alternatively, at a macro level, there is a serious requirement to promote diversity and inclusion (D&I) in the hotel industry will require the establishment of explicit and enforceable compliance standards. As the centralized bodies responsible for tourism and hospitality regulation, they can provide a holistic framework affecting all players involved in tourism and hospitality that inclusive practice is not a voluntary or token commitment, but one that can be measured and held to account. Any such policy ought to require that inclusion driven policies be adopted by all registered entities in a way which complies with international best practice. Focal areas should also encompass concrete and measurable Key Performance Indicators (KPIs) in terms of representation percentages across gender, representation across disability inclusion, leadership diversity ratios and accessibility standards for both facilities and services. By standardizing compliance mechanisms, the

sector can move from stand-alone interventions to a culture where inclusiveness is ingrained in organizational DNA. In addition, transparent means of tracking the supply chains and public reporting systems would introduce accountability, generating trust not only among stakeholders, but also among the customers.

- **Establish incentive mechanisms (tax rebates, recognition awards) for organizations that achieve verifiable improvements in workforce diversity and inclusivity.**

Create reward systems (tax deductions, honor lists of merit) for companies that reach measurable criteria in terms of workforce diversity and inclusion.

Besides regulatory structures, incentives should be established by governments and industry organizations to encourage hospitality organizations to exceed the minimum compliance level. Hotels, resorts and tourism operating companies that showed proof of increasing workforce diversity or inclusivity could be rewarded with incentives like tax rebates, grants or favorable licensing terms. National (or regional) recognition awards also have potential to be a strong incentive by publicly rewarding innovative organizations and holding them up to the wider sector as exemplars. These kinds of incentives could help to generate healthy competition among companies, prompting organizations to not only meet but surpass D&I yardsticks. And outside of the organizations' that adopt the model, when inclusivity becomes something to shout about, a wider reach of the strength of an inclusive workplace is developed, where those companies are seen to be more desirable to work for, attracting top talent and a good conscious consumer as a result, connecting the social impact with the business advantage. This tactical deployment of incentives allows an organization to move beyond mere compliance to robust, passionate commitment and encourages an organization to see diversity and inclusion as a key to both novelty and continued market dominance.

- **Encourage public-private partnerships (PPPs) to fund D&I training, mentorship, and leadership pipeline initiatives targeting underrepresented groups.**

To make sustainable change on the macro level requires investing in people over the long haul — especially those from underrepresented or marginalized backgrounds. PPPs represent an ideal vehicle to pool resources and knowledge in developing integrated D&I-related training, mentorship, and leadership programs. Big hotel companies and governments can invest in programs that not only raise awareness but create pathways for under-represented staff to attain management status. That could be scholarships for women in hospitality management, mentorship programs for employees with disabilities or expert-designed leadership boot camps that cater to minority communities. By aligning the work of public institutions with private industry, the sector can create robust talent pipelines whose leaders will soon begin to resemble the people they are serving. They also promote social legitimacy through PPP initiatives, as they not only are evidence that inclusiveness is a corporate responsibility, but a collective societal one as well. These partnerships offer a solution to the skills gap, create access for marginalized communities and form the foundations of a truly systemic inclusive hospitality sector. Foster public-private partnerships to support D&I training as well as mentorship and leadership pipeline programs that focus on underrepresented groups.

6.3.2 Organizational-Level Recommendations (Meso)

- **Integrating D&I Objectives into Managerial Performance Appraisals**

One way to embed Diversity & Inclusion in the culture is to so closely align managers' performance appraisals with it. By rating managers on what the size of their own financial successes are, in addition to how they build inclusive teams, it shifts D&I away from being a 'for good' plan and moves it to a business imperative for a company. This would formalize intermediate requirements and accountability (account superiors for creating inclusive workplaces, reducing unconscious bias in decision-making, and mentoring under-represented employees. Most fundamentally, performance based targets force

proactive reflection on representation gaps, which makes the personal agendas of individual managers more likely to become aligned with the values of the organization.

- **Uniform Policy Enforcement and Regular Audits**

It is critical to enforce your D&I policies consistently among all your branch offices and divisions. At large hotel and tourism enterprises, differences in location, employee composition, and managerial policy often result in the uneven execution of D&I policies. To achieve this, such bodies must establish uniform compliance methods so that uniformity of understanding is maintained throughout the cells. Regular trust checks, both internal and external, provide a framework for accountability that rewards good performance and exposes failings of a systemic nature. These audit mechanisms serve as a way to both signal organizational compliance to, and protect against reputational risks from, deviance. Apply seamlessly for employees to feel included under the same rules of the game no matter where in the company they work or in which department, preserving the continuity and unity of the business.

- **Structured Language and Communication Training**

In today's increasingly multilingual and multicultural organizations, language and communication are frequently the most significant obstacles to a happy and effective workplace. Verbal/non-verbal communication skills can be improved through structured training programs, and these may play a role in promoting cultural assimilation, reducing misconception, and developing a family-like environment among those from differing backgrounds. Nowhere is this more important than with customer service industries, such as hospitality, where clear communication is as important as customer service and satisfaction. Not only are these measures practical, they are also a recognition on the part of the institution of the significance of cultural diversity and of the importance of linguistic inclusion. Communication training also cultivates team collaboration, conflict resolution and a more unified work culture and being, which is why it is a vital part of an organization's D&I program.

- **Equitable Talent Pipelines and Leadership Development**

It is critical to build equitable talent pipelines is essential to not only guaranteeing D&I isn't just about first entry-level jobs post-college, but for long-term upward mobility and representation at the top of the house. So – these same women and minorities and next-wave leaders (white men included) allow women to rise and pave the way for a 'generation' and for the first-timers, to be given a chance to fill the most senior positions, and, importantly, they make sure that we tilt toward the same model for eventual ascension. These can be commitments ranging from mentorship, seeking out sponsorship from more senior leaders, rotational assignments, or focused skill development designed to ready contenders for leadership opportunities. And there are a few clear terms and measurable progress signs to confirm fair and honest projects. Organizations that do real investment in Diversity and Inclusion in a broad set of talent pipelines will develop into a leadership body that resembles their employee and consumer populations -- and that, in turn, drives innovation, better decision making, and organizational resilience.

6.3.3 Team & Individual-Level Recommendations (Micro)

- **Peer Mentoring Programs**

Organizational and school-level sport programs are encouraged to implement formal peer mentoring programs to facilitate cross-cultural learning and development. By matching people of different cultures, but also different education, experience, roles and functions, companies will help break down the walls of employee isolation and provide a more dynamic platform of knowledge sharing for both mentor and mentee. These programs do more than provide pragmatic career advice; they also breed the empathy, respect and adaptability that employees need — both for working in different countries and for thriving in varied workplaces. Crucially peer mentoring can span generations and hierarchies, with the workforces benefiting from a culture of relationships in which learning is based on trust and happens organically.

- **Inclusive Leadership Training**

A second micro-level D&I progress pillar is full-blown leaders training for team managers. Frontline managers and supervisors are often the first step in what that management of diverse teams will look like, and that management will have a big effect on the day-to-day experience of workers. Training on sensitivity to bias, intercultural communication, and conflict resolution can provide supervisors with the know-how to spot and react to subtle forms of exclusion, at the same time as well as foster a culture of respect and synergy. What's more, when inclusive leadership practices are integrated into daily management routines, moral of employees is lifted, attrition is lowered and a wide range of views is baked into solving problems and making decisions. That way, inclusive leadership isn't merely a skill; it's an enduring organizational trait.

- **Employee-led D&I Committees**

At the end of the day, real decision making that empowers employees can help to bake in inclusivity at the ground level. Staff-run groups create forums for discussing problems and ideas and shape a culture within an organization from the bottom up. While these self-determined, resourced committees may not merely be symbolic or tokenized spaces, it provides pathways for them to develop initiatives that are representative of what the particular employees actually need whether they may be cultural events, awareness raising, or fair employment practices. This ownership fosters participation. Employees feel a sense of ownership and responsibility for making things better. And when supported by leadership, committees can act as useful feedback loops, ensuring corporate D&I efforts are rooted in employees' experiences.

6.4 Conclusion

The findings of the present research contribute to the D&I in the sustainability and profitability of the Pakistani hospitality industry. It is observed that both Hotel that S and A provide a statement of their commitment to diversity and corporate social responsibility, but comparison of practices between the two organizations is used to illustrate differences.

Serena's interests are in cultural preservation and education projects, Hotel A is interested in health, philanthropy and diversity in operations. This only serves to strengthen the case that D&I is not a side issue but a construct through which excellence for organizations is built.

In the organization, performance appraisal, recruitment, mentoring and inclusive leadership practices were identified as influential processes for employee engagement and longer term career development. Both S and A Hotel have worked to build fairness and inclusion into these systems, but there are still barriers to turning policy commitments into consistent, measurable change. For example, the presence of women and minorities in leadership positions is still low, suggestive of structural barriers to career advancement. These results indicate that hospitality firms in Pakistan need to go beyond tokenism when it comes to D&I and integrate it in terms of managerial ownership, work culture, and decision-making.

The study indicated community inclusive and CSR-driven activities can have a huge impact on the spreading of D&I values outside of the corporate walls and into the broader world around us. Through investment in education, cultural preservation, health and social uplift, S and A Hotels have emerged as dynamic agents of social transformation. These initiatives not only promote trust among local stakeholders, and good brand favor, but also tie business success to society's welfare. Yet, these programs' long-term impact need to be systematically assessed through feedback by stakeholders and social impact evaluations to ensure that corporate social responsibility programs are relevant, sustainable and inclusive. The study is undoubtedly insightful, but not without weaknesses. The scope is limited to two major hotel groups so perhaps not representative of the full spectrum of practice in the Pakistan hotel and catering industry. Further, the use of qualitative thematic analysis restricts the generalizability of the findings, but does offer rich contextualized insight. Subsequent research could further this study by a cross-sectional comparison of organizations in the hospitality sector, including mid-tier and small-scale firms, including quantitative assessments and serving multiple sectors. If attempted, these efforts would

generate a holistic insight into how D&I can be institutionalized in Pakistan's service industries.

Finally, this research has proven that, although D&I is a question of ethics, it is a strategic imperative for the Pakistani hospitality industry. Via inclusive hiring, fair promotion processes, flexible working conditions, training that promotes a culture of diversity and a meaningful corporate social responsibility (CSR) programs, companies can create workplaces which are fairer, creative and ready for global competition. These policy, organizational, and individual-level suggestions provide a road map for stakeholders to make D&I a reality. Ultimately, the problem is not in coming up with these initiatives – they are all there on the shelf of every business library – it is in finding leadership that cares about inclusion enough to make that not a flash in the pan, but a pooled capital investment for organizational resilience, employee self-efficacy, and wider social benefit. *This study provides academic discussion and policy guidance for practice and is one step towards a more diverse hospitality industry in Pakistan.*

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APPENDIX A:
NON DISCLOSURE AGREEMENT

Confidentiality Agreement

This agreement is
between:

[Ms. Saman Fatima Abbas] and

[Tourism promotions Services, Pakistan} for
[research project title "The Challenges of
Diverse Workforce & Inclusive Culture in
Hospitality Operations –A Multilevel Analysis of
Pakistan}

Summary of job description/service provision:
[Review policy documentations for the purpose of research study]

I agree to:

1. keep all the research information shared with me confidential. I will not discuss or share the research information with anyone other than with the POC at TPS or others identified by the Organization
2. keep all research information secure while it is in my possession.
3. return all research information to the organization *when* I have completed the research tasks or upon request, whichever is earlier.
4. destroy all research information regarding this research project that is not returnable to the Organization s).
5. comply with the research ethics of the SSBM about requirements to physically and/or electronically secure records (including password protection, file/folder encryption, and/or use of secure electronic transfer of records through file sharing, use of virtual private networks, etc.).
6. not allow any personally identifiable information to which I have access to be accessible. Ensure the
7. confidentiality is maintained in accordance with the Swiss School of Business & Management Geneva and consistent with Policy on the *Ethical Conduct of Research Involving Humans*
8. other (specify):

Researcher(s)

Saman Fatima Abbas

(Print Name)



(Signature)

17th April, 2023

(Date)

I agree to:

1. Provide detailed direction and instruction on my expectations for maintaining the confidentiality of research information so that can comply with the above terms.
2. Provide oversight and support to enable the researcher to complete the task.

Company Representative(s):

NOIN UDDIN

(Print Name)



(Signature)

17/04/2023

(Date)

Confidentiality Agreement

This agreement is
between:

[Ms. Saman Fatima Abbas] and

[The Avari Hotel Group of Pakistan} for
{research project title "The Challenges of
Diverse Workforce & Inclusive Culture in
Hospitality Operations –A Multilevel Analysis of
Pakistan}

Summary of job description/service provision:
[Review policy documentations for the purpose of research study]

I agree to:

1. keep all the research information shared with me confidential. I will not discuss or share the research information with anyone other than with the POC at TPS or others identified by the Organization
2. keep all research information secure while it is in my possession.
3. return all research information to the organization *when* I have completed the research tasks or upon request, whichever is earlier.
4. destroy all research information regarding this research project that is not returnable to the Organization s).
5. comply with the research ethics of the SSBM about requirements to physically and/or electronically secure records (including password protection, file/folder encryption, and/or use of secure electronic transfer of records through file sharing, use of virtual private networks, etc.).
6. not allow any personally identifiable information to which I have access to be accessible. Ensure the
7. confidentiality is maintained in accordance with the Swiss School of Business & Management Geneva and consistent with Policy on the *Ethical Conduct of Research Involving Humans*
8. other (specify):

Researcher(s)

Saman Fatima Abbas

(Print Name)

Saman
Fatima

(Signature)

08 Dec, 2023

(Date)

I agree to:

1. Provide detailed direction and instruction on my expectations for maintaining the confidentiality of research information so that can comply with the above terms.
2. Provide oversight and support to enable the researcher to complete the task.

Company Representative(s):

Mr. Dinshaw Arari
(Print Name)


(Signature)

10th Dec, 2023
(Date)

APPENDIX B:
PARTICIPANT CONSENT FORM

Interview Consent Form



Interview Consent Form

Research project title: The Challenges of Diverse Workforce & Inclusive Culture in Hospitality Operations – A Multilevel Analysis of Pakistan

Research investigator: Saman Fatima Abbas

Research Participant name:

The interview will take (30- 40 minutes). We don't anticipate that there are any risks associated with your participation, but you have the right to stop the interview or withdraw from the research at any time.

Thank you for agreeing to be interviewed as part of the above research project. Ethical procedures for academic research require that interviewees explicitly agree to being interviewed and how the information contained in their interview will be used. This consent form is necessary for us to ensure that you understand the purpose of your involvement and that you agree to the conditions of your participation. Would you therefore read and then sign this form to certify that you approve the following:

- the interview will be recorded and a transcript will be produced
- you will be sent the transcript and given the opportunity to correct anyfactual errors
- the transcript of the interview will be analyzed by (Saman Abbas)
- access to the interview transcript will be limited to (Saman Abbas) and academic colleagues and researchers with whom he might collaborate as part of the research process
- any summary interview content, or direct quotations from the interview, that are made available through academic publications or other academic outlets will be anonymized so that you cannot be identified, and care will be taken to ensure that other information in the interview that could identify yourself is not revealed
- the actual recording will be (destroyed when the complete transcription is done and verified)
- any variation of the conditions above will only occur with your further explicit approval

All or part of the content of your interview may be used;

- In academic papers, policy papers, or news articles
- In an archive of the project as noted above

By signing this form, I agree that;

1. I am voluntarily taking part in this project. I understand that I don't have to take part, and I can stop the interview at any time;
2. The transcribed interview or extracts from it may be used as described above;
3. I have read the Information sheet;
4. I don't expect to receive any benefit or payment for my participation;
5. I can request a copy of the transcript of my interview and may make edits I feel necessary to ensure the effectiveness of any agreement made about confidentiality;
6. I have been able to ask any questions I might have, and I understand that I am free to contact the researcher with any questions I may have in the future.

IRTAZA ALI

Printed Name

[Signature]

Participants Signature

31- Mar- 2024

Date

Saman Abbas

Researchers Signature

17th Oct, 2023

Date

Contact Information

This research has been reviewed and approved by the SSBM University Research Ethics Board. If you have any further questions or concerns about this study, please contact:

-Name of Researcher: Saman Fatima Abbas

-Tel: 0092 323 2704047

-E-mail: saman40@hotmail.co.uk

You can also contact (Saman Abbas) supervisor:

- Name of Supervisor: Mr. Jonathan Hinton Westover

- E-mail: jonathan.westover@ssbm.ch

What if I have concerns about this research?

If you are worried about this research, or if you are concerned about how it is being conducted, you can contact SSBM by email at contact@ssbm.ch.

APPENDIX C:
GOOGLE SURVEY FORMS

- **Policy Makers- Tier 1**

Google Survey Form Tier 1- Policy Makers

Name of Hotel _____

Q: 1- What measure have you taken as a policy maker to encourage workplace diversity in your organization?

Q: 2 - Have you incorporated any special policies to ensure that individuals from all backgrounds are given equal opportunities & benefits?

Q: 3- How has your organization fostered an inclusive and multicultural environment over the past 3 years?

Q: 4- What strategies do you employ to overcome cultural and linguistic barriers in order to promote workplace diversity?

Q: 5- What role do you think should be played by the government and other relevant organizations towards establishing an inclusive culture in the Hospitality sector of Pakistan?

Q: 6- What measure have you taken to ensure that current policies and practices adhere to the legal provision of workforce diversity in the Hospitality sector?

Q: 7- What Challenges have you faced while attempting to create an inclusive environment for all in the Hospitality sector so that Pakistan can be more tolerant of the different diversity perspectives?

Q: 8- What other additional measures should be taken to increase commitment towards diversifying the organization and its workforce? Please list all initiatives taken by your organization

Q: 9- Do you consider hiring of under representatives & often marginalized group as an important priority while drafting policies and implementing practices?

Q: 10- What future initiatives are you planning to take to increase inclusivity and diversity in the Hospitality Sector of Pakistan

- **Policy Implementers - Tier 2**

Name of Hotel _____

Q: 1- How committed is your organization in attracting and promoting diversity in the Hospitality Sector of Pakistan?

Q: 2- What initiatives have you taken to cultivate an inclusive culture within your workplace department?

Q: 3- What strategies have you utilized to ensure that the needs of the different workers in your organization/department are being considered during the implementation process?

Q: 4- How does your organization ensure that its policies support, empower and celebrate diversity in the organization's operational activities?

Q: 5- What are the tools to access the changes in terms of workforce diversity in your organization?

Q: 6- What personal characteristics motivate you to make changes towards fostering an inclusive culture?

Q: 7- How often are you provided with access to resources and opportunities needed for your job tasks?

Q: 8- do you reach out to associates from diverse backgrounds and consider their experiences and perspectives when implementing policies or in operational activates?

Q: 9- How confident are you voicing different opinions at your workplace?

Q: 10- To what extent do you feel connected to colleagues from different units of your organization?

Q: 11- Is there a system of reward& recognition in the workplace to promote inclusive behavior & practices?

Q: 12- What do you think can be done to better engage partners & stakeholders in promoting an inclusive culture in the Hospitality sector of Pakistan?

Q: 13- What Challenges have you encountered in effectively managing diversity & inclusion in your organization? Please provide 2 examples

Q14:- What changes if any, would you suggest to the help improve the policies and practices regarding inclusivity in the Hospitality Sector of Pakistan?

APPENDIX D:
INTERVIEW QUESTIONNAIRES

Policy Makers – Tier 1

Q1: What measures have you taken as a policy maker to encourage workplace diversity in your organization?

Q2: Have you incorporated any special policies to ensure that individuals from all backgrounds are given equal opportunities & benefits?

Q3: How has your organization fostered an inclusive and multicultural environment over the past 3 years?

Q4: What strategies do you employ to overcome cultural and linguistic barriers in order to promote workplace diversity?

Q5: What role do you think should be played by the government and other relevant organizations towards establishing an inclusive culture in the Hospitality sector of Pakistan?

Q5: What role do you think should be played by the government and other relevant organizations towards establishing an inclusive culture in the Hospitality sector of Pakistan?

Q6: What measures have you taken to ensure that current policies and practices adhere to the legal provision of workforce diversity in the Hospitality sector?

Q7: What challenges have you faced while attempting to create an inclusive environment for all in the Hospitality sector so that Pakistan can be more tolerant of different diversity perspectives?

Q8: What other additional measures should be taken to increase commitment towards diversifying the organization and its workforce? Please list all initiatives taken by your organization.

Q9: Do you consider hiring of underrepresented and often marginalized groups as an important priority while drafting policies and implementing practices?

Q10: What future initiatives are you planning to take to increase inclusivity and diversity in the Hospitality Sector of Pakistan?

Policy Implementers – Tier 2

1. Can you describe the diversity and inclusion policies currently in place at your organization?
2. How does your organization define diversity and inclusion, and what are the key components considered in these definitions?
3. How are these policies communicated to employees, and what mechanisms are used to ensure awareness at all levels?
4. What challenges do you encounter in implementing diversity and inclusion policies at different levels of the organization?
5. To what extent do cultural factors, as described by Hofstede's dimensions (e.g., power distance, individualism vs. collectivism), impact the implementation of these policies?
6. How do you address resistance or hesitation from employees or management regarding diversity and inclusion initiatives?
7. How do your recruitment, retention, and promotion policies reflect your organization's commitment to diversity and inclusion?
8. Can you provide examples of any diversity training programs or initiatives aimed at fostering an inclusive work environment? How effective have they been?
9. How are diverse employees recognized or rewarded within your organization, and how does this affect retention rates?

10. . In your opinion, is there a gap between the organization's D&I policy-making and its implementation on the ground? If so, what are the main reasons for this gap?
11. How do you think the organization could better align its D&I policy-making with actual practices?
12. Based on your experience, what recommendations would you suggest to minimize challenges and improve the effectiveness of D&I policies in your organization?