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## **ABAC ODI JOURNAL Vision. Action. Outcome**

ISSN: 2351-0617 (print), ISSN: 2408-2058 (electronic)

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ABAC ODI JOURNAL Vision. Action. Outcome Vol 11(1) pp. 1-25

[www. http://www.assumptionjournal.au.edu/index.php/odijournal](http://www.assumptionjournal.au.edu/index.php/odijournal)

Published by the  
Organization Development Institute  
Graduate School of Business and Advanced Technology Management  
Assumption University Thailand

ABAC ODI JOURNAL Vision. Action. Outcome  
is indexed by the Thai Citation Index and ASEAN Citation Index

## **Inclusive Management Practices and Organizational Development in Five-Star Hotels in Thailand: The Case of General Managers**

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**Received: 01 March 2023. Revised: 20 March 2023. Accepted: 22 March 2023**

### **Abstract**

This mixed-method research aimed to propose inclusive management practices guidelines for leadership roles of general managers at five-star hotels. The final model and guidelines are drawn from the gap analysis of current and preferred practices, priority needs, and practical insights of industrial experts. The research sites are five-star hotels in Thailand known as the highest levels of luxurious properties providing excellent services, amenities and facilities through the distinction of guest experiences, with a sample size of 400 respondents who are the subordinates of the general managers and 22 key informants who are general managers of the five-star hotels. Research instruments comprise 1) 25 structured questionnaires consisting of standardized questionnaires from five dimensions, corporate culture, company policies, perceived organizational support, employees' opportunities and perceived gender roles, 2) 10 open-ended interview questions, and 3) a rubric for model validation by industry experts and academics. Data treatments, validity, and reliability include descriptive statistics, Priority Needs Index or PNIModified applied to assess the need's order, content analysis, and field expert reviews. The quantitative findings indicate that 1) male will become less dominated in leader role based on perceived gender roles which is the highest priority need index (PNI 0.4), 2) There will be less male dominance in corporate culture (PNI 0.35) obtained the second priority need index and followed by 3) There will be more activities creating diversity based on company policies and more social and meta competencies for employees' opportunities obtained the second highest priority needs index (PNI 0.15). The overall quantitative results align with the qualitative findings revealing according to the following terms that organization should concern 1) Inclusion and diversity in Thailand and hotel industry, 2) Human resource management and development and general manager's characteristics via social and meta skills and 3) Positive inclusion and diversity's practice in organization. Based on mentioned findings, they are contributed to a proposed inclusive management practices guideline and model. Hence, they enhance implications via compliments inclusive practices to gender barriers and initiate new knowledge inclusive implementation step for human resource division.

Keywords: organizational development, inclusive management practices, human resource management, inclusion and diversity, hospitality management

## Introduction

As global trend has focused currently on inclusion and diversity in organization, inclusive management practices have been brought to high attention. Integration of various backgrounds and identities are included in management via organizational culture enhancing direct involvement (Mitchell et al., 2015). This practice could benefit to organization from minimizing the negativity through the bias while engaging diverse backgrounds complimenting different approaches of management. To understand the practice, culture is an important issue representing general practices of each nation. The popularity of culture can be explained in many dimensions in international business, spreading through different means of multi-cultural dimensions (Hofstede, 2011). Hence, it links to cultural relativism concerned with the nature of fundamental beliefs as what people have practiced in specific cultures. The previous research on cultural relativism shows that the practical values embedded and applied in various particular societies such as the societal practices of cultural relativism in different cultural dimensions. (Reisinger et al., 2013). Hence, cultural relativism links cultural dimensions, impacting the roles of men and women.

A different premise based on gender stereotypes can lead the way of how people interpret the value and practices of national cultures. In Asian culture, women are considered loyal (Van Der Boon, 2003). A good example is Thailand. Thailand is an open country enriched with strong culture with positive integration. However, in the leadership position recently, females tend to be offered less promotional opportunities than males about 30% (Pasquerella & Clauss-Ehlers, 2017). Hence, the attitudes and stereotypes of leadership positions are derived from the cultural context. As five-star hotels are the highest levels of accommodation where the guests choose to experience the excellent services, this study chooses this property rank in order to see the gap based on five-star properties' management style and standard which are different from other hotel segments. According to the open-access information of the five-star hotels (Booking, 2020), the researcher discovered that out of the 171 five-star properties, 152 (89%) general managers are males, while 19 (11%) are females. Based on this phenomenon, it leads to the gap to explore how inclusive management practices can be developed and engaged in five-star hotel businesses.

## Research Objectives

- 1.To examine the current practice gaps on the deployment of gender inclusion and diversity management for the general manager position of five-star hotels and resorts in Thailand
- 2.To explore the insights of the current general managers on the preferred deployment of gender inclusive management practices for the public manager position of five-star hotels and resorts in Thailand.

3.To propose gender inclusive management practices model for the general manager position of the five-star hotels and resorts in Thailand.

### **Research Questions**

1.What are the current gaps in the gender inclusion and diversity management practices for the general manager position of the five-stars hotels and resorts in Thailand?

2.What are the common attributes or characteristics of the preferred deployment for gender inclusion and diversity management practices for the general manager position of the five-star hotels and resorts in Thailand?

3.What is the applicable model of gender inclusive management practices for the general manager position of the five-star hotels and resorts in the context of Thailand.

### **Definition of Terms**

#### ***Corporate culture***

refers to the collection of beliefs and values which national cultures have impacts. It is a core of organization guiding environment, employees, and management through the practices (Elashmawi, 2000).

#### ***Company Policies***

refer to organizational regulations and rules that all members have to comply with. They are based on the right protection while shaping employees to be on the right track through vision and mission. Also, they embed agreements and plans leading organizational improvements via high value (Price et al., 2011).

#### ***Perceived Image of Organizational Support***

refers to the commitment of organization and relationship through the employees that promotes motivation and performance development (Bonaiuto et al., 2021).

#### ***Employees' Opportunities***

refer to all employees being treated equally without bias and disadvantages based on competencies and qualifications. Also, equal treatment can be inferred as the opportunities via competitive advantages in organizations creating more positive impact and boosting the growth rate of their industry (Russen et al., 2021).

#### ***Perceived Gender Roles***

refer to how each gender is expected to behave, act and speak upon the stereotypes. In the traditional way, men have been interpreted as having power and growing opportunities while women are different (Wilkins & Kaiser, 2014). Hence, this can affect the reaction and perception that people expect differently.

#### ***Inclusive Management Practices***

refers to the managerial style integrating employees from different backgrounds such as gender, status, age, etc. without biases. Moreover, inclusion concerns employee involvement and diversity (Mitchell et al., 2015), so this management style aims for appreciating all diverse employees' backgrounds and empowering employees positively.

***Five-Star Hotels in Thailand***

refer to the most luxurious properties providing a wide selection of bars, restaurants, and different services which are specialized to provide excellent services to guests' purposes with excellent facilities (Seyitoglu, 2017) located in Thailand.

***General Managers of Hotels in Thailand***

refers to the leaders of hospitality unit who are responsible for entire property including all operations and supervising subordinates directly (Bharwani & Talib, 2017). Hence, they aim to enhance excellent guest experiences while performing alignment with hotel goals and activities.

**Literature Review****Inclusive Management Practices**

As the global trend has changed based on different practices and values, inclusion has become popular terms that people are concerned about which cooperates with diversity. According to the previous study of diversity practice, the current global economy via diversity is one of the most concerns for organizations and managers (Jerónimo et al., 2021). Inclusive practices are attached with diversity as important elements providing a wider perspective to gather all people's characteristics and enhancing happiness, collaboration, problem-solving, and admiration of cultural differences (Browsers & Ho, 2022). Therefore, they carry out the integration in working place despite the differences in personal background and individual preference. Inclusion stands for the practice of equality to access resources and opportunities based on race, gender, mentality, and physical ability. Each member of that society can feel equal to behave or react simultaneously (Voola et al., 2021). Hence, inclusive practice with diversity's policy can support diverse workforce to organizational success (Fernandes et al., 2022).

**Corporate Culture**

To assess the practice of organization, there are three layers of corporate culture aligning it in the organization via values, norms, and behaviors and addressing national influences (Lobrij et al., 2020). First, values refer to the perception of corporate culture and shared beliefs about how organizational members should react (Verhezen, 2010). The second layer of corporate culture is norms. They are defined as the visible criteria that employees are supposed to practice. The third layer is behavior which refers to what members should do in which values and norms influence the types of acceptable and desirable behaviors (Lai et al., 2013). In current management practice, national cultures represent the practices that are influenced via corporate culture such as belief and attitude of employees. Thai cultural dimensions focus on traditional value, high power distance, collectivism, harmonious relation, high uncertainty avoidance and short-term orientation. The following table shows the similar characteristics of Thai culture based on three cultural theories.

**Table 1***Cultural dimensions: Hofstede, GLOBE, and Inglehart's Framework of Thailand*

<b>Hofstede's Dimension (Hofstede,2020)</b>	<b>GLOBE Dimension (GLOBE,2020)</b>	<b>Inglehart's Framework (Cultural Map, 2020)</b>
1. High Power Distance	1. High Power Distance (Practice)	1. Traditional Value
2. Low Individualism	2. In-Group Collectivism	2. Traditional Value
3. Low Masculinity	3. Human Orientation and Low Assertiveness	3. Traditional Value
4. High Uncertainty Avoidance	4. High Value in Uncertainty Avoidance	4. Traditional Value with Limited Expression
5. Low Long-Term Orientation	5. Low Future Orientation and Low Institutional Collectivism	5. Traditional Value with Limited Expression

Source: Author's Summary

**Company Policies**

Since corporate cultures are related to national cultures (Lobrij et al., 2020), they affect company policies targeting human resource management (HRM) practices. All stakeholders would like to be updated about HR-related policies in their organizations and should be provided with disclosures about organizational policies and practices that affect staff (Singh & Pandey, 2019). HRM is the function and system of organizing employees in an organization, embracing inclusive practice and diversity, vision, and mission as the important role (Özdem, 2011) while Human Resource Development (HRD) is a method to enhance an individual employee's knowledge, skill and ability (KSA). HR activities can generate inclusion and diversity throughout policies. First, recruitment is the process of finding candidates who are fit for each position in the organization and encouraging diverse candidates to apply for that vacant position (Chidi, 2013). From the previous gender study of Harvard Business Review, job descriptions often demotivate qualified female candidates to apply due to the traditional masculine characteristics on the job announcements, such as being forceful and competitive, which are different from feminine characteristics such as understanding and supportive (Ammerman & Groysberg, 2021).

Second, the selection is the process of choosing and identifying the most suitable candidate based on competencies and qualifications called 'Person-Job Fit' (Chuang et al., 2016). It can be from various strategies that recruiters can consider candidates from diverse backgrounds. Third, learning and development or L&D are processes to enhance knowledge, skills, attitudes, and competencies to make an individual employee perform better in the workplace. Learning specifies and development defines deep knowledge with developmental goals (Kira et al., 2010). Fourth, performance management is an individual performance review, appraisal, and evaluation. It is a useful method to improve performance and let employees know the feedback and room for improvements from several dimensions (Chang, 2006). Hence, throughout inclusive practices based on strong policies, they could help to de-bias gender difference and promote equality.

### **Perceived Organizational Support**

Perceived organizational support (POS) is perception from employees which their organization values to engagement and contribution via benefits and well-being in workplace. It can be inferred that it is influenced by company policies. The supportive policies throughout POS contribute commitment such as decision-making, communication, and idea-generating (Sabir et al., 2020). Positive POS can promote employees' capabilities and retention via high job satisfaction. It is important to understand the image of the hotel and general managers via the nature of industry and leadership characteristics. This practice develops positive experiences and feelings generating subjective well-being (Ilyas et al., 2022). The hotel industry serves as a 24-hour operational job, requiring people to handle problems and find solutions for guests every minute of the day. Moreover, some hotel tasks require human resources because of the basic need to offer services and enhance the guest experience with service excellence via diversity (Walsh & Koenigsfeld, 2015). The hotel is one of the industries that is characterized with inclusion and diversity based on diverse guests' backgrounds and international staff. General manager is responsible for all functions and must supervise all employees simultaneously with high interpersonal communication (Bharwani & Talib, 2017). It is not just the hotel characteristics that may create gender imbalance, but the nature of leadership may also influence it.

### **Employees' Opportunities**

As POS supports the retention of employees, it relates to the opportunities to advance career paths by developing core competencies via leadership skills. The motivation for the opportunities is from personal development such as the desire and motive to capture new things and social pressure as a sense of responsibility to improve themselves (Boomaars et al., 2018). Bharwani and Talib (2017) state general managers' competencies via four main competencies representing the intra-ability and inter-ability of the person to perform the job role to elaborate more skills in each category. Knowledge and skills are observable characteristics, whereas individual attitudes and motives are through specific behaviors for leadership development (Bharwani & Talib, 2017). Bharwani and Talib (2017) elaborated that knowledge belongs to cognitive competencies, which become substantial knowledge and skills necessary for performing the job, such as strategic thinking, decision-making, risk-taking, and analytical skills.

Likewise, skills are derived from functional competencies, leveraging the technical and non-technical competencies; namely, business operations, revenue management, commitment to quality, crisis management skills, ability to manage stakeholders, financial analysis, cost control, and people (Bharwani & Talib, 2017). Furthermore, attitudes and behaviors are associated with social competencies. In the newly upgraded model of managerial competencies from general manager, interpersonal competencies help establish and maintain relationships with other people, derived from internal personality-related matters: effective communication, cultural sensitivity, networking, conflict management, teamwork, and active listening (Bharwani & Talib, 2017). Meta competencies go along effectively with cognitive abilities, technical skills, and interpersonal skills because they bolster an individual's performance. Examples of meta-competencies are self-awareness, self-confidence, time management, achievement orientation, emotional resilience and composure, adaptability, and flexibility

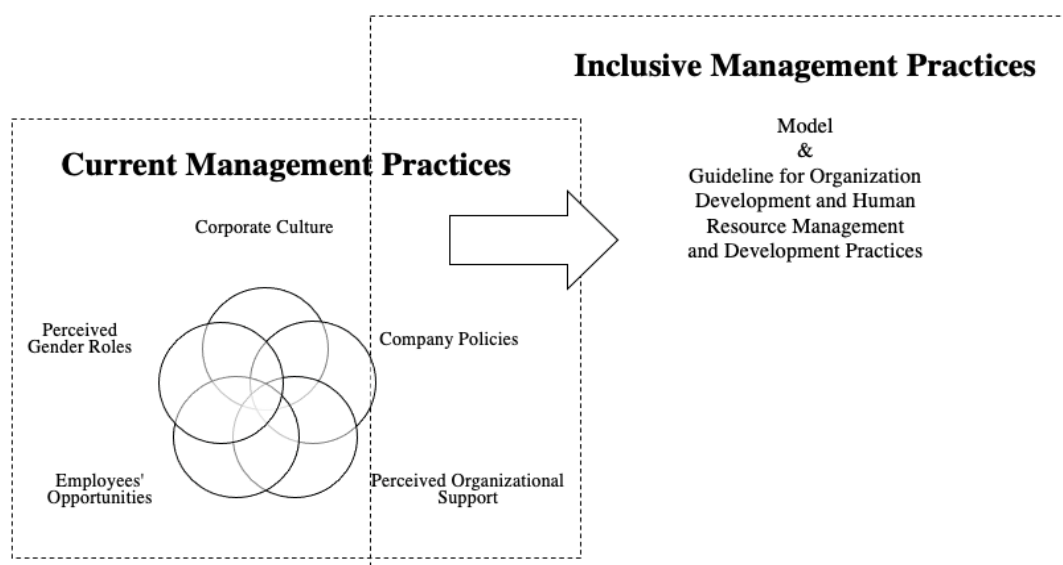
(Bharwani & Talib, 2017). Moreover, due to the unique characteristics of the hotel, competencies needed to be brought out to managerial level staff (Bharwani & Talib, 2017) creating inclusive practice with high involvement of diversity.

### Perceived Gender Roles

To achieve opportunities and an advanced career path, gender role influences directly via perception and stereotype. Because gender perceptions are a link via behaviors, each gender's role is synchronized via gender (Chalermchaikit & Kozak, 2021). The disadvantage of social inequality has happened to 27% of women more than men. In addition, based on gender's nature, women are more sensitive than males, so they emphasize more on reactions and feelings more, while men are less complicated in sensitivity (Chalermchaikit & Kozak, 2021). At the same time, more women get a job with limited and underqualified career development opportunities (Aksatan et al., 2019), generally determining gender imbalance from a perspective in people's eyes, affecting image and decision-making based on unconscious bias stereotypes. In the hospitality industry, women and men have not been offered fair opportunities for advancement (Russen et al., 2021). Moreover, this discrimination is perceived as an unequal promotion because many males might feel they lack opportunity since the female is promoted over them to some extent (Russen et al., 2021). Therefore, the low representation of females in hotel management shows inequality and limited career opportunity for females. However, previous study shows that gender-diverse management shows a higher increase in business (Menicucci et al., 2019). Hence, it is necessary to increase equal gender representation in hotel industry to enhance diversity via different gender affecting gender equality and supporting the warm environment in the organization.

**Figure 1**

*Conceptual Framework*





## Research Methodology

### Research Design

This study applies a mixed method design. There are three stages in this research. As Thailand has approximately 200 five-star hotels, this study aims to find a proper number of representative hotels in Thailand. The previous research states this proper number of sample size. The sample size should be represented in a 10 percent condition of proportion to ensure the result (Lindstrom, 2010). Hence, based on the outcome of previous research, the sample size was determined by 10 percent which this study was conducted in 22 five-star hotels.

### Stage I: Quantitative Research

#### *Population and Sampling*

Based on 10 percent of total five-star hotels, the entire staff of each hotel is approximately about 110. From 22 hotels, the total population is  $N=2,400$ , hence the minimum sample is 400 determined by the previous research. Four hundred respondents are the proper number which can retain data screening for descriptive statistics elaborating further rational analysis (Kachkar & Djafri, 2021). Hence, this number of samples is rational and the entire population is hoteliers from five-star hotels. The target population is the subordinates of the General Manager of five-star hotels in Thailand. In addition, these subordinates are working at managerial levels because they are valid representatives and recognized as leaders in their departments. For the sampling method, this study applies a random sampling technique. A link of online survey was sent to general managers as representatives of researcher with a consent letter which it was later distributed to executive staff based on the convenience of staff availability. It is a method in that samples are selected randomly and well ensured that each sample has the same probability of being chosen during the study's sampling process (Zhang et al., 2017). Hence, twenty respondents from each of the 22 five-star hotels were randomly selected by general manager.

#### *Instrument*

This study employed a structured questionnaire consisting of 25 questions developed from five dimensions based on the literature review, corporate culture, company policies, perceived organizational support, employees' opportunities and perceived gender roles. Index Items Objective Congruence (IOC), and Cronbach's Alpha Co-Efficient were determined to ensure the validity of the questionnaire. The researcher invited industry experts and academics, totaling seven persons, to conduct the IOC to evaluate the validity of the contents in the instruments (Nantee & Sureeyatanapas, 2021). The IOC experts included full-time lecturers and two general managers from two five-star hotels to review 25 needs assessments questions providing two side Likert scales, 'Current' and 'Expectation,' to find respondents' opinions of what is happening now and what they would like to see in the future. The criteria for selected full-time lecturers are that they have to hold a Ph.D. degree majoring in hospitality and tourism management or related field and general managers of five-star hotels. Also, Cronbach's Alpha Co-Efficient is used to check the internal consistency, and reliability of the instrument (Agyekum et al., 2020). The Cronbach's Alpha values should be more than 0.7. As shown in Table 2 the Cronbach's Alpha of each item is more than 0.7. A pilot test was conducted among 30 respondents who work at the management level of five-star hotels and all comments from respondents were taken to develop key terms in questions to make them more precise in both English and Thai.

### ***Data Collection and Analysis***

All questionnaires were administered online for the respondents' convenience and hotel policy during the pandemic situation. The data collection was completed via an online survey from the 3rd of June 2022 until the 3rd of September 2022. The data analysis treatment includes descriptive statistics such as Mean, and PNI which was applied to identify the gap in need assessment between the current phenomenon and the expectation (Buasuwan, 2018). Therefore, the result from data analysis shows the difference in the gap of inclusive management practice based on five dimensions which are perceived differently by respondents from different hotels and organizational environments.

**Table 2**

*IOC and Cronbach's Alpha Co-Efficient Results*

Variable	No. of Question	Weight	Question	IOC (>0.66)	Alpha Co-Efficient (0.80): Current	Alpha Co-Efficient (>0.80): Expectation
Corporate Culture	5	20%	1-5	0.78, 0.78, 0.78, 0.78, 0.89	0.83	0.78
Company Policies	5	20%	6-10	0.78, 0.78, 0.78, 0.89, 0.78	0.88	0.895
Perceived Organizational Support	5	20%	11-15	0.89, 0.78, 1.00, 0.78, 0.78	0.84	0.87
Employees' Opportunities	5	20%	16-20	0.78, 0.89, 0.89, 0.89, 0.78	0.92	0.94
Perceived Gender Roles	5	20%	21-25	0.78, 0.78, 0.89, 0.89, 0.89	0.85	0.72
Total	25	100%				

## **Stage II: Qualitative Research**

### ***Population and Sampling***

The total population of general manager of 22 five-star hotels is N=22, whereas the minimum sample size needed is 22 because there is only one general manager of each five-star hotel. The target population is the General Managers of five-star hotels in different parts of Thailand which the researcher purposively selected and contacted. This study applies a purposive sampling technique. It is a method that takes into consideration the purpose of the study directly which seeks the target group and the experts' sample is based on standpoints of special and deep knowledge (Apostolopoulos & Liargovas, 2017).

***Instrument***

The researcher employs an in-depth interview method with five questions to explore the phenomenon of inclusive management practices' current and future states from the perspectives of the five-star hotels and resorts general managers.

***Data Collection and Analysis***

Data collection is via twenty-one zoom interviews and a face-to-face interview with the General Managers of the five-star hotel. All interviews were recorded via the application 'Live Transcribe' and were transcribed by the researcher. Responses were coded and categorized into themes by three experts, a researcher, a professor and a senior HR supervisor, via triangulation to identify the commonalities or general managers' experiences.

**Stage III: Construction of the Model and Guidelines**

After collecting the qualitative and quantitative data, the researcher compares both data to identify the commonalities in the data to develop a model and guidelines on inclusive management practices for the five-star hotel general managers. The model shows the entire inclusive management practices while the guidelines describe the four phases of hotel execution from pre- to post-executions of the inclusive plan. The researcher invited nine experts, eight professors and one general manager from five-star hotel to review and comment on the conceptual model and guidelines for triangulation validity using rubrics. The rubric is an instrument known as an effective checklist form and criteria used to evaluate the value of the study (Papadakis, 2020). Delphi technique was applied for triangulation purposes (Fazliani & Charoenngam, 2015).

***Validation of the Model and Guidelines***

The expert's comments on the final model and guidelines were collected via e-mail. Based on their comments, the model and guidelines were adjusted, and more details were added based on their suggestions.

**Results and Discussion****Stage I-Quantitative Part**

This study applies two outputs in the first stage to answer the first research question which is 'What are the current gaps in the gender inclusion and diversity management practices of the general managers of five-stars hotels and resorts in Thailand?' corresponding to the first research objective, 'To examine the current practice gaps in the gender inclusion and diversity management of the general managers of the five-star hotels and resorts in Thailand'.

***Corporate Culture***

As table 3 shows the ranks of specific priority needs and also the mean of each item shows the different expectation corresponding to PNI. The top-ranked item is Q 1 (PNI Modified = 0.35) suggesting that male dominance has a higher influence currently, but it shows a lower score in expectation which means that people expect the change a lot more than other aspects. Even though males dominate the leadership role in organizations, people expect to have more females and other genders in the hotel industry as a part of inclusion and diversity based on individual competency and opportunity given to other people no matter what their gender is. With regard to other aspects based on ranks, the majority of the respondents tend to believe that less assertiveness-Q 2 (PNI Modified = 0.05), traditions-Q 3 (PNI Modified = 0.04), collectivism- Q 4 (PNI Modified = 0.04) and uncompetitive environment-Q 5(PNI Modified = 0.02) are parts of their culture which they have been practicing in daily life. However, in the future, they would like to see these aspects as more flexible.

**Table 3***The Results of Descriptive Statistics and Priority Needs Index on Corporate Culture (n=400)*

Items	Current (D)		Expectation (I)		Mean Diff	PNI Modified	Rank
	Mean, Fqc	Std. Deviation	Mean, Fqc	Std. Deviation			
Q 1. In Thai cultural contexts, I believe that male dominates the leader role in my hotel.	3.91,	1.23	2.54,	1.28	1.37	0.35	1
Q 2. In my hotel, I believe that Thais tend to be less assertive in order to secure the societal harmony.	4.73,	1.00	4.47,	1.22	0.26	0.05	2
Q 3. I believe that Thai employees prefer to maintain traditions in my hotel.	5.00,	0.73	4.81,	0.9	0.19	0.04	3
Q 4. In the hotel, I believe that collectivism is important among Thai employees.	4.98,	0.75	4.76,	0.93	0.22	0.04	3
Q 5. I believe that Thai culture tends to maintain uncompetitive environment in order to secure societal harmony in my organization.	4.83,	0.96	4.71,	1.06	0.12	0.02	4

Note: PNI Modified = (I-D)/D

***Company Policies***

Table 4 shows the rank of company policies based on the mean. On the average, all issues are regarded highly at the moment in which majority of respondents agree that their HRM policies could do well in terms of implementation in inclusion and diversity. In addition, all of them are expected to be better in the future as seen on the increasing mean scores of expectations. It can be inferred that they believe that HRM can develop their capacity to generate more inclusion and diversity in staff practices, hotel activities and cooperation. The top priority needs index item are activities creating awareness of diversity-Q 3(PNI Modified = 0.15). The second rank is attracting candidates from different background-Q2 (PNI Modified = 0.14) followed by other items in the third rank like promoting inclusive practice-Q 1(PNI Modified = 0.13), embedded inclusion and diversity in activities-Q 4(PNI Modified = 0.13) and diversity cooperation-Q 5 (PNI Modified = 0.13.).

**Table 4***The Results of Descriptive Statistics and Priority Needs Index on Company Policies (n=400)*

Items	Current (D)		Expectation (I)		Mean Diff	PNI Modified	Rank
	Mean, Fqc	Std. Deviation	Mean, Fqc	Std. Deviation			
Q 1. I believe that the HRM policy can promote inclusive practice in my hotel.	4.75,	0.9	5.37,	0.75	0.62	0.13	3
Q 2. I believe that my HR team can manage to attract candidates from different backgrounds during recruiting and selecting process.	4.72,	0.93	5.38,	0.76	0.66	0.14	2
Q 3. I believe that there are adequate and effective activities creating awareness of diversity in my hotel.	4.68,	0.03	5.36,	0.8	0.68	0.15	1
Q 4. I believe that HRM will be able to embed the inclusion and diversity in its activities effectively.	4.75,	0.83	5.39,	0.68	0.64	0.13	3
Q 5. I believe that HRM can cooperate with diversity in long-term.	4.79,	0.86	5.43,	1.06	0.64	0.13	3

Note: PNI Modified = (I-D)/D

***Perceived Organizational Support***

As shown in Table 5, the result enhances specific priority needs based on perceived organizational support. On average based on mean scores, all issues are regarded highly in current practice in which majority of respondents agree that they have positive attitude and value of inclusion and diversity. Furthermore, all of the issues are expected to be better in the future, so perceived organizational support generates positivity in the majority of respondents. The first rank is a cooperation of diversity-Q 5 (PNI Modified = 0.12) suggesting that they would like to have more diversity in hotels. The second rank is career path development-Q 4 (PNI Modified = 0.08) which is the route to widen different skills and experiences of individuals. Last but not the least, even though positive reaction-Q 1 (PNI Modified = 0.07) and readiness-Q 3 (PNI Modified = 0.07) rank in the third place, they are still important in organizational support in moderate level and followed by an awareness of doubts-Q 2 (PNI Modified = 0.06).

**Table 5***The Results of Descriptive Statistics and Priority Needs Index on Perceived Organizational Support (n=400)*

Items	Current (D)		Expectation (I)		Mean Diff	PNI Modified	Rank
	Mean, Fqc	Std. Deviation	Mean, Fqc	Std. Deviation			
Q 1. I believe that I have positive reactions with inclusion and diversity.	5.01,	0.72	5.34,	0.69	0.33	0.07	3
Q 2. I believe that I am aware of some doubts or resistances about inclusion and diversity in my hotel.	4.92,	0.75	5.21,	0.86	0.29	0.06	4
Q 3. I believe that I am ready to participate in my hotel cooperation via inclusive practice to create a positive workplace.	5.05,	0.7	5.41,	0.36	0.68	0.07	3
Q 4. I believe that diversity can develop my career path and hotel staff's image.	5.01,	0.71	5.4,	0.62	0.39	0.08	2
Q 5. I believe that the diversity awareness will still be practiced in the next 5 years by general manager.	4.79,	0.76	5.38,	0.63	0.59	0.12	1

Note: PNI Modified = (I-D)/D

***Employees' Opportunities***

Table 6 presents specific priority needs of employees' opportunities. All PNI scores are very high and no issues are under rank 2, therefore, it suggests that all competencies are regarded as a high priority corresponding to the increasing mean scores. The top items are social competencies-Q 4 (PNI Modified = 0.15) and meta competencies Q 5 (PNI Modified = 0.15). They are both soft skills emphasizing interpersonal communication. Even though the intelligence quotient is important based on knowledge and function, soft skills serve how individuals adjust and stay in society via relationships. They are a main part of competencies in social and meta-aspects directly. Therefore, core, cognitive, and functional competencies-Q 1 (PNI Modified = 0.14), Q 2 (PNI Modified = 0.14), and Q 3 (PNI Modified = 0.14) compliment social support and meta competencies to be more effective. Consequently, they benefit from upcoming opportunities given to individual hoteliers in the future.

**Table 6***The Results of Descriptive Statistics and Priority Needs Index on Employees' Opportunities (n=400)*

Items	Current (D)		Expectation (I)		Mean Diff	PNI Modified	Rank
	Mean, Fqc	Std. Deviation	Mean, Fqc	Std. Deviation			
Q 1. Based on perceived value in inclusion and diversity, I believe that I can widen my core competencies in hotel working skills.	4.83,	0.77	5.5,	0.61	0.67	0.14	2
Q 2. I believe that I can develop my cognitive competencies such as decision-making and planning based on inclusive management.	4.84,	0.77	5.54,	0.65	0.7	0.14	2
Q 3. I believe that I develop my functional competencies such as business skills and commitment from diversity.	4.81,	0.76	5.5,	0.67	0.69	0.14	2
Q 4. I believe that I can widen my social competencies such as conflict management, teamwork and cultural intelligence from inclusive management.	4.79,	0.78	5.51,	0.65	0.72	0.15	1
Q 5. I believe that I can develop my meta competencies such as self and emotional management, flexibility and adaptability based on diversity.	4.78,	0.81	5.49,	0.72	0.71	0.15	1

Note: PNI Modified = (I-D)/D

***Perceived Gender Roles***

Table 7 shows specific priority need items of perceived gender roles and mean scores. In this category, the priority is male dominance-Q 1 (PNI Modified = 0.4) via leader role in general. At present, the males might dominate the leadership role due to traditional beliefs. However, in the future, the leadership role will be more open for any gender who has the competencies to fit in that role. Also, the next top priority is advanced career path-Q 5 (PNI Modified = 0.03). Now people still focus on gender perception supporting more males to

achieve leadership status. Due to stereotype and role of gender, the male is easily supported by others. Some people may have an unconscious bias against females due to their characteristics. At the same time, females are recognized as those with higher sensitivity which is the third rank-Q 3 (PNI Modified = 0.03). Even though in the future, females might have lower sensitivity, females are still considered as highly emotional compared to males. For appearance and interpersonal communication, it is slightly lower and has no significance-Q 4 (PNI Modified = 0.01) which is similar to gender characteristics with different bottom perception ranks-Q 2 (PNI Modified = 0).

**Table 7**

*The Results of Descriptive Statistics and Priority Needs Index on Perceived Gender Roles (n=400)*

Items	Current (D)		Expectation (I)		Mean Diff	PNI Modified	Rank
	Mean, Fqc	Std. Deviation	Mean, Fqc	Std. Deviation			
Q 1. I believe that male tends to dominate the leader role in general.	3.94,	1.2	2.46,	1.41	1.48	0.4	1
Q 2. I believe that I have different perception on gender characteristics based on my perceived image.	4.81,	0.89	4.83,	0.94	0.02	0	5
Q 3. In general, I believe that female tends to be more sensitive in decision-making and reaction.	4.79,	1.05	4.64,	1.18	0.15	0.03	3
Q 4. I believe that I usually emphasize on appearance and interpersonal communication among different gender.	4.77,	0.87	4.81,	0.88	0.04	0.01	4
Q 5. I believe that gender perception can impact advanced career path.	4.59,	1.02	4.43,	1.17	0.16	0.03	2

Note: PNI Modified = (I-D)/D

## Stage II-Qualitative Part

In the qualitative part, this study applies three outputs in the second stage to answer the second research question which is ‘What are the common attributes or characteristics of the preferred deployment for gender inclusion and diversity management practices for the general manager position of the five-star hotels and resorts in Thailand?’ corresponding to the second research objective, ‘To explore the insights of the current general managers on the preferred deployment of gender-inclusive management practices for the public manager position of the five-star hotels and resorts in Thailand’. The following table shows the qualitative results via fourteen themes extracted from five interview questions.



**Table 8***Summary of Qualitative Results*

<b>Common theme by three coders</b>	
<p>Q.1: As a GM of the Hotel, how do you see the gender dimension in Thailand when you first arrived here? And how has it progressed in Thai hotels compared to the past?</p> <p>Sub Questions: How do you promote gender-inclusive management practices when identifying the next successor for the GM job? What are the primary decision points for this job role and competencies in today's practices?</p>	<ol style="list-style-type: none"> <li>1. Inclusion and Diversity in Thailand <ul style="list-style-type: none"> <li>-More acceptance via equality</li> <li>-Change in gender dimension</li> <li>-Openness via inclusion and diversity from Thai culture's nature</li> </ul> </li> <li>2. Inclusion and Diversity in Hotel Industry <ul style="list-style-type: none"> <li>-The transformation from male dominance to female and others via equality</li> <li>-More Focusing on Personality and characteristic</li> </ul> </li> <li>3. General Manager's Characteristics via Cognitive and Functional Skills <ul style="list-style-type: none"> <li>-Commitment, strategic thinking and revenue management</li> </ul> </li> <li>4. General Manager's Characteristics via Social and Meta Skills <ul style="list-style-type: none"> <li>-Emotional intelligence, effective communication, listening skill, employees' development and problem-solving.</li> </ul> </li> </ol>
<p>Q.2: Based on your current experience, what could the organization/hotel do better for gender-inclusive management practices for GM role consideration?</p> <p>Sub Question: And how does your hotel culture impact to gender-inclusive management? Are there any inclusive policies? Please share.</p>	<ol style="list-style-type: none"> <li>1. Positive Inclusion and Diversity's Practice in Organization via Goal <ul style="list-style-type: none"> <li>-Similar vision from policy and practice</li> </ul> </li> <li>2. Positive Inclusion and Diversity's Practice in Organization via Benefits <ul style="list-style-type: none"> <li>-Awareness via difference</li> <li>-Boosting motivation and understanding</li> <li>-Permanent culture</li> </ul> </li> <li>3. Positive Inclusion and Diversity's Practice in Organization via Gender Issue <ul style="list-style-type: none"> <li>-No impact in workplace</li> <li>-Enhancement of competency, skill and talent with characteristic</li> </ul> </li> <li>4. Positive Inclusion and Diversity's Practice in Organization via Activities <ul style="list-style-type: none"> <li>-Promoting equal treat, succession plan, activity, practice and development</li> </ul> </li> </ol>
<p>Q.3: Statistically, Male taking the GM role of the hotel represents x% today, whereas female in the GM role represents only x%. Based on this statistic, what is/are the biggest influences on this phenomenon, for example, corporate culture, perceived gender role, opportunities to achieve competencies, perceived image, or hotel policies? Which factor plays a crucial role in influencing GM role consideration for females?</p>	<ol style="list-style-type: none"> <li>1. Gender Roles and Stereotypes <ul style="list-style-type: none"> <li>-Conflict between working and private life of female</li> <li>-Perception via career path's support</li> </ul> </li> <li>2. Female Leadership <ul style="list-style-type: none"> <li>-Understanding of female role</li> <li>-Role model</li> </ul> </li> </ol>

Common theme by three coders	
Q.4: Changing the culture and perception would be a long journey requiring different educational programs to reframe the awareness and perception of gender inclusion. From your perspectives, what areas of HRM and HRD should the organization start doing, continue doing, and stop doing?	1. Human Resource Management -Management activities via strategic approach -Annual review, awareness management, recruitment and selection, policy and plan, performance review, form and guideline 2. Human Resource Development -Value adding -Training, understanding, development program, effective communication, mentoring, teamwork, conversation, education and promotion 3. Increasing Woman Leadership -Openness with integration -Raising awareness from human resource -More opportunity and education
Q.5: If you were the one who develops a guideline for gender-inclusive management practices embedded in HR practices for future implementation for GM role consideration, what would the main focus be? Sub Question: What would mechanisms and processes be needed to ensure consistent execution throughout the organization network?	1. Human resource management and development -Implementation and mechanism from commitment and strategy via communication, training, guideline and educational resource's sharing. -Performance review and internal audit based on communication -Development program with selecting talent and education about gender equality

### Stage III-Model and Guideline Development

The juxtaposition of quantitative and qualitative data aims to visualize the commonalities and differences of the quantitative and qualitative data that are categorized in the model.

**Table 9**

*Juxtaposed Table of Quantitative and Qualitative Data*

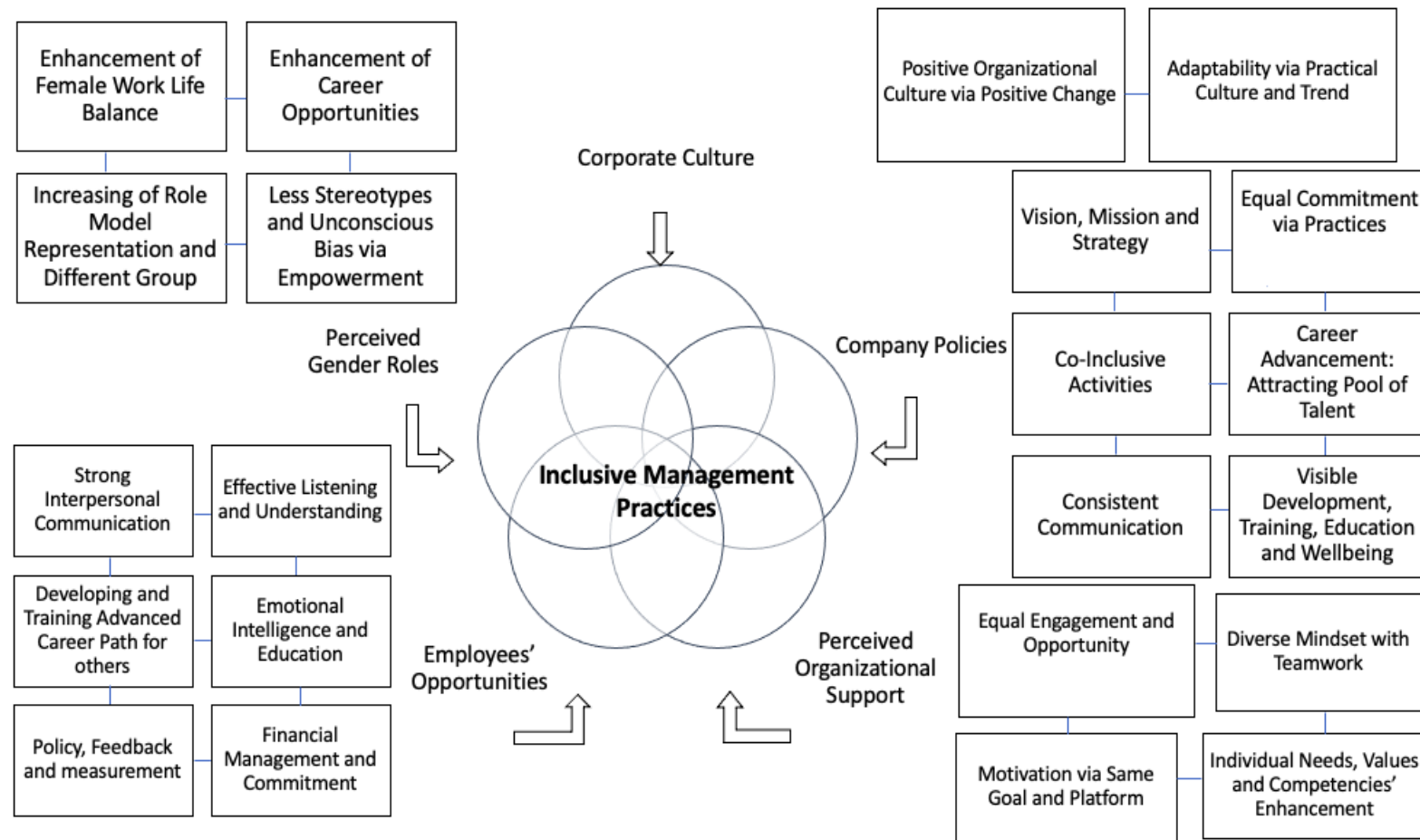
Quantitative Data (PNI Modified)	Qualitative Data (Inter Coding)
Corporate Culture: 1. Less Male Dominance: 0.35 2. Less Assertiveness: 0.05 3. Less Traditions and Collectivism: 0.04 4. More Uncompetitive Environment: 0.02	Question 1-Theme 1: Inclusion and Diversity in Thailand Question 1-Theme 2: Inclusion and Diversity in Hotel Industry
Company Policies: 1. More Activities Creating Diversity: 0.15 2. To Attract Different Candidates More: 0.14 3. To Promote Inclusive Practice, To Embed Inclusion and Diversity in Activities and To Cooperate Diversity in Long-Term More: 0.13	Question 4 -Theme 1: Human Resource Management Question 4 -Theme 2: Human Resource Development Question 4 -Theme 3: Increasing Woman Leadership Question 5 -Theme 1: Human Resource Management and Development.
Perceived Organizational Support: 1. More Cooperation of Diversity in 5 Years: 0.12 2. More Career Path Development: 0.08	Question 2-Theme 1: Positive Inclusion and Diversity's Practice in Organization via Goal Question 2-Theme 2:

Quantitative Data (PNI Modified)	Qualitative Data (Inter Coding)
3. Positive Reactions with I&D and Readiness to Participate: 0.07 4. More Awareness via Doubts in I&D: 0.06	Positive Inclusion and Diversity's Practice in Organization via Benefits Question 2-Theme 3: Positive Inclusion and Diversity's Practice in Organization via Gender Issue Question 4-Theme 4: Positive Inclusion and Diversity's Practice in Organization via Activity
Employees' Opportunities: 1. More Social and Meta Competencies: 0.15 2. More Core, Cognitive and Functional Competencies: 0.14	Question1-Theme 3: General Manager's Characteristics via Cognitive and Functional Skills Question1-Theme 4: General Manager's Characteristics via Social and Meta Skills
Perceived Gender Roles: 1. Less Male Dominated Leader Role: 0.4 2. Less Male via Advanced Career Path and High Sensitivity: Female-Slightly Less: 0.03 3. Neutral Appearance and Interpersonal Communication: 0.01 4. Neutral Different Perception in Gender Characteristics: 0	Question 3- Theme 1: Gender Roles and Stereotypes Question 3- Theme 2: Female Leadership.

From juxtaposition for each dimension, the first priority is less male dominated leader role in perceived gender roles (PNI 0.4). It is based on gender roles and stereotypes which will be changed because organizational culture is the core to groom inclusive practice and attitude of organizational members to debias gender roles. Hence, there is a change toward the gender roles which will become more diverse and inclusive. The next priority is that males will become less dominant (PNI 0.35) for corporate culture, as society has been open corresponding to Thai national context based on inclusion and diversity in Thailand and hotel industry. They contribute to more gender equality in which the change is embedded in societal integration. The third priority shows that organizational policies will support more activities to enhance diversity (PNI 0.15) relating to human resource management and development to create more inclusive activities in daily-operational activities. At the same time, social and meta skills are emphasized by the expected roles of hoteliers (PNI 0.15) because interpersonal and intrapersonal communications are the important competencies for service industry and considered as a core characteristic for general managers. The last priority is more cooperation of diversity in 5 years based on perceived organizational support (PNI 0.12). It concerns about positive inclusion and diversity's practice which hotel staff value and expect that the positivity be maintained in the future. Hence, based on the result of the final evaluation from nine experts extracted from the result of juxtaposition, the model and guidelines were approved to be exemplary.

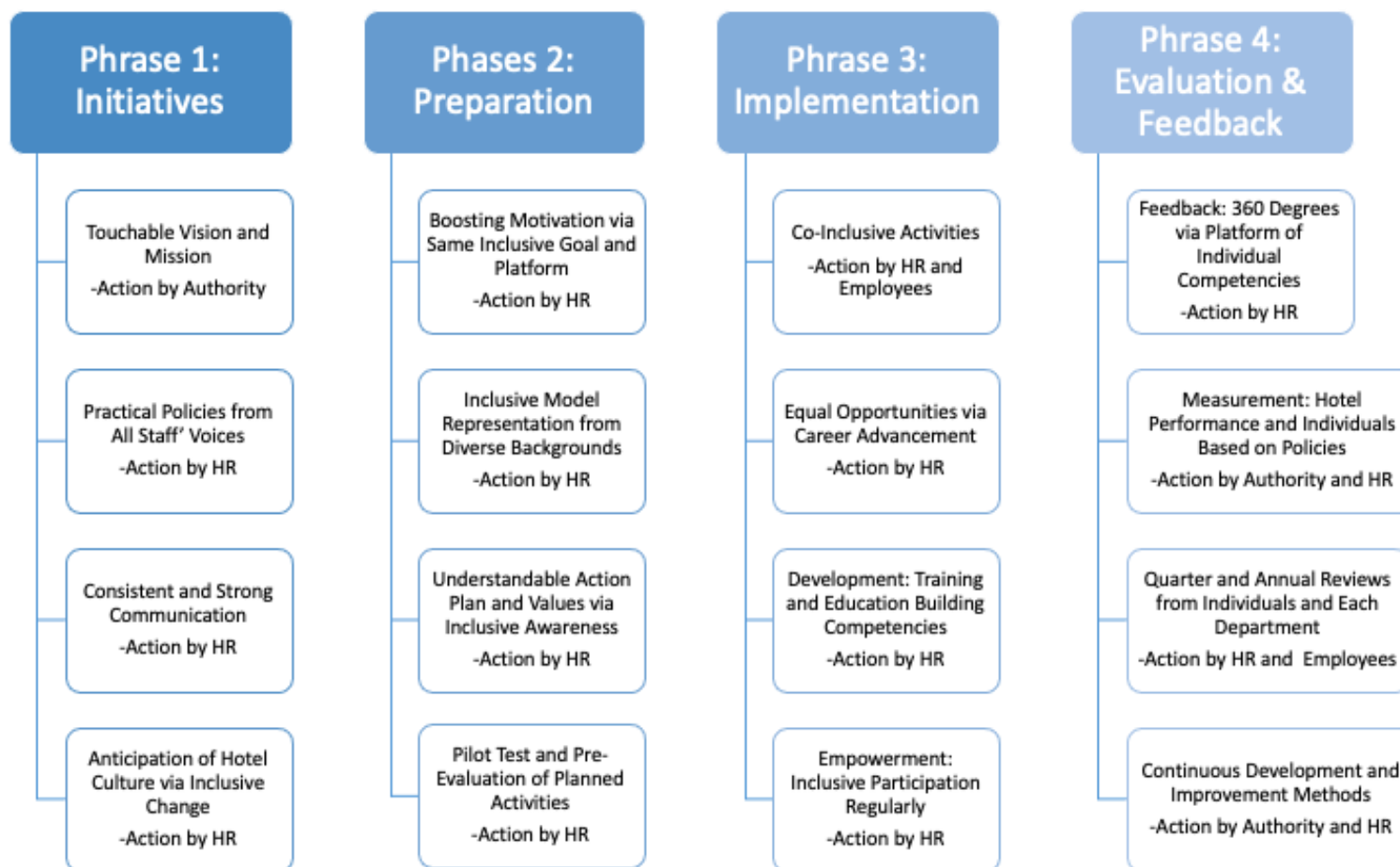
**Figure 2**

*Proposed Inclusive Management Practices Model*



**Figure 3**

*Proposed Inclusive Management Practices Guideline*



## Discussions and Implications

Adopting the dimensions of Thai cultures, company policies, perceived organizational support, employees' opportunities via general manager's competencies and perceived gender roles enable this study to understand the current perception and expectation and how they can affect inclusion and diversity generating inclusive management practices via model and guideline. Hence, they benefit the hotel business in that the hotel can apply them to embed inclusive awareness from the following discussion based on relevant findings corresponding to three different objectives. While previous research has focused on the reasons for limited female leaders in the hotel industry and female representation with fewer opportunities (Pasquerella & Clauss-Ehlers, 2017), this study of inclusive management practices recognizes all of these mentioned barriers in females via perceived gender roles which are one of the dimensions based on theories of gender stereotypes. Therefore, the results of gender image are matched to the previous studies and also the relationship between organizational practice and cultural influences on career advancement.

The data contribute deep understanding of inclusive management practices as there are scant studies on the topic. However, there have been some previous researches overlapping factors of studied dimensions via inclusion and diversity. Gender diversity on the management strategy focuses on targeting only female can interfere career advancement to director positions (Kim & Kim, 2022), therefore, pushing females into the top position is not applied immediately as there are gender barriers that females have encountered. Also, focusing on only females could bring negativity to female career path. To minimize negative connotations, all genders should be supported equally via competencies' development. Although females are underrepresented to get into a higher position (Kim & Kim, 2022), organization should apply harmonious promotion to create and encourage image of females without discrimination or direct female pushing. Hence, this study recommends the scope of how inclusive practice can play an important role to minimize inequality in gender and different backgrounds by implementing inclusion and diversity in the long term. In addition, the mixed-method carries a clearer understanding of the implementation step and the relation of the five dimensions to embed inclusive management practices in hotels.

Also, the proposed model can be taken into account by human resource department firmly to raise awareness in the organization. HR division and authorities can follow it clearly via five dimensions which are the new knowledge to contribute to better company policies in direct practices. The model and guidelines guide how HR can incorporate these mentioned activities into company policies which need to be transparent and understandable to be implemented effectively and give opportunities for hotels to improve their competitive advantage as hoteliers have more competencies, knowledge, skills, and abilities both operational and soft skills. Moreover, the outcome indicates another practical implication via a new perception of gender roles, so as to allow hotel businesses to gain employees with high competencies and positive mindsets and attitudes without discrimination.

## Conclusions and Recommendations

As this study is done in Thailand, future studies could take into account different cultural contexts where the practices are different from the Thai national context such as countries in America or Europe. The result of the study might be different because the norms and beliefs of society are different influencing values and practices. In addition, in Asia where there is high masculinity in cultural contexts such as Japan, Korea, India, and China, the results and the model with guidelines may need to be adjusted because inclusive practice via different gender might not be interpreted the same way as in Thailand where the social trend and movement are open for a varied group of genders such as LGBTQ+ and female empowerment. Besides five-star hotels, other hotel segments such as two, three, or four-star and boutique properties are interesting to be explored. The result may be different because of different hotel structures and market segments. Thus, inclusive management practices can be perceived in another way based on various styles of reactions that particular practices and cultures have groomed and shaped staff.

To conclude, this study provides insightful data and outcomes about inclusive management practices of leaders in five-star hotels using the mixed-method design: quantitative and qualitative, the inclusive management practices model and guidelines were developed from the results. They relate to relevant dimensions of how the change of inclusive practices will change the practice in the future towards less male dominance, organizational management and development, employees' competencies, and gender role in which the model and guidelines show different issues and dimensions of different phases to development practices for human resource management. Hotel management could utilize them to encourage more inclusive engagement via activities to groom and embrace the inclusive culture and effective strategy to minimize gender stereotypes focusing on people and human resource management. Moreover, this study shows the relevant discussion and the recommendations for further research of inclusive management practices.

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