

Assessment of Employees' Perception of Workplace Diversity and its Influence on Job Satisfaction: Insights from Calgary Economic Region

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Abstract

The Worlds constantly changing work environment and the continual increase of multiculturalism, diversity, and inclusion have become an important issue among Human Resources practitioners and business leaders. Few studies have focused on how an employee's perception of diversity impinges on their job satisfaction. This study quantitatively investigated how employees perceive workplace diversity and the inherent effects of such perceptions on their job satisfaction. Survey data was collected from 430 employees in the Calgary Economic region. The results showed that age is not a significant factor in employees' perception of workplace diversity. However, their level of job satisfaction differed significantly. The results also showed that employees' perception of workplace diversity and job satisfaction differed significantly based on sexual orientation, level of education, and ethnic origin. On the other hand, employees' perceptions of workplace diversity and job satisfaction did not differ significantly based on gender and marital status. The study further revealed that the perception of workplace diversity programs is positively related to job satisfaction.

Keywords: Workplace Diversity, Job Satisfaction, Motivation, Calgary Economic Region, Social Identity.

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1. Introduction

Globalization and advancement in technology have led to the interaction of people from different backgrounds, which has become an international phenomenon (Rumana & Mutuku, 2017). These diverse backgrounds include gender, age, religion, race, sexual orientation, education level, and disability. This interaction of people from different backgrounds contributes to workforce diversity, which is defined as the differences among employees in the workplace (Choi, 2017).

A diverse workforce results in different interactions among an organization's employees, which may bring a certain impact on employee job satisfaction (Chow & Crawford, 2004; Darwin & Selvaraj, 2015; Mejarshin & Bahloli, 2015; Munyeka, 2014; Ordu, 2016; Rakhra, 2018; Stazyk et al., 2012; Singh, Amiri & Sabbarval 2019). According to Sochi-Iwuoha (2021:5) "organizations are currently characterized by teamwork that must develop quickly and be comprised of employees from diverse cultural and geographical backgrounds". She noted that if such situations are not properly managed, they may degenerate to problems such as "conflicts, disunity, and mistrust among employees" (Sochi-Iwuoha 2021:5). This may invariably lead to dissatisfaction with the job and low productivity.

Sochi-Iwuoha (2021:5) further observed that "accepting, appreciating, and developing a positive attitude towards diversity among employees can only be achieved by embracing proper communication, approving of cultural diversity, and creating space for collaboration based on apt communication channels". The recognition of employee diversity will most likely guarantee better work satisfaction. Specifically, recognizing the indispensability of diversity in situations where employees are from diverse cultural affinities enhance collaboration and efficiency (Blouch & Azeem, 2019; Choi, 2017; Hassi et al., 2015, Sochi-Iwuoha, 2021).

The employees' perception of workplace diversity can be well-explained using the social identity theory, which offers a clear connection between individual identity and social structures through the meanings that make someone a member of a certain group. These meanings are formed by things such as ethnicity, age, race, and sexual orientation (Schneider & Northcraft, 1999; Tran et al., 2011).

The social identity theory asserts that people classify or group themselves with other people whom they think are the same social identities (Post, Muzio, Sarala, Wei & Faems 2021; Ellmers & Haslam, 2012; Fujita et al., 2018; Schneider & Northcraft, 1999; Tran et al., 2011). This classification shapes the way people interact with members of their group or from other groups. Social identity is the understanding that a person belongs to a certain team of individuals and that they hold characteristics that are like those of the other group members (Ellmers & Haslam, 2012; Schneider & Northcraft, 1999; Steffens et al., 2018).

Social identity results in activities that are common to members of a certain social group, thus fostering the stereotypical perception that an employee has on employees of the other identity groups (Schneider & Northcraft, 1999). According to this theory, two components make up a person's identity. The first one is

eccentric commonalities such as intellectual, personality, and physical traits. The second component is made up of salient characteristics such as nationality, race, sex, and class (Schneider & Northcraft, 1999).

The interaction of employees in a diverse workplace is based on social identity, which is a perception of uniqueness and oneness with a certain group of people. However, employees' perception of oneness is sometimes a result of the larger society categorizing people as belonging to a particular social group (Schneider & Northcraft, 1999).

Another most important element of social identity theory is social categorization and how it relates to intergroup discrimination. Social categorization refers to the segmentation and characterization of a social movement that enables the formation of different social actions (Tinsley, 2011). are social groups such as managers, women, gays, Catholics, and social workers. Although social categorization simplifies the world, a diverse workforce is complex because employees differ in norms and values as well as identification groups-differences that influence their social categorization in the workplace. As Sochi-Iwuoha (2021:4) noted "in the past, diversity in the workplace has been perceived as about the position and rank of minority women from various ethnicities". She rightly argued that irrespective of the fact that "modern human resource management strategies around diversity" usually provide for effective management of international businesses, a lot of obstacles relating to diversity continue to prevail.

Another principal obstacle encountered in international business setting's is bias "based on age, gender, disability, religion, level of education, ethnicity, and sexual orientation due to poor understanding and appreciation for the benefits that diversity in the workplace brings" (Sochi-Iwuoha, 2021:4). While companies in Canada place a great value on diversity in the workplace, some salient issues on diversity in practice are yet to be addressed. Sochi-Iwuoha (2021:5) for instance raised some obvious questions: "how do employees perceive diversity climate in the organization and what effect does it have on job satisfaction? Do their perceptions differ based on age, gender, sexual orientation, level of education, marital status, and ethnic group? Does their level of job satisfaction differ based on age, gender, sexual orientation, level of education, marital status, and ethnic group? Is there a relationship between employees' perception of workplace diversity management programs and job satisfaction"?

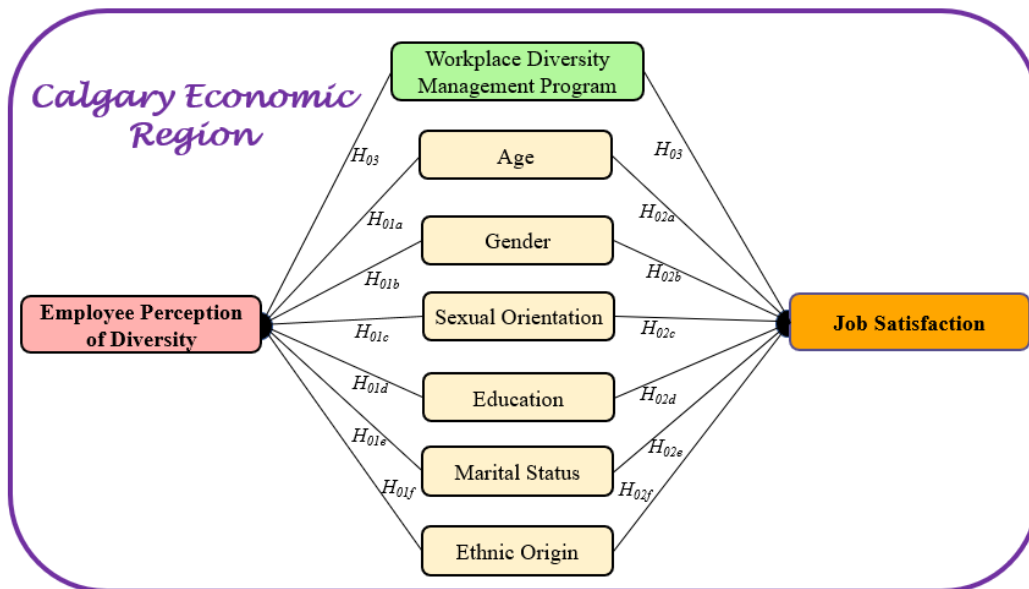


Figure 1: Serial Mediation model linking employee perception of diversity and job satisfaction via workplace diversity, age, gender, sexual orientation, education, marital status, and ethnic origin.

These are the major questions that call for urgent attention with respect to employee perceptions of diversity and job satisfaction because they constitute a major hindrance in organizational management.

2. Research Background

Immigration in Canada continues to play an important role in ensuring that Calgary's economy continues to grow, thrive, and develop. The increase in migration calls for the recognition of talents and diversity in the workplace. It also calls for policies to retain human capital. Canadian workplaces are tasked with the responsibility of managing a heterogeneous workforce because of its multicultural nature. Canada's mosaic nature is evident in its diverse cultural influences and religious traditions.

The City of Calgary's population is projected to increase to 1.399 million by 2023. This estimation is an addition of 131,400 persons between 2018 and 2023 or 26,300 annually (Shyllon et al., 2019). This population growth was attributed to net migration because the Calgary region has low unemployment rates (Walters & Kongnetiman, 2010). Net migration should account for most (61 percent) of the increase. It is also projected that the total employment growth of Alberta will increase from 0.7% (2015-2018) to 1.4% (2019-2022).

The implication is an improvement in the expansion of the Gross Domestic Product (GDP) and growth in the job market. Calgary's economic region is expected to grow annually at 1.6% in 2019, the projected additional number of jobs over six-year (2018-2023) is over 108,500. This is expected to decrease the unemployment rate

to 5.9% in 2024 (Shyllon et al., 2019). Calgary's economic working-age population was projected to increase at a rate of 1.9%, the growth is reflected in the age profile of migrants to the region.

Martel (2019) predicted that by the year 2031 one of the three persons in the Canadian labor force will be affiliated with a visible minority group and could be foreign-born. Sochi-Iwuoha (2021:8) observed that "Canada is a multicultural nation and, as such, companies in Canada are tasked with the responsibility of managing a heterogeneous workforce and as the HR Council (2015) noted, in Canada, diversity goes beyond ethnicity or religion to encompass many other factors as politics, gender, belief, skills, status, abilities, and disabilities". The HR council reported that although the Canadian workforce is made up of skilled and talented people, they are not effectively engaged. They also state that the talents of the diverse workforce are wasted by either under-employing or not employing qualified candidates.

Diversity is an essential component of Canada's tradition and history. As such an inquiry into employees' perceptions of diversity in the workplace will aid an understanding of the magnitude of diversity that is inherent in Canadian establishments. "In a highly competitive world, organizations must learn to hire and retain the best minds with the required skillset (a diverse workforce)" (Sochi-Iwuoha, 2021:9)

The forecast implications for the increase in employment and a decrease in the unemployment rate in the Calgary Economic region will increase the competition for foreign skilled workers and increase migration as well.

The Canadian human resources professionals recognize the importance of diversity in building an inclusive workplace and delivering effective services to Calgary's increasingly diverse population. Canada's diverse population and the changes in its demographics in the past decades require that human resource practitioners and business leaders have the right strategy in managing its human capital (HR Council, 2015; Statistics Canada, 2019; Yap et al., 2014).

Robbins & Judge (2014) define perception as the process by which individuals use to organize and interpret their sensory impressions to give meaning to their environment. It is, therefore, important that diversity is managed properly. A positive diversity climate decreases turnover and has a positive correlation with job satisfaction and performance (Ordu, 2016).

2.1 Linking Employees' perception of workplace diversity with demographic variables

Management should conduct itself and direct employees to participate meaningfully in shaping the opinion and feelings of the workforce towards workplace diversity, which will eventually translate to improvement in their job satisfaction and efficiency (Atyah, 2016; Chow & Crawford, 2004; Darwin & Selvaraj, 2015; Mejarshin & Bahloli, 2015; Rakhra, 2018).

There is few research information on employee perceptions of workplace diversity and job satisfaction in Canadian establishments (Sochi-Iwuoha 2021:8). Previous

research studies (Choi, 2017; Ordu, 2016; Rabl & Triana, 2014; Stazyk et al., 2012) did not address how workers perceive diversity in the workplace and the impacts of such perceptions on their job satisfaction. It is against this premise that this research focused on the perception of diversity in the workplace and their impacts on employee job satisfaction. Therefore, we deem it necessary to explore, using empirical data, employees' perceptions of diversity in the workplace and their impacts on job satisfaction.

HO₁: Employees' perception of workplace diversity does not differ significantly based on their (a) age, (b) gender (c) Sexual orientations (d) levels of education (e) marital status (f) ethnic origin.

2.2 Linking Employees' levels of job satisfaction with demographic variables

A broad number of studies have defined job satisfaction as employee evaluation, affective, and cognitive reactions to their jobs (Kalleberg, 1977; E. Locke, 1979; E. A. Locke, 1969; Spector, 1997; Thompson & Phua, 2012). Locke defined job satisfaction as a gratifying emotional state emerging from the judgment of one's job or job experiences. Job satisfaction is the positive or negative emotional evaluation of an employee regarding to what extent they are satisfied with their job (Spector, 1997). As discussed by Stazyk et al. (2012), job satisfaction influences commitment, absenteeism, organizational citizenship, and labor turnover. This definition relates to Herzberg's motivational theory as employees' differences in a diverse workplace in an organization can make them feel terrible or good about their jobs. Stazyk et al. (2012) assert that a diverse workforce encompasses all employees' differences that impact their job relationships. It means that employees in the workplace have different attitudes towards their jobs and bosses due to their different characteristics. It is, therefore, possible to expect that individual characteristics of employees such as age, gender, sexual orientation, levels of education, marital status, and ethnic origins may mediate significantly on their satisfaction at the workplace.

HO₂: Employees' levels of job satisfaction do not differ significantly based on their (a) age, (b) gender (c) Sexual orientations (d) levels of education (e) marital status (f) ethnic origin.

2.3 Linking Employees' perception of their workplace diversity management programs and their levels of job satisfaction

Hunt et al. (2015) suggest that diversity would most likely bring a competitive advantage to companies that can attract and retain a diverse workforce. As such, establishments must appreciate the diversity perceptions of each rank of employee. In view of the scanty information about workers perceptions of diversity and how such perceptions influence their job satisfaction in Canadian industries, it becomes imperative to explore employees' perceptions of workplace diversity with specific focus on their job satisfaction. This research was conducted based on two primary

reasons: (1) The importance of employees' perception of diversity in the workplace in the era of globalization by creating a conducive and inclusive work environment that values all employees and its effect on job satisfaction; (2) The recognition that diversity has a positive impact on organizations performance and shareholder value which, when leveraged, may be directly linked to competitive advantage.

HO₃: There is no significant relationship between employees' perception of workplace diversity management programs and job satisfaction.

2.4 Objectives of the study

The general objective of the study is to assess how Employees' Perception of Workplace Diversity Influence Job Satisfaction with specific Insights from Calgary Economic Region. Specifically, the study explored:

1. Employees' perception of workplace diversity based on their (a) age, (b) gender (c) Sexual orientations (d) levels of education (e) marital status (f) ethnic origin.
2. Employees' levels of job satisfaction based on their (a) age, (b) gender (c) Sexual orientations (d) levels of education (e) marital status (f) ethnic origin.
3. The relationship between employees' perception of workplace diversity management programs and job satisfaction.

3. Methodology

A cross-sectional survey was used for this study. The quantitative study examined employees' perception of workplace diversity and its effect on job satisfaction. The quantitative research design used for the study was appropriate to collect, organize, and analyze the data collected (De Vaus, 2013). For this research, the positivism paradigm was chosen because the researcher applied science methodology to study the social reality and beyond (Bryman & Bell, 2015). "Positivism is also associated with quantitative research involving hypothesis testing to obtain objective truth, that way the researchers avoid bias" (Sochi-Iwuoha, 2021:44). A researcher's reality is in the external environment and for that reason, scientific research must be conducted stringently. Positivists believe that a similar result will be achieved by different researchers who apply the same statistical test and tools while investigating a sample (Creswell, 2014). For this this study, the researcher utilized the positivist approach.

This study employed the deductive approach instead of the inductive approach because the deductive approach is associated with positivism and supports the generating and testing hypothesis. Deductive reasoning deduces from generalized conclusions that are known to be true to a specific hypothesis (Johnson & Christensen, 2019). "Employing the deductive method enabled the researcher to carry out quantitative analysis on employees' perception of workplace diversity and its effect on job satisfaction" (Sochi-Iwuoha, 2021:45).

The target population intended for this study are those who work in the Calgary

Economic region. According to Statistics Canada, the total employed as of January 2019 is approximately 892,500 (Statistics Canada, 2019). Taro Yamane's (Yamane, 1967) formula with a 95% confidence level was used to determine the sample size. The researcher took into consideration other issues like resources, time constraints and accessibility of research subjects in the choice of the sampling approach. Taro Yamane was used to reduce determine the total number of respondents used for the study thus:

$$n = \frac{N}{1 + N(e)^2} \quad (1)$$

Where n = desired sample size, N = Population under study, e = accepted error (5%) and 1 = a constant figure (Sochi-Iwuoha, 2021: 48)

The survey response rate for this research is 71.6%. Out of the six hundred questionnaires that were sent out a total of four hundred and thirty were duly completed and returned.

3.1 Research Instrument

The questionnaire consists of 41-items that focused on the research question and hypotheses. There are three sections to the questionnaire. The first section of the questionnaire consists of six demographic questions. The second section of the questionnaire consists of 16 questions adopted from the Diversity Climate Scale (Mor Barak et al., 1998 & Mor Barak, 2017). The questions on the perception of diversity describe the diversity climate in the respondent's organization. A six-point Likert scale was used to measure the respondent's answers to each question. The six-point Likert scale used is as follows: 1=strongly disagree, 2=moderately disagree, 3=slightly disagree, 4=slightly agree, 5=moderately agree, and 6=strongly agree. Permission to use Mor Barak et al., (1998) and Mor Barak (2017) methodology and scale was obtained.

The third section of the questionnaire consists of 19 questions adopted from the Index of Job Satisfaction (Brayfield & Rothe, 1951). The questions on job satisfaction describe how the respondent feels about their present job. A five-point Likert scale was used to measure the respondent's answers to each question. The five-point Likert scale used is as follows: 1=strongly agree, 2=agree, 3= undecided, 4= disagree, and 5= strongly disagree.

In this study, the dependent variable is the Index of Job Satisfaction (Brayfield & Rothe, 1951). Index of Job Satisfaction was chosen because of the ease of administration and its reliability. The independent variable is the diversity climate scale (Mor Barak et al., 1998 & Mor Barak, 2017). The diversity climate scale consists of two dimensions: organizational and personal. The organizational dimension contains two factors: the organizational fairness factor (six items) and the organizational inclusion factor (four items). The organizational dimension measures perceptions of policies and procedures or hiring procedures of members of a minority group. It also measures managerial actions affecting the inclusion or exclusion of members of minority groups and the existence and continuance of the

“old boys’ network” The personal dimension contains two factors: personal diversity value (three items) and personal comfort with diversity (three items). The personal dimension measures the importance of diversity in the organization and workgroups. The 16 scale items (organizational and personal) are summed to create a composite score for the perception of diversity. The diversity perception scale was chosen because of the ease of administration and its reliability.

To ensure validity, the researcher used an adopted validated questionnaire by Mor Barak (2017) and Brayfield & Rothe (1951). The standardized questionnaire has gone through a rigorous process of psychometric validation which makes them reliable, valid, sensitive, and quantifiable (Sauro, 2012).

To ensure reliability, a Cronbach alpha was calculated for the 16 questions of the diversity climate scale and the 19 questions of the index of job satisfaction. The Cronbach alpha scores were 0.82 and 0.87, respectively. The item scale demonstrated good internal consistency for both the diversity climate scale and the index of job satisfaction.

3.2 Data Collection

Data for this research was collected using a questionnaire administered online. The self-administered questionnaires were distributed using various online platforms. Responses were scored and exported into a spreadsheet for use during data analysis.

3.3 Data Analysis

Analysis of variance (ANOVA) presented the difference between the groups while simple regression was used to establish the relationship between employees’ perception of workplace diversity management programs and job satisfaction.

3.4 Ethical Consideration

3.4.1 Confidentiality

With regards to anonymity, no personal data was collected on the questionnaire. The questionnaire had a short introduction stating the purpose and confidentiality of the survey, it was stated clearly that the research was for academic purposes. Data collected was to be accessed by the researcher and supervisor if need be. There was no foreseeable risk for participating in the research.

3.4.2 Informed Consent

To ensure that participants did so out of their free will, an introductory statement was used to introduce the survey. It stated the purpose of the research study which is purely academic, intent, and method of data collection.

By meeting ethics standards, the researchers acted in good faith and protected the integrity of the data collected.

3.4.3 Data Protection

Per the Personal Information Protection and Electronic Documents Act (PIPEDA), data was collected with the consent of the participants. No data was collected about their names or their workplace. The purpose of the survey was duly stated as academic. Data collected was stored by Survey Monkey according to their data retention practices. Survey Monkey uses SOC II certified servers in the United States to secure the data from respondents, survey responses are sent over a secure, encrypted connection.

4. Main Results

HO₁: Employees' perception of workplace diversity does not differ significantly based on their (a) age, (b) gender (c) Sexual orientations (d) levels of education (e) marital status (f) ethnic origin.

Table 1: Summary of Analysis of Variance of employees' perception of workplace diversity based on age, gender, sexual orientation, level of education, marital status, and ethnic origins.

Variable	Source	DF	Sum of Squares	Mean Squares	F.ratio	F.Prob
Age	Between Groups	5	1198.293	239.659	2.001	.077
	Within Groups	424	50773.605	119.749		
Gender	Between Groups	1	129.847	129.847	1.072	.301
	Within Groups	428	51842.051	121.126		
Sexual Orientation	Between Groups	4	3911.141	977.785	8.647	.000
	Within Groups	425	48060.757	113.084		
Level of Education	Between Groups	5	2720.212	544.042	4.684	.000
	Within Groups	424	49251.686	116.160		
Marital Status	Between Groups	4	307.738	76.934	.633	.639
	Within Groups	425	51664.160	121.563		
Ethnic Origin	Between Groups	5	2041.287	408.257	3.467	.004
	Within Groups	424	49930.611	117.761		
	Total	429	51971.898			

The summary of the result on Table1 with respect to age shows that the level of significance (0.05) is less than the F.probability value (.077). The rule is to reject the null hypothesis when the alpha level is greater than the F.probability value ($0.05 < 0.077$). In line with the, the researcher accepts the null hypothesis and concludes that the employee's perception of workplace diversity does not differ significantly based on their age.

The summary of the result on Table1 for gender shows that the alpha level (0.05) is less than the F. probability value (.301). The researcher, therefore, accepts the null hypothesis and infers that employee's perception of workplace diversity does not

differ significantly based on their gender ($0.05 < 0.301$).

The summary of the result on Table1 for sexual orientation shows that the alpha level (0.05) is greater than the F. probability value (.000). In line with the decision rule the researcher rejects the null hypothesis and concludes that the sexual orientations of the respondents significantly influence employees' perception of workplace diversity ($0.05 > 0.000$).

The summary of the result on Table1 for employe levels of education shows that the alpha level (0.05) is higher than the F. probability value (.007). The researcher, therefore, rejects the null hypothesis and concludes that employees' perception of diversity differs significantly based on their levels of education ($0.05 > 0.000$).

The summary of the result on Table1 with respect to marital status of employees shows that the alpha level (0.05) is less than the F.probability value (.639). Based on the decision rule the researcher upholds the null hypothesis and concludes that employees' perception of diversity does not differ significantly based on their marital status ($0.05 < 0.639$).

The result in Table1 shows that the level of significance (0.05) is greater than the F.probability value (.004). The researcher, therefore, rejects the null hypothesis and infers that employees' perception of workplace diversity differs significantly based on their ethnic origins ($0.05 > 0.004$).

HO₂: Employees' levels of job satisfaction do not differ significantly based on their (a) age, (b) gender (c) Sexual orientations (d) levels of education (e) marital status (f) ethnic origin.

Table 2: Summary of Analysis of Variance of employees' job satisfaction based on their age, gender, sexual orientation, level of education, marital status, and ethnic origins.

Variable	Source	DF	Sum of Squares	Mean Squares	F.ratio	F.Prob
Age	Between Groups	5	5083.040	1016.608	7.933	.000
	Within Groups	424	54332.178	128.142		
Gender	Between Groups	1	417.261	417.261	3.027	.0823
	Within Groups	428	58997.957	137.846		
Sexual Orientation	Between Groups	4	3720.063	930.016	7.097	.000
	Within Groups	425	55695.155	131.047		
Level of Education	Between Groups	5	3837.419	767.484	5.855	.000
	Within Groups	424	55577.800	131.080		
Marital Status	Between Groups	4	951.103	237.776	1.728	0.143
	Within Groups	425	58464.115	137.563		
Ethnic Origin	Between Groups	5	6053.182	1210.636	9.619	.000
	Within Groups	424	53362.036	125.854		
	Total	429	59415.219			

The result on Table2 with respect to age of employees indicates that the alpha level (0.05) is greater than the F.probability (.000). The researcher, therefore, rejects the null hypothesis and infers that employee's levels of job satisfaction differ significantly based on the age of the respondents ($0.05 > 0.000$).

The summary of the result on Table2 also shows that the alpha level (0.05) is less than the F.probability value (.083). Based on the decision rule the researcher upholds the null hypothesis and concludes that employees' levels of job satisfaction do not differ significantly based on their gender ($0.05 < 0.083$).

The result on Table2 shows that the alpha level (0.05) is greater than the F.probability (.000). The researcher, therefore, rejects the null hypothesis and infers that the Sexual orientation of the employees significantly influences their levels of job satisfaction ($0.05 > 0.000$).

As also shown on Table2 the alpha level (0.05) is greater than the F.probability value (.000). The researcher, therefore, rejects the null hypothesis and concludes that Employees' levels of job satisfaction differ significantly based on their levels of education ($0.05 > 0.000$).

The summary of the result on Table2 further shows that the significance level (0.05) is less than the F.probability value (.143). In line with the decision rule the researcher upholds the null hypothesis and concludes that employees' levels of job satisfaction do not significantly differ based on their marital status ($0.05 < 0.143$).

As shown in Table2 the alpha level (0.05) is greater than the F.probability value (.000). The researcher, therefore, rejects the null hypothesis and concludes that employees' levels of job satisfaction differ significantly based on their ethnic origins ($0.05 > 0.000$).

HO₃: There is no significant relationship between employees' perception of workplace diversity management programs and job satisfaction.

The index of relationship obtained for employee perception of workplace diversity management program (X) and job satisfaction (Y) was subjected to a test of significance at a 95% confidence level using the t. test of significance of r. The summary of the result is presented in Table 3.

Table 3: Test of significance of the relationship between employees' perception of workplace diversity management program and job satisfaction

Computed r	r. Square	Adjusted r Square	Standard Error	Beta	T	Sig. of t
-0.272	0.074	0.072	11.339	-272	-5.43	.000

The summary of the result in Table 3 reveals that the alpha level (0.05) is greater than the Sig of t (0.000). The researcher, therefore, rejects the null hypothesis and concludes that there is a significant relationship between employee perception of workplace diversity management programs and job satisfaction ($0.05 > 0.000$).

4.1 Summary of Results

There is no significant difference in the employees' perception of workplace diversity based on their age, their gender, and their marital status. The study further revealed that employee sexual orientation, their level of education, and their ethnic origin are very significant factors on their perception of workplace diversity. Employees' level of job satisfaction differs significantly based on age, level of education, and ethnic origin. There is a significant relationship between employees' perception of the workplace diversity management program and job satisfaction.

4.2 Discussion of Results

4.2.1 Perception of Diversity in the workplace

The results of the findings revealed that respondents accepted that their age was not significant in how they perceived workplace diversity. The F- distribution test of statistics revealed that the alpha value 0.05 was less than the F. probability value 0.077 at a confidence level of 95%. The hypothesis which states that "*Employees' perception of workplace diversity does not differ significantly based on age*" is accepted. The finding of this research is not consistent with the research by Tripolitsioti (2018) which found a statistical difference in age perception of employees in east Attica municipal sports organizations. Employees' in Singapore had neutral perceptions of workforce diversity (Darwin & Selvaraj, 2015).

Employees were asked if their perception of workplace diversity differed significantly based on their gender. The result of the findings revealed that the respondent's gender did not have any impact on their perception of workplace diversity. The hypothesis which stated that "*Employees' perception of workplace diversity does not differ significantly based on gender*" was upheld. In this research gender is not a significant factor (female $\mu = 67.87$; $SD = 10.95$; male $\mu = 66.77$; $SD = 11.05$) (F. probability 0.301) ANOVA. This is also consistent with the findings that gender as a demographic characteristic did not affect the perceptions of diversity climate (Brimhall et al., 2014).

The results of the findings revealed that employees' sexual orientation significantly influenced their perception of workplace diversity, the F- distribution test revealed that the alpha level value of 0.05 was greater than the F. probability value of 0.000 thereby rejecting the hypothesis which stated that "*Sexual orientations of the respondents do not significantly influence employee's perception of workplace diversity*".

In this study, employees were asked if their level of education influenced their perception of workplace diversity. The results of the findings revealed that an employee's level of education was significant in how they perceived diversity in the workplace. The employees with less than a high school degree revealed the lowest mean perception of diversity, however, it should be noted that there was only one respondent. The analysis of variance using F- distribution revealed that the alpha level 0.05 was greater than the F. probability value thereby rejecting the hypothesis

which stated that “*Employees’ perception of diversity does not differ significantly based on their levels of education*” The findings of this research is consistent with research findings of Hassi et al (2015). Their research on employee perception of diversity in Morocco, “*The more employees are educated, the more positively they perceive diversity*”.(Hassi et al., 2015). In this research level of education is a significant factor (Bachelor’s degree $\mu = 69.14$; SD = 10.63; Graduate degree $\mu = 66.05$; SD = 9.00; High School degree $\mu = 65.79$; SD = 12.29; Some College but no degree $\mu = 63.00$; SD = 10.60; Associate degree $\mu = 62.04$; SD = 14.82; and Less than high school $\mu = 58.00$; SD = 0.00) (F. probability 0.000) ANOVA.

The results of the findings further revealed that employees’ marital status does not significantly influence their perception of workplace diversity. The analysis of variance F- distribution revealed that the alpha level value 0.05 less than the F. probability value 0.639, thereby upholding the null hypothesis which states that “*Employees’ perception of diversity does not differ significantly based on their marital status*”. This finding differs from the research of Sezerel and Tonus (2014), their research found a relationship between marital status and employees’ perception of diversity climate. Their test findings suggest that married employees perceive more positively than single employees. In this research, the mean perception of the respondents was relatively same across the different marital status category (Single $\mu = 67.15$; SD = 11.84; Married $\mu = 67.68$; SD = 10.34; Widowed $\mu = 64.33$; SD = 11.93; Divorced $\mu = 61.57$; SD = 5.59; Separated $\mu = 64.50$; SD = 7.78) (F. probability 0.639) ANOVA. Therefore, in this research, there was no significant relationship between employees’ marital status and their perception of diversity.

Employees were asked if their perception of workplace diversity differed significantly based on their ethnic origin. The result of the findings revealed that the respondent’s ethnic origin had a significant impact on their perception of workplace diversity. The analysis of variance F- distribution revealed that the alpha level value 0.05 was greater than the F. probability value 0.004, thereby rejecting the null hypothesis which states that “*Employees’ perception of workplace diversity does not differ significantly based on their ethnic origin*” This finding agrees with the results of the ethnic differences in employees perception of workplace diversity climate for members of a majority ethnic group was positive while the members of an ethnic minority group were less positive (Mor Barak et al., 1998). In research of U.S. federal agencies the findings show that when racial diversity increase and perception of diversity is effectively managed, the perceived organizational effectiveness is higher (Choi & Rainey, 2010)

4.2.2 Level of Job Satisfaction

The sample population was asked how the level of job satisfaction differed based on their age. The results of the findings revealed that the employees’ level of job satisfaction was significant based on their various ages. Those within the age range of 55 or older and, 25-34, and 45-54 tend to be more unsatisfied with their jobs

unlike those within the age range of 18-24 and 25-34. Summary of the result showing the difference in the various population revealed that the alpha value 0.05 is greater than the F.probability value 0.000 thereby rejecting the null hypothesis which states that *“Employee’s levels of job satisfaction do not differ significantly based on the age of the respondents”*. These findings are consistent with other studies, such as those obtained by (J. Li et al., 2011) in testing the significance of age and positive effect on an organization's performance. Their research concluded that age diversity influences organizations' performance. It can be said that organizations that administer a good human resources policy including but not limited to maintaining the right balance of age diversity, can achieve a high level of job satisfaction and profitability. It is also consistent with the findings of Munyeka (2014) which found a positive correlation between age and job satisfaction.

Employees were asked if their level of job satisfaction differed based on their gender. The result of the findings revealed that the respondent’s gender has no impact on their level of job satisfaction. Analysis of variance, testing the null hypothesis showing the difference in the various population revealed that the alpha value 0.05 is less than the F.probability value 0.083. The null hypothesis which states that *employees’ levels of job satisfaction do not differ significantly based on their gender”* is accepted.

The results of the findings revealed that employees’ sexual orientation significantly influenced their level of job satisfaction. Analysis of variance, testing the null hypothesis showing the difference in the various population revealed that the alpha value 0.05 is greater than the F.probability value 0.000 This answered the research question of how sexual orientation influenced employee level of job satisfaction and rejected the null hypothesis that states that *“Sexual orientation of the employees does not significantly influence their levels of job satisfaction”*.

In this study, employees were asked if their level of job satisfaction differed based on the level of education. The results of the findings revealed that the employee’s level of education influenced their level of job satisfaction. The employees with less than a high school degree revealed the lowest mean perception of diversity, however, it should be noted that that there was only one respondent. Analysis of variance, testing the null hypothesis showing the difference in the various population revealed that the alpha value 0.05 is greater than the F. probability value 0.000 thereby rejecting the null hypothesis which states that *“Employee’s levels of job satisfaction do not differ significantly based on the age of their level of education.”*

The results of the findings revealed that employees’ marital status did not influence their level of job satisfaction. The analysis of variance within groups revealed that the level of job satisfaction was not significant based on the employee’s marital status. Alpha level 0.05 was less than the F.probability value of 0.143. The null hypothesis which states that *“Employees’ levels of job satisfaction does not significantly differ based on their marital status”* is upheld.

Employees were asked if their level of job satisfaction differed based on their ethnic origin. The result of the findings revealed that the respondent’s ethnic origin had a significant impact on their level of job satisfaction. The analysis of variance within

groups revealed that the level of job satisfaction was significant based on the employee's ethnic origin. Alpha level 0.05 was greater than the F.probability value of 0.000. The null hypothesis which states that "*Employees' levels of job satisfaction do not significantly differ based on the ethnic origin*" is rejected. This finding agrees with the findings of Richard (2000) in testing the positive relationship between racial diversity and organization performance.

4.2.3 Perception of Workplace Diversity Management Program and Job Satisfaction

Employees were asked about the relationship between their perception of workplace diversity management programs and Job satisfaction. The result in Table3 using the t. test of significance revealed a relationship between workplace diversity management programs and job satisfaction. Alpha level 0.05 was greater than the t-test of significance level 0.000. The null hypothesis which states that "*There is no significant relationship between employee perception of workplace diversity management program and job satisfaction*" is rejected.

This finding agrees with the findings of W. Li et al. (2020) in the Chinese hospitality industry which states that there is a positive effect of workforce diversity management on job satisfaction and job performance. It agrees with the research conducted by Choi, which concludes that when there is a good balance between whites and racial/ethnic minorities, the overall job satisfaction of employees increases (Choi, 2017). This research also agrees with Madera et al.'s (2013) result findings that manager's job satisfaction was high by managers who perceived a positive diversity climate. Diversity climate relates to positive outcomes such as inclusion, performance, and job satisfaction (Boehm et al., 2014; Hofhuis et al., 2012; Otten & Jansen, 2014).

It however differs from the findings of Munyeka (2014). His research found an insignificant relationship between diversity management programs and job satisfaction. It should be noted, however, that this study is on perception of workplace diversity management program and job satisfaction while Munyeka's work centered on whether positive/supportive organizational management leads to positive job satisfaction.

5. Conclusion, Implication of Study, and Future Research

This study is the first quantitative research on how employee's perception of workplace diversity influence job satisfaction in the Calgary economic region and Canadian context. The study makes a significant contribution to the existing literature and fills in the gaps in the literature on workplace diversity and job satisfaction. The study extends the body of knowledge on diversity in the workplace and its benefits which include global brand recognition, innovation, recognition, increased productivity, and increased employee morale and engagement.

Based on this research, the study suggests that leadership and management re-examine their policies, procedure, and processes to develop strategies towards

creating a more diverse and inclusive workforce. This study provides a valuable and informative resource for both social movement, management, and organizations. The study is a quantitative study on how employees' perception of workplace diversity influence job satisfaction. A qualitative or mixed-method approach could be used for future research. Future research could also include expanding the research scope to include other large Canadian cities e.g., Toronto, Vancouver, and Montreal. While this study focused on employee perception, future research could consider the difference between employee perception and reality and its effects on job satisfaction.

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