Organizational Diversity and Challenges Encountered By Selected Employees in Dhl Supply Chain Philippines and Singapore

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I. INTRODUCTION

Organizational diversity is an increasingly important aspect of modern workplaces, as companies strive to create inclusive environments that value and celebrate the differences among their employees. Embracing diversity not only promotes social equality but also enhances organizational performance by tapping into a wide range of perspectives and experiences. However, despite the growing recognition of the benefits of diversity, challenges still persist, which can hinder the effective implementation of diversity initiatives within organizations. People from different backgrounds need to engage more since the globe is becoming increasingly linked. People today work and live in a global economy where competition takes place within an international framework rather than in a closed setting. Commercial and nonprofit companies must therefore diversify further to be competitive. One major competitive advantage is diversity. For managers, maximizing organizational diversity and reaping its benefits is a crucial subject. Supervisors and managers need to recognize how the workplace is evolving. Managing diversity is a significant organizational issue, thus managerial skills must adapt to a multicultural workplace. Diversity is the understanding, acceptance, value, and recognition of individual differences among people concerning age, class, race, gender, ethnicity, and disability. Given that diversity may boost productivity and provide companies with a competitive advantage. Companies should welcome diversity and look for ways to make their workplaces inclusive (Fransworth et al., 2020).

Managing a diverse team has some challenges. Managing diversity involves more than simply acknowledging individual differences. It means promoting diversity appreciation, fighting prejudice, and being inclusive. Moreover, managers may face challenges from grievances and lawsuits filed against the organization, as well as from labor and productivity losses brought on by prejudice and discrimination (Devoe, 1999 as cited in Fransworth, 2020). According to Esty et al. (1995), as cited in Fransworth (2020), negative attitudes and actions have the potential to impede organizational diversity by negatively impacting working relationships, morale, and productivity. Prejudice, stereotyping, and discrimination are examples of negative attitudes and actions that management should never employ in recruiting, retention, or termination procedures (since they may result in expensive legal action). However, after a thorough review of literature, the researcher found that most of the conducted studies focused on how supervisors and managers solve problems brought by organizational diversity. More literature is needed on the challenges encountered by employees brought by organizational diversity, specifically the employees of DHL Supply Chain Philippines/Singapore.Recognizing that diversity has become the "buzz" word and focus point for organizations globally and with the continuous evolution on this topic and the influence of socio-economic impact globally, the researcher aims to determine the relationship between organizational diversity and the level of challenges encountered by selected employees of DHL Supply Chain Philippines/Singapore. DHL Supply Chain is a global logistics company that operates in over 220 countries and territories, employing a diverse workforce across various cultures, backgrounds, and nationalities. This study would greatly benefit not only the supervisors and managers but also the employees, for they will be able to determine the level of challenges that they may encounter in organizational diversity. The findings of this study will serve as a basis for how to deal with these challenges.

Conceptual Framework : This study was anchored on Albert Bandura's Social Cognitive Theory. In the 1960s, Albert Bandura developed Social Learning Theory (SLT), which served as the basis for Social Cognitive Theory (SCT). It was developed into the SCT in 1986 and states that learning occurs in a social context with a dynamic and reciprocal interplay of the individual, environment, and behavior. What distinguishes SCT is its emphasis on social effect and both internal and external social reinforcement. SCT considers both the social environment in which a behavior is presented and the many methods by which people learn and remember that behavior. The concept takes into account a person's past experiences, which affect the probability of behavioral action (LaMorte, 2022). Bright and Cortes (2019) explain that the goal of Social Cognitive Theory is to clarify how diversity might be harmful to an organization or community.

Social Cognitive Theory states that categorization aids people in organizing and comprehending large amounts of information. Individuals are often categorized based on their external characteristics, such as age, gender, or ethnicity; these divisions of labor facilitate the speedy and effective processing of data. Thus, when someone sees a member of that race, automatic processing and the activation of notions about that race take place. Even if someone is not obvious, they may still be included in this computerized classification. When reviewing resumes, a hiring manager could, for example, categorize candidates according to their gender or race because the applicant's name contains information about their race. In relation to this categorization, stereotypes are characteristics pertaining to large, overgeneralized groups. Stereotypes are the root cause of bias and discrimination. Classification and stereotyping are often illegal when used to decide who gets hired in a professional context. Whether or whether this practice is against the law, it is incompatible with a mentality that values variety.

Research Paradigm

Independent Variable | Dependent Variable

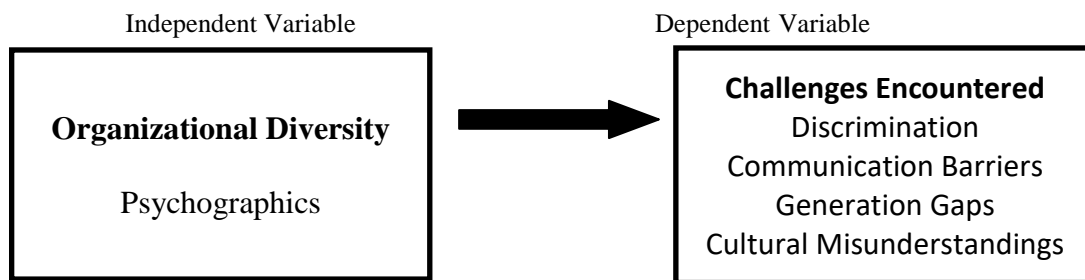| **Organizational Diversity**

 Psychographics | → | **Challenges Encountered**
 Discrimination
 Communication Barriers
 Generation Gaps
 Cultural Misunderstandings |

Figure 1 IVDV MODEL

The paradigm above shows the relationship between variables. First, Organizational Diversity was used as the independent variable, described in terms of psychographics. Next, the Challenges Encountered was used in the study as the dependent variable, which is described in terms of discrimination, language barriers, generation gaps, and cultural misunderstandings. The researcher intends to determine the relationship between the above mentioned two variables. Lastly, the researcher will also determine if there are differences in the respondents' demographics and challenges encountered.

Research Questions : This study aimed to determine the relationship between organizational diversity and the level of challenges encountered by selected employees of DHL Supply Chain Philippines/Singapore. Specifically, it sought answers to the following research questions: What is the demographic profile of the selected employees of DHL Supply Chain Philippines/Singapore in terms of:
✓ Age;
✓ Sexual Orientation;
✓ Marital Status;
✓ Religion;
✓ Educational Attainment;
✓ Nationality;
✓ Ethnicity; and
✓ Language being used?

2. What is the level of organizational diversity in terms of Psychographic?
3. What is the level of challenges encountered by selected employees of DHL Supply Chain

Philippines/Singapore in terms of:
✓ Discrimination;
✓ Communication Barriers;
✓ Generation Gaps; and
✓ Cultural Misunderstandings?

4. Is there a significant difference in the level of organizational diversity in terms of psychographics on the selected employees of DHL Supply Chain Philippines/Singapore when grouped according to their demographic profile?

5. Is there a significant difference in the level of challenges encountered by selected employees of DHL Supply Chain Philippines/Singapore when grouped according to their demographic profile?

6. Is there a significant relationship between the level of organizational diversity in terms of psychographics and the level of challenges encountered by selected employees of DHL Supply Chain Philippines/Singapore?

7. Based on the findings, what action plan may be proposed?

Hypotheses of the Study
The following null hypotheses were tested in this study:
Ho1: There is no significant difference in the respondents' level of organizational diversity in terms of psychographics when grouped according to their demographic profile.
Ho2: There is no significant difference in the respondents' encountered level of challenges when grouped according to their demographic profile.
Ho3: There is no significant relationship between the level of organizational diversity in terms of psychographics and the level of challenges encountered by selected employees of DHL Supply Chain Philippines/Singapore.

Scope and Limitation of the Study : This study aimed to determine the relationship between the level of organizational diversity and the level of challenges encountered by the respondents. This study included 86 selected employees from a total of 752 employees of DHL Supply Chain Philippines and Singapore during 2024. The utilization of the Raosoft Sample Size Calculator indicated the necessity for 86 or more measurements/surveys to achieve a 95% confidence level, ensuring that the actual value falls within ±10% of the measured/surveyed outcome.

Significance of the Study : This study will provide valuable insights pertaining to the relationship between the level of organizational diversity and the level of challenges encountered by selected employees of DHL Supply Chain Philippines/Singapore.

Employees. This study would be of great importance among employees. They will be able to determine how organizational diversity affects their performance and how they interact with their fellow workers. Through this study, they can equip themselves with the things to do whenever they encounter challenges brought by organizational diversity.

Management. The findings of this study will help managers comprehend the components of good diversity management or the specific leadership duties that must be carried out effectively and efficiently to solve workplace diversity challenges, as well as provide management with the necessary guidelines for effective diversity management in small and big international companies to show how to build an effective workplace diversity by applying different diversity management tools.

Researcher. Since the researcher is studying management, this study would be critical to her. Her research endeavor will give her a deeper understanding of how supervisors and managers will deal with the challenges brought by organizational diversity.

Future Researchers. This study will benefit future researchers in that it may serve as a reference when they decide to conduct a similar study.

Definition of Terms
To further understand the study, the following terms are defined:

Age. It refers to the years a person has lived and is often used as a demographic variable to understand the distribution and characteristics of a workforce within an organization. Challenges. It refers to the obstructions that impede the participation of the employees in their workplace. It refers to the negative attitudes (prejudice, stereotyping, and discrimination) and actions that have the potential to impede organizational diversity by negatively impacting working relationships, morale, and productivity. Communication Barriers. It refers to any factors or impediments that hinder the smooth flow of information from the sender to the receiver, leading to potential misunderstandings, conflicts, or ineffective communication.Cultural Misunderstandings. It refers to instances where differences in cultural norms lead to misinterpretations, confusion, or unintended offense

Between individuals from different cultural backgrounds. Discrimination. It refers to the unfair or prejudicial treatment of individuals or groups based on certain characteristics such as gender, age, sexual orientation, religion, education, nationality, ethnicity, or other protected attributes. Diversity. It is the understanding, acceptance, value, and recognition of individual differences among people concerning age, class, race, gender, ethnicity, and disability. Educational attainment. It refers to the highest level of education completed by an individual. Employees belong to the workforce. In this study, the respondents are currently employed by DHL Supply Chain Philippines/Singapore. They are the ones who encounter challenges brought by organizational diversity.

Ethnicity. It refers to an individual's cultural, national, or ancestral background.

Generation Gaps. It refers to the differences in opinions, values, beliefs, behaviors, and outlooks between one generation and another.
Language. It encompasses the various languages spoken and understood by employees within the workplace.

Marital status. It indicates whether a person is single, married, divorced, or widowed.
Nationality. It refers to the country of citizenship or origin of an individual.

Organization. It refers to a group of individuals working together for a common goal.

Organizational Diversity. It refers to the employees' differences in their organization in terms of race, ethnicity, gender, age, religion, viewpoints, and the like.
Psychographics in the context of organizational diversity focuses on the psychological characteristics, attitudes, values, and interests of individuals within the organization.
Religion. It refers to a set of beliefs, practices, and values that individuals adhere to.
Risk-based management as an action plan refers to a strategic approach that involves identifying, assessing, and mitigating potential risks associated with diversity within the organizational setting.

Sexual orientation. It refers to an individual's enduring physical, romantic, and/or emotional attraction to another person.

II.   REVIEW OF RELATED LITERATURE AND STUDIES

This chapter presents the relevant literature and studies that the researcher designed to express the importance of the present study. Furthermore, the researcher believes that the previous related studies will provide valuable insights in conducting this study.

Conceptual Literature
Organizational Diversity in the Workplace : Differences in seniority, department, work experience, job function, and management level are examples of organizational diversity. Departments or levels within an organization may often be homogeneous, which means that individuals have the same experiences, backgrounds, and looks (Cooks-Campbell, 2023). As stated by Yoon (2021), drawing in new viewpoints, diversity fosters innovation. The business sector is not an exception. The more an organization is open to hearing different points of view from people with different experiences, the more resilient and creative it becomes. Diversity not only boosts output but also creates healthy conflict that defies homogeneity and promotes dialogue. It takes more effort to embrace variety than to just say so. Careless implementation can lead to conflict, discontent, and friction within a company. According to Cabrera (2019), diversity may be one of an organization's greatest strengths. Each person is unique. Even if other people find someone who looks like them, they cannot be exact clones of their selves. Even identical twins are not the same. An organization's total experience and knowledge base are increased by having a diverse staff, especially in key areas that have a direct influence on the business. It is possible that others have already experienced what they are about to experience. When faced with challenges, the organization's collective experiences will surely come in handy. Diversity inside the organization is also advantageous for dialogues. Concepts

come from a broad spectrum of individuals in a broad spectrum of situations. Even while an individual may come up with ideas on their own, mismanaging creativity can turn a large, fast-moving river into a little, dry trickle. Offering excellent services to a wide range of customers is an additional advantage of having a diverse business. The millennial generation itself is one of the best resources for guidance on dealing with millennials. The easiest way to comprehend women's viewpoints is to ask other women. An individual will be able to understand more about his customers and give them better service if his company employs individuals who can

relate to them the most. Lee (2021) stated that there are five benefits of diversity in the workplace. 1) New Perspectives. Hiring people from diverse backgrounds, nationalities, and races enables one to bring fresh perspectives to the table. This might have advantages like increased productivity and better problem-solving skills. 2) Wider Talent Pool. Workers are looking for more than just a well-paying 9–5 work these days. They seek an environment where they may develop, experience acceptance, and face challenges. Because of this, a business that values diversity will draw in a wider pool of applicants who are searching for an innovative work environment. In addition, just 56% of the 87 million millennials in the nation are white, compared to 72% of the 76 million baby boomer generation. This makes the millennial and Gen Z generations the most diverse in history. In a similar vein, a 2020 Glassdoor survey discovered that 76% of workers and prospective employees believe that a diverse staff is crucial when assessing businesses and job offers. Therefore, varied businesses have a higher chance of drawing in the top people. 3) More Innovation. Innovation is fostered in the workplace by diversity. When a person thinks about it further, the connection makes sense. All the characteristics of the individuals in his homogenous group—their mental habits, experiences in life, and capacity for problem-solving—will most likely be the same. Furthermore, one of the key justifications for embracing neurodiversity in the workplace is that monotony stifles unique ideas. On the other hand, a varied workforce will offer unique perspectives that might lead to scientific discoveries.

4) Better Employee Performance. Diversity, equity, and inclusion are all connected. When they observe the representation of many nationalities, races, and viewpoints at work, employees are more likely to feel comfortable being who they are. What follows are happier and more productive workers. Nonetheless, research has demonstrated that the desire to blend in with a powerful, homogenous culture can stifle innate cognitive diversity. When employees fail to feel like they can be themselves at work, they are more likely to perform poorly and fear rejection. It is critical to keep in mind that eliminating unconscious prejudices from his performance methods is a prerequisite for utilizing this benefit. 5) Increased Profits. Several studies show that diverse teams just perform better and produce more income. A 2015 McKinsey study on 366 public companies found that those in the top quartile for racial and ethnic diversity in management were 35% more likely to produce financial returns above their sector mean. Additionally, individuals in the top quartile for gender diversity had a 15% greater chance of earning returns that were higher than the industry average. Another McKinsey analysis found that U.S. public companies with diverse executive boards outperformed those with homogenous boards in terms of return on equity by a factor of 95%. In another research, the Boston Consulting Group found a correlation between a more diversified leadership team and higher financial success. Diversity is definitely beneficial. Dyson (2023) said that having diversity in workplace provides more benefits as to employees from diverse backgrounds imbue organizations with creative new ideas and perspectives informed by their cultural experiences. A diverse workplace will help organizations better understand target demographics and what moves them and can better align an organization's culture with the demographic makeup of a country. Lastly, it increased customer satisfaction by improving how employees interact with a more diverse clientele and the public.

An online article was posted by Legal Paath Shala on March 3, 2022, stating that there are benefits to workplace diversity. diverse backgrounds lead to diverse interpretations of the same events. They provide unique perspectives. This makes it possible for the group to tackle problems from many angles and come up with original solutions. To be strong, a corporation must value diversity and incorporate it into its policies and practices. It takes patience and dedication to celebrate variety. It requires being willing to accept differences impartially and with an open mind. If cultural diversity is not embraced, it might cause harm to a community. Different perceptions of the same situation may lead to miscommunication. Antagonism and discomfort grow if they are not addressed. Prejudices will make the effects worse. Humans are prone to understanding actions incorrectly and making quick decisions.

Primary and Secondary Characteristics of Diversity : For each organization, defining diversity becomes the first hurdle. Institutions ought to define diversity according to their requirements in order to create a participation pool that is reflective of their needs. The concept of diversity may be further muddied and confused with words like inclusion, multiculturalism, and equality. According to Loden (1996) as cited in Yarber (2023) although these may not always be obvious, the primary characteristics of diversity are typically the most noticeable. Examples of these include age, gender, race, and sexual orientation. The assumptions made by the majority culture on the perceived value of individuals of minority groups depend critically on the visibility of these fundamental features. Whether or not members of minority groups are recognized as full participants may depend on the values and assessments that the majority group places on these characteristics. Experience serves to define secondary characteristics.

One's educational and professional paths are greatly influenced by secondary traits including family status, education, wealth, and communication style. Since secondary features take into consideration human agency and choice, their effect is more erratic and probably less defining than that of fundamental characteristics— though this is not always the case. In countries with structural inequalities, when opportunities are not distributed equally across populations, individuals may not always fully realize their choice in secondary characteristics.

Impactly (2023) stated in one of their online posts that there are many different types of work environments. To begin with, the term diversity was primarily used to refer to racial and ethnic variety. However, the phrase "work environment variety" has since been expanded to include several attributes, such as: Age. Organizations are being forced to undertake several modifications due to the shifting age composition of the workforce. One is learning how to oversee more experienced professionals. This was not a problem in the past since more experienced workers had to step down. Consequently, the number old enough to warrant complaints about separation has increased dramatically. The workforce is becoming more experienced constantly. While the proportion of workers between the ages of 35 and 54 is growing, the number of workers under 35 is decreasing. This development is the result of several factors, one of which is the decreasing birth rate, which explains the decline in the number of younger experts. The second factor that contributes to a maturing workforce is the advancement of clinical consideration and wellness, which helps people live longer, more productive lives. The crucial point is that age cannot be a factor in connection separation. Organizations should begin to listen to its more seasoned representatives, recognize that their needs differ from those of younger workers, and figure out how to take advantage of their knowledge and expertise.

Sexual Orientation. For compensation, things are comparable. According to the most current statistics, women are definitely paid less than males. Furthermore, these pay gaps among persons extend beyond demoting employees from higher jobs. Recently, working women have come out to disclose wage disparities across a wide range of diverse professions. This is a global issue affecting women. Businesses should examine and modify their tactics and procedures to eliminate sexual orientation inclination and separation in order to face the challenge of really equal remuneration and opportunities in the workplace. Changes in sex synthesis are also occurring, in addition to age pieces. Over the past forty years, women have joined the work field in unprecedented numbers. In 1975, they accounted for around 40% of the total, and at the turn of the century, women comprised a sizable share of the workforce. The arrangements and routine actions of associations may and should be profoundly altered

by this variety of growth. Organizations are seeing that they should carefully examine their salary and promotion plans and procedures, even in the face of regulations that explain equal compensation and opportunities for women. However, organizations also need to figure out how to deal with younger employees who have completely different traits and mindsets. The studies by Paustian-Underdahl et al. (2017) show how identity threat experienced within the workplace can facilitate a distancing away from one's minority group and a move towards the dominant in-group. This has been labelled the Queen Bee syndrome in the context of successful women who do not actively promote women's equality and advancement. They argue that it is the tension between these women's personal ambitions and the gender stereotypes within the wider social context that leads them to disengage from other women to prevent themselves from being evaluated based on their gender. Paustian-Underdahl et al. (2017) highlighted how women (and ethnic minorities) are likely to feel much less supported by each other when they perceive the diversity climate of the organization to be highly unequitable.

Ethnicity. Identity refers to the ethnic integration inside a group or organization. The workforce reflects shifts in the overall population's racial makeup. More striking labor force diversity is highlighted by these shifting racial instances. The board's challenge is to handle these changes in identity in the same way as it handles changes in sexual orientation in terms of plans and projects related to advances and compensation. Similar to women, minorities typically get financial assistance and receive less attention in positions of higher administration. Aside from age, sexual orientation, and ethnicity which are mentioned by Impactly that are attributes of diversity, Slocombe (2022) explained that the following are the characteristics that should be considered:Diverse Abilities and Skills. In the workplace, neurodiverse people are very skilled in problem-solving, identifying trends, being creative, and analyzing data. The ability to analyze concepts, identify weaknesses in them, generate creative ideas for marketing campaigns, follow through on the ideas, and see them through to completion are other special capabilities that varied teams may provide.

Companies looking to foster a more varied work environment may enhance their capacity to handle a variety of scenarios by investing in diversity training. They can also help dispel preconceptions, address unconscious prejudice, lessen microaggressions, and raise cultural understanding. Diverse Ways of Thinking. People can exhibit different modes of thought. Critical thinking, analytical thinking, creative thinking, and imaginative thinking are some of these. Collaboratively contributing to projects is made feasible in an environment where employees possess varied thought patterns. Because employees' perspectives are influenced by their experiences and cultural backgrounds, thought diversity frequently arises as a consequence of other forms of diversity. When an organization adopts policies that value variety of thought, they are acknowledging that their methods of thinking may not be the most effective ones. By opening up the workplace to a wider range of individuals, reorganizing their daily activities might enhance thinking diversity. Employees may voice their opinions and demands in a way that feels comfortable in a diverse workplace. Diverse Working Practices. Employers ought to provide an environment where individuals feel encouraged to present their best selves. Employee engagement and creativity might increase in a work atmosphere where people feel free to be who they are. Inclusion is a continuous process rather than a one-time training activity. To be included, people must pinpoint crucial times when they may form new routines, or "micro-behaviors," which are routine activities that people can track and improve.Powers (2023) explained that aside from the above-mentioned attributes, diversity comes with the following characteristics: National Origin. A person's birth country might impart some cultural features that they may keep with them for the rest of their life, regardless of where they may be at that moment. A person's national origin may determine many aspects of who they are and may carry with them for the rest of their lives, including their religious views, personal ethos, and much more.

Language, Linguistics, and Accents. A job description or recruiting materials that are only available in one language, such as English, may make it difficult for some job searchers to apply for a position or get past the interview stage. Although translating all of the company's recruiting materials into hundreds of languages is not practical for each firm, it might be useful to have a few extra translations available for languages that are often spoken in the area and at work. For jobs where proficiency in a language is not a must, one may also think about hiring an interpreter in person or using an Internet translation service. Furthermore, accents—the various ways that people say particular words within a language—can result in accent bias or perception, which is the idea that someone's intelligence and ability are determined only by how they pronounce specific phrases. People may also feel a connection to someone who speaks with a similar accent to themselves. Knowing the various accent biases can enable you and your group to recognize and address one's prejudices when interacting with individuals from diverse linguistic origins.

Education. National, state, and local laws and regulations may have a significant impact on education, which varies widely depending on the area, institution, and instructor. This implies that no two people will be the same in their level of schooling. In addition, a large portion of the American population may find it prohibitively expensive to pursue higher education, while post-secondary degrees are sometimes necessary for entry-level or even upper-level positions.Marital Status. Marital status prejudice, like gender bias, can keep extremely competent people from advancing in their careers or obtaining employment. Furthermore, only a few states have laws expressly forbidding discrimination in the workplace based on marital status, despite the fact that federal rules forbid businesses from treating employees differently based on their gender, sex, or sexual orientation. If one's spouse works there as well, one's marital status may have a greater impact on them at work. Certain organizations have implemented anti-nepotism policies to prohibit family members from being employed together on the same team or at the same level as one another.

Religious and Spiritual Beliefs. Whether or not employees talk about their religious connections at work, it is critical to foster an environment where everyone's views are respected and accepted, regardless of how different they may be from one another. Employers may do this by allowing their staff to take time off for religious holidays and festivities whenever necessary by providing floating holidays. Respecting those who dress religiously at work and making sure their peers treat them equally and fairly are also crucial. Consider setting aside a room for employees to engage in private religious and spiritual practice, depending on the design of the company and building. This will allow workers to attend throughout the working day without having to disturb their coworkers or leave the office.

Research Literature
Organizational Diversity in the Workplace : According to Mohammed (2020), diversity in the workplace refers to the variety of individual differences that exist among workers in an organization. Education, background, tenure, personality, cognitive style, race, gender, and ethnic group are just a few of the many

variables that make up diversity. Diversity includes not just how individuals view themselves but also how they view others. Their interactions are impacted by such perceptions. Human resource professionals must efficiently handle challenges including communication, flexibility, and change if they want to operate as an organization with a diverse workforce. He also explained that the degree of success and competitiveness of an organization is determined by its ability to embrace variation and capitalize on its benefits. Businesses that actively assess how they address workplace diversity issues and develop and execute diversity initiatives have several benefits, like as increased adaptability, broader service range, variety of viewpoints, and more effective execution.According to Lakshminarayanan (2021), a workforce inside a company is not homogeneous. The phrase "organizational diversity" refers to a broad range of differences among employees that affect how they interact with and perceive their work environment. It also implies that the company is aware of these variations. Most people

agree that diversity is becoming more and more important in the workplace. The need for workers to carry out their responsibilities and collaborate with others is still there in businesses notwithstanding this variety. As a result, companies look for practical and efficient ways to handle issues raised by workers and meet their demands regarding diversity. In this context, workplace culture is significant and has a big impact on every employee. When societal attitudes and the workforce's makeup change over time, so does the awareness of what makes employees unique from one another. Asian women are perceived as a diverse group in the workplace in the contemporary societal context. Esty et al. (1995) as cited in Fransworth et al. (2020) explained that employees and corporations both benefit from diversity. Even if coworkers are dependent on one another, productivity may increase when individual differences are valued. Workplace diversity may enhance a company's reputation, recruiting, marketing, and creative opportunities in addition to reducing lawsuits. An organization's performance is greatly influenced by diversity at a time when competitiveness demands innovation and adaptation. It is crucial to think about the consequences, which include wasted money and time.

Attributes of Psychographics In the context of workplace diversity, psychographics refers to the analysis of psychological variables that influence individuals' behaviors, values, lifestyles, and other psychological criteria within the workplace environment. Psychographics play a crucial role in fostering workplace diversity by recognizing and appreciating the diverse backgrounds, values, and lifestyles of employees. By understanding the psychological variables that shape individuals' behaviors and perspectives, organizations can create an inclusive culture that embraces the richness of diverse experiences. This, in turn, leads to enhanced collaboration, creativity, and innovation within diverse teams, ultimately contributing to a more vibrant and dynamic workplace environment. Psychological research on diversity within the workplace has a critical role to play in providing relevant insight into how individuals and groups interact with one another within an organizational context Guillaume (2013).

Attributes of Organizational Diversity : Few definitions of diversity can be found in research literature since it is a dynamic term. In its simplest form, diversity is just "difference." It is an attribute of groups rather than of individuals. Diversity encompasses the multitude of ways in which individuals differ from one another. These include primary characteristics like age, race, gender, ethnicity, sexual orientation, and mental and physical abilities; as well as secondary characteristics like nationality, education, income, religion, work experience, language skills, geographic location, family status, communication style, military experience, learning style, and economic background. When traditionally excluded people and groups experience a sense of acceptance and are given the freedom to engage fully in the dominant culture as valued members of society, they may redefine and shape it in new ways, leading to inclusion. A community's acceptance and understanding of many cultures coexisting together is acknowledged and encouraged by multiculturalism. Therefore, in a particular social context, multiculturalism encourages the harmonious coexistence of many racial and ethnic groupings as well as other cultural ones Williams (2019).

Challenges Brought by Organizational Diversity : Even though diversity in an organization brings out one's talent or skills for the betterment of both the employees and the company, there is no doubt that it goes along with the challenges. Managing a diverse team has some challenges. Managing diversity involves more than simply acknowledging individual differences. It means promoting diversity appreciation, fighting prejudice, and being inclusive. Moreover, managers may face challenges from grievances and lawsuits filed against the organization, as well as from labor and productivity losses brought on by prejudice and discrimination (Devoe, 1999 as cited in Fransworth, 2020).

Discrimination. According to Esty et al. (1995) as cited in Fransworth et al. (2020), negative attitudes and actions have the potential to impede organizational diversity by negatively impacting working relationships, morale, and productivity. Prejudice,

stereotyping, and discrimination are examples of negative attitudes and actions in the workplace that management should never employ in recruiting, retention, or termination procedures (since they may result in expensive legal action).

Communication Barriers. A diverse workforce has challenges, most of which are linguistic and communication-related. One may have seen this in other organizations or the one they are a member of; the number of non-Filipinos employed in the Philippines is increasing. Communicating with them can be challenging, especially when slang, language, accents, and terminology are involved. Patrick (2010) found that diversity determines not only the effects of the diversity within an organization but also the level of openness to dissimilarity characteristics among the organization's members, work groups, and culture. Despite the technological wonders of today's communication, international relations require us to deal with one another on a person-to-person basis. For this to be effective, one has to overcome language and stereotype barriers.

Cultural Misunderstandings. Culture and differing communication viewpoints are additional issues associated with diversity. What is acceptable and culturally fitting for one person might not be for someone else. Because of one's background, he or she has a unique perspective on the world. Recognize that the individual they are collaborating with likely adheres to their traditions and beliefs, just as they do (Cabrera, 2019). If one does not work in management or human resources, he still needs to make every effort to be culturally sensitive. He ought to talk to his teammates to get to know them. Being ignorant is not an excuse. Diversity exists inside each organization, whether its members realize it or not. The best way to get over obstacles is to talk to each other and get to know one another better.

Generation Gaps. 75% of workers will be millennials by 2025, and they are transforming workplace culture. It might be challenging for older employees to adjust to the changes that the younger generation is bringing about in the workplace and in the work culture. Age demographics within bigger organizations are more diverse, ranging from youth to older citizens. Cliques and social circles may develop as a result, and certain employees may get alienated from the team. Lastly, Lee (2021) stated that creating a diverse workplace is undoubtedly not without its unique challenges: 1) aligning diversity practices with unique organizational goals; 2) moving from design to implementation; 3) training management; 4) overcoming bias; and 5)internal resistance.

Synthesis : The literature on organizational diversity in the workplace presents a comprehensive view of the significance and challenges associated with diversity. Mohammed (2020) and Lakshminarayanan (2021) emphasize embracing diversity, highlighting its role in fostering innovation, inclusivity, and better organizational financial performance. They stress the competitive advantage gained by actively addressing workplace diversity issues and executing diversity initiatives, leading to increased adaptability, a broader service range, diverse viewpoints, and more effective execution. Additionally, the literature underscores the benefits of diversity for employees and corporations, enhancing productivity, reputation, recruiting, marketing, and creative opportunities while reducing lawsuits. In the context of workplace diversity, psychographics, as described by Guillaume (2013), plays a crucial role in understanding the psychological variables that influence individuals' behaviors, values, and lifestyles within the workplace environment. By appreciating these psychological variables, organizations can create an inclusive culture that embraces diverse experiences, enhancing collaboration, creativity, and innovation within diverse teams. This approach fosters an inclusive culture, enhancing collaboration and innovation within diverse teams, thereby improving the overall workplace environment.

Furthermore, the research literature delves into the challenges brought about by organizational diversity, emphasizing the need to promote diversity appreciation, combat prejudice, and foster inclusivity. Discrimination, communication barriers, cultural misunderstandings, and generation gaps are significant challenges in managing a diverse workforce. The literature emphasizes the importance of understanding and addressing these challenges to create a more inclusive and harmonious work environment. Overall, the literature synthesis underscores the value of diversity in the workplace, highlighting the benefits of actively addressing diversity issues and embracing the psychological variables that shape an individual's behaviors and perspectives. It also emphasizes the need to address discrimination, communication barriers, cultural misunderstandings, and generation gaps to create a more cohesive and productive workplace environment.

Gap/s Bridged by the Present Study After a thorough review of the literature and studies, the following research gaps were identified: Most of the related studies conducted focused on the challenges faced by managers brought by organizational diversity. There is a dearth of literature as to the challenges encountered by employees brought by organizational diversity. There were no conducted studies yet identifying the challenges encountered by the employees of DHL Supply Chain Philippines/Singapore. There were no local and foreign studies yet explaining that the more diverse an organization is the more challenges can be encountered. Most of the studies focused on the relationship between organizational diversity and productivity.Most of the studies focused on identifying the attributes/characteristics of organizational diversity. However, there is a dearth of literature and studies identifying the significant differences in the level of organizational diversity when grouped according to the respondents' demographic profile.

To address these existing gaps, the researcher is motivated to conduct her quantitative research identifying the relationship between organizational diversity and the level of challenges encountered by the selected employees of DHL Supply Chain Philippines/Singapore. Also, the researcher will determine if there are any significant differences in the level of organizational diversity and the level of challenges encountered when grouped according to profile variables.

III.   RESEARCH METHODOLOGY

This chapter presents the method of research design, the respondents of the study, the instrument used, data-gathering procedures, and the statistical treatment of data.

Research Design : The research design for this study is structured to address the primary research question: "Is there a significant relationship between the level of organizational diversity in terms of psychographics and the level of challenges encountered by selected employees of DHL Supply Chain Philippines/Singapore?" A survey questionnaire was utilized as the primary source of data; the researcher used the descriptive-correlational research design, enabling the researcher to examine correlations and comprehend and assess the statistical relationship between the variables without being influenced by extraneous factors. This approach will not grant the researchers control or manipulate these variables (Bhandari, 2021).

Research Locale : This study focused on the DHL Supply Chain Philippines/Singapore. DHL Supply Chain is a global logistics industry leader specializing in international shipping, courier services, transportation, and supply chain management. With operations spanning more than 220 countries, DHL has established itself as a prominent player in the logistics and supply chain sector, offering a wide range of services, including transportation management, warehouse storage, inventory management, and express delivery services. The researcher has access to the respondents in the said company.

Respondent of the Study : The respondents are selected employees of DHL Supply Chain Philippines/Singapore, and they will comprise middle managers, supervisors, and employees with different ranks and positions in the company. The respondents in the study encompass a broad diversity across demographic facets, including different age groups, genders, marital statuses, religious affiliations, educational backgrounds, nationalities, ethnicities, and linguistic preferences.

Sampling Design : The actual respondents of the study consisted of 72 out of the 86 targeted respondents from the 752 employees of DHL Supply Chain Philippines/Singapore.The sample size was computed using the Raosoft sample size calculator (Al Eid & Shoukri, 2019) with a confidence level of 95% and a margin of error of 10%. The respondents are selected utilizing simple random sampling. (Shagofah Noor, Omid Tajik & Jawad Golzar,2022) Simple random sampling is widely used in quantitative studies with survey instruments. It is asserted that simple random sampling is favorable in homogeneous and uniformly selected populations.

Instrumentation and Validation : To collect the needed primary data, the researcher utilized a self-constructed questionnaire to measure the level of organizational diversity and challenges encountered by selected mployees. The first part of the questionnaire contained responses about the organizational diversity level, and the second part focused on statements about the level of challenges encountered by the respondents. The questionnaire was validated by experts in business management, statistics, and research. The researcher used this step to assess how easily the questionnaire would be understood by the employees who would take part in the study as respondents. A pilot test of the research instrument will be conducted with fifteen (15) respondents who will not be involved in the study's actual conduct after thorough validation. The validators and research adviser received

the pilot test findings and used them to support their approval of the researcher's finalization of the questionnaire. Cronbach's alpha was used to evaluate the instrument's internal consistency or repeatability.

Evaluation and Scoring

Part 1: Level of Organizational Diversity
To determine the respondents' organizational diversity in terms of demographics and psychographics, the following adapted numerical rating, numerical range, categorical response, and verbal interpretation were used:

Numerical Rating	Numerical Range	Categorial Response	Verbal Interpretation
4	3.25 - 4.00	Strongly Agree (SA)	Very High
3	2.51 - 3.24	Agree (A)	High
2	1.75 - 2.50	Disagree (DA)	Low
1	1.00 - 1.74	Strongly Disagree (SD)	Very Low

Part 2: Level of Challenges Encountered
To determine the challenges encountered by the respondents in terms of discrimination, communication barriers, generation gaps, and cultural misunderstandings, the following adapted numerical rating, numerical range, categorical response, and verbal interpretation were used:

Numerical Rating	Numerical Range	Categorial Response	Verbal Interpretation
4	3.25 - 4.00	Strongly Agree (SA)	Always
3	2.51 - 3.24	Agree (A)	Often
2	1.75 - 2.50	Disagree (DA)	Seldom
1	1.00 - 1.74	Strongly Disagree (SD)	Never

Data Gathering Procedures : A survey questionnaire will be utilized since it is believed to be the most effective instrument for gathering data for this research endeavor. The researcher's data-gathering procedure will be a survey questionnaire, which was chosen as the primary instrument for collecting data for this research project due to its perceived effectiveness. To conduct the survey, the researcher obtained authorization from the Adviser, the Dean of the Graduate School, and the management of the DHL Supply Chain in the Philippines/Singapore. Upon receiving approval, the researcher distributed the questionnaire to selected employees of DHL Chain Philippines and Singapore. The researcher also managed the data-collection process, ensuring each respondent received and completed the questionnaire. The collected data from the responses was then extracted into Excel format and sent to a statistician to apply statistical treatment.

Treatment of Data : The following statistical tools were utilized in this study's quantitative analysis:Percentage and ranking were used to determine the demographic profiles. Weighted mean was used to describe the respondents' organizational diversity and the challenges encountered by the respondents.

Pearson r Moment Correlation Coefficient was used to determine the significant relationship between the level of organizational diversity and the level of challenges encountered by the respondents.Paired t-test was used to determine the significant difference between the level of organizational diversity and the level of challenges encountered by the respondents.

Ethical Considerations In this research, the researcher adhered to the ethical guidelines established by the University of Cabuyao (Pamantasan ng Cabuyao). These guidelines encompass a range of ethical considerations, including informed consent, confidentiality, data security, minimizing harm, and avoiding bias. Adhering to ethical considerations in research surveys is crucial to protect the rights and dignity of participants. Informed consent ensures that participants are fully informed about the survey's purpose, procedures, potential risks, and benefits, empowering them to make voluntary and informed decisions about their participation. Confidentiality safeguards participants' privacy, ensuring their identities and responses remain confidential unless explicit consent for disclosure is obtained. Data security measures protect participants' data from unauthorized access, use, or disclosure, ensuring the integrity and confidentiality of the information collected.

IV.   RESULTS AND DISCUSSION

This chapter presents the analyzed and interpreted gathered data based on the presented problem in Chapter I. The data was organized, tabulated, and presented using tables and other visual representations to provide a clear understanding of the findings.

1. Demographic Profile : This section of the study depicts the demographic profile of the respondents in terms of age, sexual orientation, marital status, educational attainment, religious affiliation, nationality, ethnicity, and language.

Table 1
Frequency and percentage distribution of the respondents in terms of Age

Age	Frequency	Percentage
55 and above	8	11.00
45-54	15	21.00
35-44	26	36.00
25-34	21	29.00
18-24	2	3.00
Total	72	100.00

Table 1 shows the distribution of respondents' demographic profile in terms of Age, the highest is thirty sixty percent (36.00) with the age range of 35-44, followed by age range of 25-34 at twenty-nine percent (29.00). Additionally, the smallest percentage of respondents were in the age range of 18-24 at three percent (3.00) The findings of the study are related to what stated by Impactly (2023) in their online posts that the workforce is becoming more experienced constantly. While the proportion of workers between the ages of 35 and 54 is growing, the number of workers under 35 is decreasing. This development is the result of several factors, one of which is the decreasing birth rate, which explains the decline in the number of younger experts.

Table 2
Frequency and percentage distribution of the respondents in terms of
Sexual Orientation

Sexual Orientation	Frequency	Percentage
Female	34	47.00
Male	38	53.00
Total	72	100.00

Table 2 shows the distribution of respondents' demographic profile in terms of Sexual Orientation, the male respondents are higher at fifty three percent (53) compared to female respondents of forty-seven percent (47).
The findings of the study are related to what stated by Impactly (2023) in their online posts that over the past forty years, women have joined the work field in unprecedented numbers. In 1975, they accounted for around 40% of the total, and at the turn of the century, women comprised a sizable share of the workforce. The arrangements and routine actions of associations may and should be profoundly altered by this variety of growth.

Table 3
Frequency and percentage distribution of the respondents in terms of
Marital Status

Marital Status	Frequency	Percentage
Married	44	61.00
Single	24	33.00
Divorced	1	1.50
Live-in	1	1.50
Widowed	2	3.00

Total	72	100.00

Table 3 shows the distribution of respondents' demographic profile in terms of marital status, the highest is sixty one percent (61.00) being married, followed by single individuals at thirty three percent (33.00). Additionally, the smallest percentage of respondents were widowed at three percent (3.00). The findings of the study can be related to what stated by Impactly (2023) in their online posts that Marital status prejudice, like gender bias, can keep extremely competent people from advancing in their careers or obtaining employment. If one's spouse works there as well, one's marital status may have a greater impact on them at work. Certain organizations have implemented anti-nepotism policies to prohibit family members from being employed together on the same team or at the same level as one another.

Table 4
Frequency and percentage distribution of the respondents in terms of Religion

Religion	Frequency	Percentage
Roman Catholic	36	50.00
Christian	16	22.00
Iglesia Ni Cristo	2	3.00
Islam	2	3.00
Hindu	1	1.00
Buddhist	7	10.00
Free Thinker	2	3.00
Others	6	8.00
Total	72	100.00

Table 4 shows the distribution of respondents' demographic profile in terms of religion, the highest are the Roman Catholic at fifty percent (50.00), followed by Christian at twenty two percent (22.00). Additionally, the smallest percentage of respondents were Iglesia Ni Cristo, Islam, Hindu, and Free Thinker at three percent (3.00) respectively.The findings of the study are related to what stated by Impactly (2023) in their online posts that whether employees talk about their religious connections at work, it is critical to foster an environment where everyone's views are respected and accepted, regardless of how different they may be from one another. Employers may do this by allowing their staff to take time off for religious holidays and festivities whenever necessary by providing floating holidays. Respecting those who dress religiously at work and making sure their peers treat them equally and fairly are also crucial.

Table 5
Frequency and percentage distribution of the respondents in terms of
Educational Attainment

Educational attainment	Frequency	Percentage
Master's degree	3	4.00
Bachelor's degree	39	54.00
Secondary	14	20.00
Others	16	22.00
Total	72	100.00

Table 5 shows the distribution of respondents' demographic profile in terms of educational attainment, the highest hold a Bachelor's degree at fifty four percent (54.00), followed by "Other" educational backgrounds with twenty two percent (22.00). Additionally, the smallest percentage of respondents were those with a Master's degree at four percent (4.00). The findings of the study are related to what stated by Impactly (2023) in their

online posts that national, state, and local laws and regulations may have a significant impact on education, which varies widely depending on the area, institution, and instructor. This implies that no two people will be the same in their level of schooling.

Table 6 Frequency and percentage distribution of the respondents in terms of Nationality

Nationality	Frequency	Percentage
Filipino	54	75.00
Singaporean	13	18.00
Malaysian	1	1.00
Indian	2	4.00
Thai	1	1.00
Australian	1	1.00
Total	72	100.00

Table 6 shows the distribution of respondents' demographic profile in terms of nationality, the highest at seventy five percent (75.00) being Filipino, followed by Singaporean at eighteen percent (18.00). Additionally, the smallest percentage of respondents were Malaysian, Thai, and Australian individuals at one percent (1.00) respectively. The findings of the study are related to what stated by Impactly (2023) in their online posts that a person's birth country might impart some cultural features that they may keep with them for the rest of their life, regardless of where they may be at that moment. A person's national origin may determine many aspects of who they are and may carry with them for the rest of their lives, including their religious views, personal ethos, and much more.

Table 7
Frequency and percentage distribution of the respondents in terms of Ethnicity

Ethnicity	Frequency	Percentage
Tagalog	39	54.00
Chinese	13	18.00
Malay	4	6.00
Indian	2	3.00
Cebuano	2	3.00
Austronesians	2	3.00
Bicolano	3	4.00
Mindoreno	1	1.00
Ilocano	6	8.00
Total	72	100%

Table 7 shows the distribution of respondents' demographic profile in terms of ethnicity, where Tagalog has the highest percentage of fifty-four percent (54.00), followed by Chinese ethnicity at eighteen percent eighteen percent (18.00). Additionally, the smaller percentage of respondents were Malay, Indian, and Cebuano ethnicities at three percent (3.00) respectively.The findings of the study are related to what stated by Impactly (2023) in their online posts that identity refers to the ethnic integration inside a group or organization. The workforce reflects shifts in the overall population's racial makeup. More striking labor force diversity is highlighted by these shifting racial instances. The board's challenge is to handle these changes in identity in the same way as it handles changes in sexual orientation in terms of plans and projects related to advances and compensation.

Table 8
Frequency and percentage distribution of the respondents in terms of Language

Language	Frequency	Percentage
Filipino	38	53.00
English	29	40.00
Malay	1	1.00
Thai	1	1.00
Chinese	3	5.00
Total	72	100%

Table 8 shows the distribution of respondents' demographic profile in terms of language, Filipino has the highest percentage of fifty-four three (53.00), followed by English at forty percent (40.00). Additionally, the smaller percentage of respondents were Malay and Thai at one percent (1.00) each. The findings of the study are related to what stated by Impactly (2023) in their online posts that for jobs where proficiency in a language is not a must, one may also think about hiring an interpreter in person or using an Internet translation service. Furthermore, accents—the various ways that people say particular words within a language—can result in accent bias or perception, which is the idea that someone's intelligence and ability are determined only by how they pronounce specific phrases. People may also feel a connection to someone who speaks with a similar accent to themselves. Knowing the various accent biases can enable you and your group to recognize and address one's prejudices when interacting with individuals from diverse linguistic origins.

2. Level of Organizational Diversity in terms of Psychographics
This section of the study illustrates the level of organizational diversity in terms of psychographics.

Table 9
Level of Organizational Diversity in terms of Psychographics

Indicators	Mean	Interpretation
1. I am respected and valued for my contributions within this organization.	3.68	Very High
2. I am comfortable to express my ideas and opinions in the workplace.	3.65	Very High
3. The organization is supporting my professional development.	3.64	Very High
4. The organization is having equal opportunities for employee's career advancement.	3.67	Very High
5. I feel a sense of belonging in the workplace.	3.63	Very High
6. I work within a diverse team in this organization.	3.56	Very High
7. My workplace is actively promoting diversity and inclusion.	3.57	Very High
8. The organization is effectively handling and resolving diversity-related issues.	3.61	Very High
Ave. Weighted Mean	3.63	Very High

Legend:
3.25 - 4.00 Strongly Agree ==Very High
2.51 - 3.24 Agree == High
1.75 - 2.50 Disagree == Low
1.00 - 1.74 Strongly Disagree == Very Low

The Table 9 presents the mean values for various indicators related to the level of organizational diversity in terms of psychographics. The highest mean score is for the indicator "I am respected and valued for my contributions within this organization" at 3.68. Conversely, the lowest mean score is for the indicator "I work within a diverse team in this organization" at 3.56. The average weighted mean of the organizational diversity in terms of psychographics is 3.63 signifying a very high level of diversity-related aspects within the organization. Based on the findings, it implies that while the organization excels in fostering a sense of respect and value

Among employees, there may be opportunities to further promote and leverage diversity within teams. Addressing this aspect could lead to even greater inclusivity, collaboration, and innovation within the organization. This aligns with Guillaume (2013) assertion that psychological research on diversity within the workplace has a critical role to play in providing relevant insight into how individuals and groups interact with one another within an organizational context.

3. Level of Challenges Encountered : This section of the study depicts the Problem 3 Level of challenges encountered of the respondents in terms of discrimination, communication barriers, generation gaps, and cultural misunderstandings.

Table 10
Level of Challenges Encountered by Selected Employees of DHL Supply Chain in the Philippines/Singapore in terms of Discrimination

Indicators	Mean	Interpretation
1. I have personally experienced discrimination firsthand in the workplace, based on factors such as race, ethnicity, gender, or age.	2.19	Seldom
2. I am hesitant to report incident of discrimination within this company.	2.26	Seldom
3. Experiencing discrimination in the workplace can negatively affect my productivity.	3.25	Always
4. I have noticed that discrimination negatively affects the morale of employees.	3.47	Always
5. It would be beneficial for me if the company improves its employee diversity training program.	3.53	Always
Ave. Weighted Mean	2.94	Often

Legend:
3.25 - 4.00 Strongly Agree ==Always
2.51 - 3.24 Agree == Often
1.75 - 2.50 Disagree == Seldom
1.00 - 1.74 Strongly Disagree == Never

The Table 10 presents the mean values for indicators related to the level of challenges encountered by selected employees of DHL Supply Chain in the Philippines/Singapore in terms of discrimination. The highest mean score is for the indicator "It would be beneficial for me if the company improves its employee diversity training program" at 3.53. Conversely, the lowest mean score is for the indicator "I have personally experienced discrimination firsthand in the workplace,

based on factors such as race, ethnicity, gender, or age" at 2.19. The average weighted mean for the level of challenges encountered based on discrimination is 2.94.The findings shed light on the complex dynamics of discrimination within the workplace, revealing a discrepancy between personal experiences and the perceived organizational impact of discrimination. While employees report a low frequency of personal experiences and reluctance to report discrimination, there is a strong consensus on the negative effects of discrimination on productivity and morale, as well as the need for diversity training. The implications of these findings underscore the importance of addressing not only the occurrence of discrimination but also its broader impact on employee well-being and organizational dynamics. This aligns with the findings of Esty et al. (1995) as cited in Fransworth et al. (2020), negative attitudes and actions have the potential to impede organizational diversity by negatively impacting working relationships, morale, and productivity. Prejudice, stereotyping, and discrimination are examples of negative attitudes and actions in the workplace that management should never employ in recruiting, retention, or termination procedures (since they may result in expensive legal action).

Table 11

Level of Challenges Encountered by Selected Employees of DHL Supply Chain in the Philippines/Singapore in terms of Communication Barriers

Indicators	Mean	Interpretation
I have faced difficulties in effectively communicating with colleagues who come from diverse linguistic backgrounds.	2.68	Often
2. I feel hesitant to seek clarification when faced with communication barriers.	2.42	Seldom
3. Communication barriers with colleagues can negatively affect my productivity.	3.03	Often
4. The cultural differences within our organization have an impact on my communication style.	2.79	Often
5. It would be beneficial for me if the company provides resources such as language training and communication tools for employees.	3.35	Always
Ave. Weighted Mean	2.85	Often

Legend:
3.25 - 4.00 Strongly Agree ==Always
2.51 - 3.24 Agree == Often
1.75 - 2.50 Disagree == Seldom
1.00 - 1.74 Strongly Disagree == Never

The Table 11 presents the mean values for indicators related to the level of challenges encountered by selected employees of DHL Supply Chain in the Philippines/Singapore in terms of communication barriers. The highest mean score is for the indicator "It would be beneficial for me if the company provides resources such as language training and communication tools for employees" at 3.35. Conversely, the lowest mean score is for the indicator "I feel hesitant to seek clarification when faced with communication barriers" at 2.42. The average weighted mean for the level of challenges encountered based on communication barriers is 2.85.

Based on the findings, it is evident that employees perceive a high need for resources such as language training and communication tools, indicating a strong desire for support in overcoming communication barriers. Additionally, the reported hesitancy to seek clarification when faced with communication barriers suggests a potential area for improvement in promoting open communication within the organization. The implications of these findings underscore the importance of addressing communication barriers and fostering a supportive environment where employees feel empowered to seek clarification when faced with language or cultural differences. This is aligned to what Patrick (2010) found that diversity determines not only the effects of the diversity within an organization but also the level of openness to dissimilarity characteristics among the organization's members, work groups, and culture. Despite the technological wonders of today's communication, international relations require us to deal with one another on a person-to-person basis. For this to be effective, one has to overcome language and stereotype barriers.

Table 12

Level of Challenges Encountered by Selected Employees of DHL Supply Chain in the Philippines/Singapore in terms of Generation Gaps

Indicators	Mean	Interpretation
I have encountered challenges when collaborating with colleagues from different generations.	2.68	Often
2. Generation gaps have significantly influenced my decision-making process at work.	2.90	Often
3. The generation gap affects my ability to work as a team and collaborate with my colleagues.	2.79	Often
4. I have noticed that my age affects how others view me in the workplace.	2.54	Often

5.It would be beneficial for me if the company implements a training program that emphasizes collaboration across different generations.	3.22	Often
Ave. Weighted Mean	2.83	Often

Legend:
3.25 - 4.00 Strongly Agree ==Always
2.51 - 3.24 Agree == Often
1.75 - 2.50 Disagree == Seldom
1.00 - 1.74 Strongly Disagree == Never

The Table 12 presents the mean values for indicators related to the level of challenges encountered by selected employees of DHL Supply Chain in the Philippines/Singapore in terms of generation gaps. The highest mean score is for the indicator "It would be beneficial for me if the company implements a training program that emphasizes collaboration across different generations" at 3.22. Conversely, the lowest mean score is for the indicator "I have noticed that my age affects how others view me in the workplace" at 2.54. The average weighted mean for the level of challenges encountered based on generation gaps is 2.83.Based on the findings, it is evident that employees perceive a need for a training program that emphasizes collaboration across different generations, highlighting the importance of addressing potential communication and collaboration barriers arising from generation gaps. Additionally, the reported influence of age on how individuals are viewed in the workplace suggests a need for promoting inclusivity and understanding across different age groups. The implications of these findings underscore the significance of fostering a work environment that values and leverages the diverse perspectives and experiences of employees from different generations.This is in line with Lee's (2021) proposition that creating a diverse workplace is undoubtedly not without its unique challenges: 1) aligning diversity practices with unique organizational goals; 2) moving from design to implementation; 3) training management; 4) overcoming bias; and 5) internal resistance.

Table 13
Level of Challenges Encountered by Selected Employees of DHL Supply Chain in the Philippines/Singapore in terms of Cultural Misunderstandings

Indicators	Mean	Interpretation
1. I have experienced misunderstandings or conflicts with colleagues from different cultural backgrounds.	2.38	Seldom
2. Cultural misunderstandings have an impact on my relationships with colleagues.	2.42	Seldom
3.Experiencing cultural misunderstandings with colleagues can negatively affect my productivity.	2.42	Seldom
4. My cultural background has influenced how others perceive me at work.	2.28	Seldom
5. It would be beneficial for me if the company promotes cultural understanding among employees.	3.14	Often
Ave. Weighted Mean	2.53	Often

Legend:
3.25 - 4.00 Strongly Agree ==Always
2.51 - 3.24 Agree == Often
1.75 - 2.50 Disagree == Seldom
1.00 - 1.74 Strongly Disagree == Never

The Table 13 presents the mean values for indicators related to the level of challenges encountered by selected employees of DHL Supply Chain in the Philippines/Singapore in terms of cultural misunderstandings. The highest mean score is for the indicator "It would be beneficial for me if the company promotes cultural understanding among employees" at 3.14.

Conversely, the lowest mean scores are for the indicators "I have experienced misunderstandings or conflicts with colleagues from different cultural backgrounds" and "My cultural background has influenced how others perceive me at work," both at 2.38. The average weighted mean for the level of challenges encountered based on cultural misunderstandings is 2.53. Based on the findings, it is notable that while employees express a strong agreement for the company to promote cultural understanding among employees, the reported personal experiences of misunderstandings or conflicts with colleagues from different cultural backgrounds and the influence of one's own cultural background on how others perceive them at work are relatively low. This suggests a potential disparity between the perceived need for cultural understanding and the reported instances of personal cultural conflicts. The implications of these findings highlight the importance of addressing cultural misunderstandings and promoting a more inclusive and culturally aware work environment.This is in line with Dyson (2023) literature, which speculate that having diversity in workplace provides more benefits as to employees from diverse backgrounds imbue organizations with creative new ideas and perspectives informed by their cultural experiences.

4. Significant difference in the level of organizational diversity in terms of psychographics on the selected employees of DHL Supply Chain Philippines/Singapore when grouped according to their demographic profile. This section of the study depicts the Problem 4 Is there a significant difference in the level of organizational diversity in terms of psychographics on the selected employees of DHL Supply Chain Philippines/Singapore when grouped according to their demographic profile?

Table 14
Significant Difference on the Level of Organizational Diversity in terms of Psychographics of the Respondents when Grouped According to their Demographic Profile

Demographic Profile	Computed F value	P value	Interpretation	Decision
Age	1.18	0.33	No Significant Difference	Accept Ho1
Sexual Orientation*	0.84	0.36	No Significant Difference	Accept Ho1
Marital Status	0.36	0.83	No Significant Difference	Accept Ho1
Religion	1.86	0.09	No Significant Difference	Accept Ho1
Educational Attainment	0.72	0.54	No Significant Difference	Accept Ho1
Nationality	1.52	0.20	No Significant Difference	Accept Ho1
Ethnicity	0.72	0.67	No Significant Difference	Accept Ho1
Language being used	0.94	0.44	No Significant Difference	Accept Ho1

*t-test was used; level of significance $p<\alpha=0.05$

Table 14 presents the significant differences in the level of organizational diversity among respondents when categorized according to their profile. Across various demographic profiles such as age, sexual orientation, marital status, religion, educational attainment, nationality, ethnicity, and language being used, the computed p - value was greater than the significance level of 0.05; hence, the null hypothesis (Ho1) was accepted for each demographic profile. Based on the findings, it is evident that when examining the level of organizational diversity in relation to the psychographics of the respondents across different demographic profiles, no statistically significant differences were found.

This implies that the organization's efforts to promote diversity and inclusion have been consistent across different demographic groups. This is a positive indication of the organization's commitment to fostering an inclusive work environment. The implications of these findings highlight the need for a comprehensive understanding of organizational diversity that goes beyond demographic characteristics. It can continue to implement and promote programs and policies that support diversity and inclusion in the workplace, ensuring that all demographic groups feel equally valued and included. Furthermore, the organization can use these results to further emphasize the importance of maintaining consistent efforts in promoting diversity and inclusion, and to address any potential areas for improvement in specific demographic segments. Significant difference in the level of challenges encountered by selected employees of DHL Supply Chain Philippines/Singapore when grouped according to their demographic profile.This section of the study depicts the Problem 5 Is there a significant difference in the level of challenges encountered by selected employees of DHL Supply Chain Philippines/Singapore when grouped according to their demographic profile?

Table 15
Significant Difference in the Level of Challenges Encountered by the Respondents when Grouped According to Demographic Profile in terms of Discrimination

Demographic Profile	Computed F value	P value	Interpretation	Decision
Age	0.31	0.87	No Significant Difference	Accept Ho2
Sexual Orientation*	0.70	0.41	No Significant Difference	Accept Ho2
Marital Status	1.21	0.31	No Significant Difference	Accept Ho2
Religion	0.97	0.46	No Significant Difference	Accept Ho2
Educational Attainment	0.14	0.93	No Significant Difference	Accept Ho2
Nationality	1.94	0.10	No Significant Difference	Accept Ho2
Ethnicity	1.58	0.15	No Significant Difference	Accept Ho2
Language being used	0.67	0.62	No Significant Difference	Accept Ho2

*t-test was used; level of significance $p < \alpha = 0.05$

The Table 15 presents the computed F values, P values, interpretations, and decisions for the significant difference in the challenges encountered by the respondents when grouped according to demographic profiles in terms of discrimination. The highest indicator, based on the computed F value and P value, is "Nationality" with a computed F value of 1.94 and a P value of 0.10. Conversely, the lowest indicator, based on the same criteria, is "Age" with a computed F value of 0.31 and a P value of 0.87. To sum up, the P values for all categories are greater than the level of significance ($\alpha = 0.05$), leading to the acceptance of the null hypothesis (Ho2) for each category. This suggests that the level of challenges related to discrimination does not vary significantly based on these demographic profiles.The implications of these findings highlight the need for a comprehensive approach to addressing discrimination in the workplace that goes beyond demographic profile. This underscores the importance of addressing discrimination as a universal issue within the context studied.

Table 16
Significant Difference in the Level of Challenges Encountered by the Respondents when Grouped According to Demographic Profile in terms of Communication Barrier

Demographic Profile	Computed F value	P value	Interpretation	Decision
Age	0.31	0.87	No Significant Difference	Accept Ho2
Sexual Orientation*	0.58	0.45	No Significant Difference	Accept Ho2
Marital Status	0.82	0.51	No Significant Difference	Accept Ho2
Religion	0.76	0.63	No Significant Difference	Accept Ho2
Educational Attainment	0.30	0.83	No Significant Difference	Accept Ho2
Nationality	1.40	0.24	No Significant Difference	Accept Ho2
Ethnicity	0.48	0.86	No Significant Difference	Accept Ho2
Language being used	0.34	0.85	No Significant Difference	Accept Ho2

*t-test was used; level of significance $p < \alpha = 0.05$

The Table 16 presents the computed F values, P values, interpretations, and decisions for the significant difference in the challenges encountered by the respondents when grouped according to demographic profiles in terms of communication barriers. The highest indicator, based on the computed F value and P value, is "Age" with a computed F value of 0.31 and a P value of 0.87. Conversely, the lowest indicator, based on the same criteria, is "Nationality" with a computed F value of 1.40 and a P value of 0.24. To sum up, the P values for all categories are greater than the level of significance ($\alpha = 0.05$), leading to the acceptance of the null hypothesis (Ho2) for each category. This suggests that the level of challenges related to communication barriers does not vary significantly based on these demographic profiles.

The implications of these findings underscore the need for a comprehensive approach to addressing communication barriers in the workplace that goes beyond demographic profile. It emphasizes the importance of considering universal strategies for addressing communication barriers.

Table 17
Significant Difference in the Level of Challenges Encountered by the Respondents when Grouped According to Demographic Profile in terms of Generation Gaps

Demographic Profile	Computed F value	P value	Interpretation	Decision
Age	0.37	0.83	No Significant Difference	Accept Ho2
Sexual Orientation*	1.21	0.28	No Significant Difference	Accept Ho2
Marital Status	0.48	0.75	No Significant Difference	Accept Ho2
Religion	0.86	0.54	No Significant Difference	Accept Ho2
Educational Attainment	0.25	0.86	No Significant Difference	Accept Ho2
Nationality	1.94	0.10	No Significant Difference	Accept Ho2
Ethnicity	1.88	0.08	No Significant Difference	Accept Ho2
Language being used	0.47	0.76	No Significant Difference	Accept Ho2

*t-test was used; level of significance $p < \alpha = 0.05$

The Table 17 presents the computed F values, P values, interpretations, and decisions for the significant difference in the challenges encountered by the respondents when grouped according to demographic profiles in terms of generation gaps. The highest indicator, based on the computed F value and P value, is "Educational Attainment" with a computed F value of 0.25 and a P value of 0.86. Conversely, the lowest indicator, based on the same criteria, is "Ethnicity" with a computed F value of 1.88 and a P value of 0.08. To sum up, the P values for all categories are greater than the level of significance ($\alpha = 0.05$), leading to the acceptance of the null hypothesis (Ho2) for each category. This suggests that the level of challenges related to generation gaps does not vary significantly based on these demographic profiles. The implications of these findings underscore the need for a comprehensive approach to addressing generation gaps in the workplace that goes beyond demographic profile.This underscores to recognize that while there may not be significant differences in the challenges encountered in terms of Generation Gaps cross demographic profiles, it is still crucial for DHL organization to be aware of and sensitive to the potential impact of Generation Gaps on their workforce.

Table 18
Significant Difference in the Level of Challenges Encountered by the Respondents when Grouped According to Demographic Profile in terms of Cultural Misunderstandings

Profile	Computed F value	P value	Interpretation	Decision
Age	0.61	0.66	No Significant Difference	Accept Ho2
Sexual Orientation*	1.23	0.27	No Significant Difference	Accept Ho2
Marital Status	0.69	0.60	No Significant Difference	Accept Ho2
Religion	1.41	0.22	No Significant Difference	Accept Ho2
Educational Attainment	0.17	0.91	No Significant Difference	Accept Ho2
Nationality	1.72	0.14	No Significant Difference	Accept Ho2
Ethnicity	0.61	0.77	No Significant Difference	Accept Ho2
Language being used	0.94	0.45	No Significant Difference	Accept Ho2

*t-test was used; level of significance $p < \alpha = 0.05$

The Table 18 presents the computed F values, P values, interpretations, and decisions for the significant difference in the challenges encountered by the respondents when grouped according to demographic profiles in terms of cultural misunderstanding. The highest indicator, based on the computed F value and P value, is "Educational Attainment" with a computed F value of 0.17 and a P value of 0.91. Conversely, the lowest indicator, based on the same criteria, is "Nationality" with a computed F value of 1.72 and a P value of 0.14. To

sum up, the P values for all categories are greater than the level of significance (α=0.05), leading to the acceptance of the null hypothesis (Ho2). for each category. This suggests that the level of challenges related to cultural misunderstandings do not vary significantly based son these demographic profiles. The implications of these findings underscore the need for a comprehensive approach to addressing generation gaps in the workplace that goes beyond demographic profile. This underscores to focus on holistic strategies for promoting cultural competence and effective communication within the workplace.

6. Significant relationship between the Level of Organizational Diversity in terms of psychographics and the Level of Challenges encountered by selected employees of the DHL Supply Chain in the Philippines/Singapore. This section of the study depicts the Problem 6 Is there a significant relationship between the level of organizational diversity in terms of psychographics and the level of challenges encountered by selected employees of DHL Supply Chain Philippines/Singapore?

Table 19
The Significant Relationship between the Level of Organizational Diversity in terms Psychographics and the Challenges Encountered by Selected Employees of the DHL Supply Chain in the Philippines/Singapore

	Computed χ2 value	Df	P value	Interpretation	Decision
Discrimination	23.92	4.00	0.000**	With Significant Relationship	Reject Ho3
Communication Barriers	11.10	6.00	0.085	No Significant Relationship	Accept Ho3
Generation Gaps	10.63	4.00	0.031*	With Significant Relationship	Reject Ho3
Cultural Misunderstanding	50.05	6.00	0.000**	With Significant Relationship	Reject Ho3
Challenges (in general)	37.66	4.00	0.000**	With Significant Relationship	Reject Ho3

**Significant at p<0.01; *Significance at p<0.05

The Table 19 presents the relationship between the level of organizational diversity in terms of psychographics and the level of challenges encountered by selected employees of the DHL Supply Chain in the Philippines/Singapore. The computed χ2 values and corresponding p values reveal the following interpretations in terms of discrimination, the computed χ2 value of 23.92 with a p value of 0.000** indicates a significant relationship, leading to the rejection of the null hypothesis (Ho3). While in terms of Communication Barriers, with a computed χ2 value of 11.10 and a p value of 0.085, there is no significant relationship, leading to the acceptance of the null hypothesis (Ho3). In terms of Generation Gaps, the computed χ2 value of 10.63 and a p value of 0.031* indicate a significant relationship, leading to the rejection of the null hypothesis (Ho). In terms of Cultural Misunderstanding, the computed χ2 value of 50.05 with a p value of 0.000** indicates a significant relationship, leading to the rejection of the null hypothesis (Ho3).

To sum up, with a computed χ2 value of 37.66 and a p value of 0.000**, there is a significant relationship, leading to the rejection of the null hypothesis (Ho3). Based on the findings, it is evident that there are significant relationships between the level of organizational diversity in terms of psychographics and the level of challenges encountered by the employees in terms of discrimination, generation gaps, cultural misunderstanding, and challenges in general. This indicates that these specific challenges are influenced by the level of organizational diversity in terms of psychographics. However, no significant relationship was found between organizational diversity and communication barriers.The implications of these findings highlight the need for organizations to recognize the impact of organizational diversity on specific challenges faced by employees. Addressing discrimination, generation gaps, and cultural misunderstandings requires a strategic approach to promoting diversity and inclusion within the workplace. By acknowledging and leveraging the diverse psychographics within the organization, companies can develop targeted initiatives to mitigate these challenges and foster a more inclusive and supportive work environment. Additionally, the identification of a lack of significant relationship with communication barriers suggests the need for a deeper understanding of the factors influencing communication challenges within diverse organizational settings.

7. The Proposed Action Plan : This section of the study depicts the Problem 7 Based on the findings, what action plan may be proposed?

Table 20
The action plan formulated through Risk-Based Management

			Risk-Based Management - Proposed Action Plan					
Challenges	Identifying Risks and Opportunities	Assessing Risks	Addressing Risks	Addressing Opportunities	Monitoring and Reviewing	Time Frame	Persons Involved	Source of Fund
Discrimination	**Risk:** Discrimination based on gender, race, age, or other factors leading to legal issues, employee dissatisfaction, and damage to the company's reputation. **Opportunity:** Promoting diversity and inclusion to enhance employee satisfaction, innovation, and reputation.	**Likelihood:** Moderate, as discrimination can occur if not actively managed. **Impact:** High, as it can lead to legal action, negative publicity, and loss of talent.	**Risk Mitigation:** •Implementing a zero-tolerance policy for discrimination. •Providing diversity and inclusion training. •Establishing clear Reporting mechanisms for discrimination complaints. •Conducting regular audits to identify and address discriminatory practices.	**Opportunity Implementation:** •Promoting diversity in recruitment and leadership development. •Creating an inclusive work environment that values diverse perspectives. •Celebrating diversity through cultural events and initiatives.	• Regularly reviewing diversity and inclusion metrics, such as employee satisfaction surveys, diversity in hiring and promotion rates, and diversity training effectiveness. • Monitoring legal compliance and reviewing any discrimination complaints or incidents to identify trends and take corrective actions. • Conducting periodic reviews of policies and practices to ensure they promote diversity and inclusion.	6 months	HR, Senior Management, Department Heads	Internal Budget
Communication Barriers	**Risk:** Communication barriers due to language differences, cultural differences, or technological limitations leading to misunderstandings, errors, and inefficiencies. **Opportunity:** Improving communication to enhance collaboration, productivity, and employee engagement.	**Likelihood:** Moderate to high, given that DHL operates within a multinational environment, communication barriers are a common occurrence. **Impact:** Moderate to high, as communication barriers can lead to delays, errors, and conflicts.	**Risk Mitigation:** •Providing language and cultural training for employees, using technology to facilitate communication (e.g., translation tools, video conferencing). •Establishing clear communication protocols.	**Opportunity Implementation:** • Promoting a culture of open communication. • Encouraging feedback and discussion. • Providing communication skills training for employees and managers.	• Regularly assessing the effectiveness of communication strategies and tools. • Monitoring employee feedback and engagement levels related to communication. • Reviewing communication processes and protocols to identify areas for improvement.	4 months	HR, Senior Management, Department Heads	Internal Budget
Generation Gaps	**Risk**: Generation gaps leading to differences in work styles, communication preferences, and values, potentially causing conflicts, reduced productivity, and knowledge loss. **Opportunity:** Leveraging generational diversity to foster knowledge sharing, innovation, and collaboration.	**Likelihood:** Moderate, given that DHL operates within a multi-generational workplace, generation gaps are a common occurrence. **Impact:** Moderate to high, as generational differences impact employees teamwork.	**Risk Mitigation:** •Implementing mentoring programs to facilitate knowledge transfer between generations. •Providing training on generational differences. •Promoting a culture of respect and inclusivity.	**Opportunity Implementation:** • Creating cross-generational teams to encourage collaboration and idea sharing. • Recognizing and valuing the contributions of employees from different generations • Implementing flexible work policies to accommodate different work styles and preferences.	• Regularly assessing the effectiveness of generational diversity initiatives. • Monitoring employee engagement and collaboration levels across generations. • Reviewing organizational policies and practices to ensure they are inclusive of all generations and promote collaboration.	8 months	HR, Senior Management, Department Heads	Internal Budget
Cultural Misunderstanding	**Risk:** Cultural misunderstandings due to differences in communication styles, values, and norms leading to misinterpretation, conflict, and decreased collaboration. **Opportunity:** Embracing cultural diversity to foster innovation, creativity, and inclusivity.	**Likelihood:** Moderate, given that DHL operates within a multicultural environment, cultural misunderstandings may arise. **Impact:** Moderate to high, given the relevance of cultural diversity and potential cultural misunderstandings within DHL.	**Risk Mitigation:** •Providing cultural competency training for employees. •Promoting cross-cultural understanding. •Establishing a framework for resolving cultural conflicts.	**Opportunity Implementation:** • Celebrating cultural diversity through events and activities. • Encouraging the sharing of cultural experiences and perspectives. • Creating a culturally inclusive work environment.	• Regularly assessing the effectiveness of cultural competency training and initiatives. • Monitoring employee engagement and satisfaction levels related to cultural inclusivity. • Reviewing cultural conflict resolution processes to identify areas for improvement.	6 months	HR, Senior Management, Department Heads	Internal Budget

V.   SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of findings, conclusions drawn, and the recommendations made by the researcher. This study is based on the results of the data gathered from the study participants' responses. The data was analyzed using statistical methods such as the Weighted Mean and the Pearson product-moment-correlation coefficient.The researcher employed a descriptive-correlational research design in the conduct of this study to determine and measure the degree and relationship between and among the study variables. The essential data for this investigation were acquired using electronic survey questionnaires.

Summary of Findings : The summary provided below presents the study's findings, which have been derived from a meticulous collection of data and a comprehensive evaluation of the investigation:

1. **Demographic Profile of the Respondents**
✓   Age
✓   The highest age group was thirty sixty percent, with the age range of 35-44, followed by the age range of 25-34 at twenty-nine percent.
✓   Sexual Orientation
✓   The male respondents were higher at fifty-three percent compared to female respondents at forty-seven percent.
✓   Marital Status
✓   The highest result was sixty-one percent being married, followed by single individuals at thirty-three percent. Additionally, the smallest percentage of respondents were widowed at three percent.
✓   Religion
✓   The highest result was for Roman Catholics at fifty percent, followed by Christians at twenty-two percent. The smallest percentage of respondents were Iglesia Ni Cristo, Islam, Hindu, and Free Thinker at three percent, respectively.
✓   Educational Attainment
✓   The highest hold a Bachelor's degree at fifty-four percent, followed by "Other" educational backgrounds with twenty-two percent. Additionally, the smallest percentage of respondents were those with a Master's degree at four percent.
✓   Nationality
✓   The highest at seventy-five percent is Filipino, followed by Singaporean eighteen percent. Additionally, the smallest percentage of respondents were Malaysian, Thai, and Australian individuals at one percent, respectively.
✓   Ethnicity
✓   Tagalog has the highest percentage of fifty-four percent, followed by Chinese ethnicity at eighteen percent. The smaller percentage of respondents were Malay, Indian, and Cebuano ethnicities at three percent, respectively.
✓   Language
✓   Filipino has the highest percentage of fifty-four, followed by English at forty percent. The smaller percentage of respondents were Malay and Thai at one percent each.

2. Level of Organizational Diversity in terms of Psychographics
The average weighted mean for the level of organizational diversity in terms of psychographics was 3.63, which corresponds to a verbal interpretation of "Very High."

3. Level of Challenges Encountered of the Respondents in terms of Discrimination, Communication Barriers, Generation Gaps and Cultural Misunderstandings

✓ Discrimination
✓ The average weighted mean for the level of challenges encountered based on discrimination was 2.94, corresponding to a verbal interpretation of "Often."
✓ Communication Barriers
✓ The average weighted mean for the level of challenges encountered based on communication barriers was 2.85, corresponding to a verbal interpretation of "Often."
✓ Generation Gaps
✓ The average weighted mean for the level of challenges encountered based on generation gaps was 2.83, corresponding to a verbal interpretation of "Often."
✓ Cultural Misunderstandings
✓ The average weighted mean for the level of challenges encountered based on cultural misunderstandings was 2.53, corresponding to a verbal interpretation of "Often."

4. Significant Difference on the Level of Organizational Diversity in terms of Psychographics of the Respondents when Grouped According to their Demographic Profile The overall P values for the level of organizational diversity in terms of psychographics were greater than the level of significance (α=0.05), leading to the acceptance of the null hypothesis (Ho1) for each demographic profile.

5. Significant difference in the level of challenges encountered by selected employees of DHL Supply Chain Philippines/Singapore when grouped according to their demographic profile

✓ **Discrimination**
✓ The overall P values for the discrimination encountered by selected employees when grouped according to their demographic profile were greater than the level of significance (α=0.05), leading to the acceptance of the null hypothesis (Ho2) for each category.

✓ **Communication Barriers**
✓ The overall P values for the communication barriers encountered by selected employees when grouped according to their demographic profile were greater than the level of significance (α=0.05), leading to the acceptance of the null hypothesis (Ho2) for each category.

✓ **Generation Gaps**
✓ The overall P values for the generation gaps encountered by selected employees when grouped according to their demographic profile were greater than the level of significance (α=0.05), leading to the acceptance of the null hypothesis (Ho2) for each category.

✓ **Cultural Misunderstanding**
✓ The overall P values for the cultural misunderstanding encountered by selected employees when grouped according to their demographic profile were greater than the level of significance (α=0.05), leading to the acceptance of the null hypothesis (Ho2) for each category.

Significant Relationship between the Level of Organizational Diversity in terms Psychographics and the Challenges Encountered by Selected Employees of the DHL Supply Chain in the Philippines/Singapore The overall computed χ^2 values of 37.66 and a p-value of 0.000** indicate a significant relationship between the level of organization diversity and the challenges encountered by selected employees, leading to the rejection of the null hypothesis (Ho3).

Proposed Action Plan : The proposed action plan was developed through risk-based management to tackle potential risks related to discrimination, communication barriers, generation gaps, and cultural misunderstandings among employees. Each identified risk and opportunity are assessed based on likelihood and impact, resulting in the identification of relevant mitigation and implementation strategies. Furthermore, the action plan includes monitoring and review mechanisms to evaluate the effectiveness of the strategy implemented.

Conclusions : Based on the findings of the study, the study conclusions were drawn:

1. That the respondents exhibit diversity in age, marital status, gender, and educational attainment, with significant representation in the 35-44 and 25-34 age groups, diverse marital statuses, a balanced gender distribution, and a majority holding bachelor's degrees. Additionally, the rich diversity in religious affiliation, nationality, ethnicity, and spoken language underscores the multicultural nature of the respondents, emphasizing the importance of inclusive approaches and policies to accommodate the varied characteristics within the organization.

2. That the general assessment of organizational diversity reflects a very high level of diversity-related aspects within the organization. This suggests that the organization excels in fostering a sense of respect and value among employees. However, the findings also imply potential opportunities to further promote and leverage diversity within teams. Continuously enhancing diversity initiatives can maximize the benefits of a diverse workforce and create a more inclusive organizational environment.

3. That the assessment scores regarding the level of challenges encountered within the organization highlight the necessity of proactive measures to address discrimination's impact on productivity and employee morale, emphasizing the crucial role of comprehensive diversity training in fostering inclusivity. Additionally, identifying communication barriers underscores the importance of providing resources and promoting open communication to enhance collaboration and inclusivity among employees with diverse linguistic backgrounds. Furthermore, acknowledging generation gaps emphasizes the value of targeted training programs to boost productivity across different age groups.

Moreover, recognizing cultural misunderstandings underscores the need to promote cultural understanding and open communication to reduce conflicts and enhance collaboration, creating a more inclusive and culturally aware work environment.

4. That the organization's efforts to promote diversity and inclusion have been consistent across different demographic groups, reflecting a positive commitment to fostering an inclusive work environment. However, the absence of statistically significant differences across demographic profiles highlights the need for a comprehensive understanding of organizational diversity beyond demographic characteristics. This emphasizes the importance of implementing programs and policies that support diversity and inclusion to ensure all demographic groups feel equally valued and included. The results can guide the organization in emphasizing the importance of consistently promoting diversity and inclusion while addressing potential areas for improvement in specific demographic segments through targeted initiatives.

5. That the level of challenges related to discrimination, communication barriers, generation gaps, and cultural misunderstandings does not significantly differ across demographic profiles. This underscores the need for a comprehensive approach to addressing these challenges in the workplace, emphasizing the importance of universal anti-discrimination measures and inclusive strategies. Further qualitative research can provide deeper insights for targeted interventions. Implementing comprehensive training programs and promoting cultural competence can mitigate potential barriers and create a more inclusive and harmonious work environment, contributing to improved organizational dynamics, employee satisfaction, and a cohesive and productive work environment at DHL.

6. That there was a significant relationship between organizational diversity in terms of psychographics and the level of challenges faced by employees, particularly regarding discrimination, generation gaps, and cultural misunderstandings. This highlights the influence of psychographic diversity on these specific challenges within the organization. However, no significant relationship was found between organizational diversity and communication barriers. These findings underscore the importance of recognizing the impact of organizational diversity on specific employee challenges. Addressing discrimination, generation gaps, and cultural misunderstandings requires a strategic approach to promoting diversity and inclusion within the workplace. Leveraging diverse psychographics can lead to targeted initiatives that mitigate these challenges and foster a more inclusive and supportive work environment. Additionally, the absence of a significant relationship with communication barriers indicates the need for a deeper understanding of the factors influencing communication challenges within diverse organizational settings.

7. That the comprehensive action plan, crafted through risk-based management, represents a holistic strategy for addressing potential risks linked to diversity challenges, in line with established principles that emphasize risk assessment and mitigation strategies. The action plan's emphasis on fostering an inclusive, respectful, and harmonious work environment for all employees at DHL Supply Chain Philippines/Singapore aligns with the highlighted risk management strategies, underscoring the importance of structured frameworks for driving

positive change and ensuring long-term success.

Recommendation : The following recommendations have been formulated based on the summarized findings and derived conclusions:

1. The Senior Management and Human Resources team at DHL could introduce inclusive policies and approaches to cater to the diverse characteristics within the company, including age, marital status, gender, educational background, religious beliefs, nationality, ethnicity, and language. Embracing employee diversity has the potential to elevate satisfaction, retention, and productivity, ultimately fostering a positive company culture and strengthening DHL's reputation as an employer of choice.

2. The DHL Department Heads and Human Resources Department are encouraged to take the lead in promoting and leveraging diversity within teams to maximize the benefits of a diverse workforce and foster a more inclusive organizational environment, leading to improved problem-solving, increased innovation, and enhanced employee engagement and satisfaction. This can be achieved through targeted diversity training, mentorship programs, diverse recruitment strategies, and the establishment of diverse task forces and committees to integrate diverse perspectives into decision-making. It is essential to implement regular

assessments and feedback mechanisms to monitor the effectiveness of these initiatives and make necessary adjustments for ongoing improvement.

3. The Senior Management and Human Resources team at DHL is recommended to implement an action plan that addresses discrimination, generation gaps, and cultural misunderstandings while conducting further research to understand communication barriers within diverse organizational

4. settings. The significant relationship between organizational diversity and employee challenges emphasizes the need for a strategic approach to promote diversity and inclusion, fostering a more inclusive and supportive work environment and improving organizational dynamics, employee satisfaction, and productivity at DHL. Leveraging diverse psychographics to develop targeted initiatives and conducting qualitative research can provide deeper insights for interventions while promoting cultural competence to create a more inclusive and harmonious work environment. Regular assessments and feedback mechanisms should monitor the effectiveness of these initiatives and allow for necessary adjustments.

5. Future researchers interested in organizational diversity and employee challenges, particularly within DHL Supply Chain, are recommended to conduct a comparative analysis across diverse organizations within the same industry or geographical region, such as DHL America, DHL Europe, and various DHL Asia countries. Comparing findings can yield insights into common challenges, best practices, and innovative strategies for fostering inclusive workplace environments. Prioritizing the exploration of employee perceptions and experiences related to organizational diversity and the identified challenge within specific geographical regions is recommended. This qualitative approach can provide a deeper understanding of discrimination, communication barriers, generation gaps, and cultural misunderstandings within the specific organizational contexts of DHL's operations in these regions.

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Validated Research Instrument

Direction: Put check mark (✓) in the column that represents your answer.
4 – Strongly Agree
3 – Agree
2 – Disagree
1 – Strongly Disagree

Indicators	4	3	2	1
1. I have personally experienced discrimination firsthand in the workplace, based on factors such as race, ethnicity, gender, or age.				
2. I am hesitant to report incident of discrimination within this company.				
3. Experiencing discrimination in the workplace can negatively affect my productivity.				
4. I have noticed that discrimination negatively affects the morale of employees.				
5. It would be beneficial for me if the company improves its employee diversity training program.				
Indicators	4	3	2	1

Direction: Put check mark (✓) in the column that represents your answer.
4 – Strongly Agree
3 – Agree
2 – Disagree
1 – Strongly Disagree

Part II. LEVEL OF CHALLENGES ENCOUNTERED

DISCRIMINATION
COMMUNICATION BARRIERS

	4	3	2	1
1. I have faced difficulties in effectively communicating with colleagues who come from diverse linguistic backgrounds.				
2. I feel hesitant to seek clarification when faced with communication barriers.				
3. Communication barriers with colleagues can negatively affect my productivity.				
4. The cultural differences within our organization have an impact on my communication style.				
5. It would be beneficial for me if the company provides resources such as language training and communication tools for employees.				

Indicators	4	3	2	1
1. I have encountered challenges when collaborating with colleagues from different generations.				
2. Generation gaps have significantly influenced my decision-making process at work.				
3. The generation gap affects my ability to work as a team and collaborate with my colleagues.				
4. I have noticed that my age affects how others view me in the workplace.				
5. It would be beneficial for me if the company implements a training program that emphasizes collaboration across different generations.				

GENERATION GAPS

CULTURAL MISUNDERSTANDINGS

Indicators	4	3	2	1
1. I have experienced misunderstandings or conflicts with colleagues from different cultural backgrounds.				
2. Cultural misunderstandings have an impact on my relationships with colleagues.				
3.Experiencing cultural misunderstandings with colleagues can negatively affect my productivity.				
4. My cultural background has influenced how others perceive me at work.				
5. It would be beneficial for me if the company promotes cultural understanding among employees.				

Short report of Plagiarism Software
Report of Language Software