



Innovating for Inclusion: How Diversity Management and Innovation Drive Employee Performance

Christian Wiradendi Wolor^{1,*}, Faerozh Madli², Mahmoud Ali Rababah³, Hasan Mukhibad⁴,

Wong Chee Hoo⁵, Dergibson Siagian⁶ & Diyan Putranto⁷

(Type: Full Article). Received: 27th Jan. 2024, Accepted: 17th Feb. 2025, Published: 1st Sep. 2025,

DOI: <https://doi.org/10.35552/0247.39.9.2493>

Abstract: Objective: In recent years, the concept of workplace diversity has evolved, aiming to ensure that businesses not only hire more minority employees but also improve minority engagement, performance, and compensation. This diversity presents both challenges and opportunities for organizations in terms of managing workplace tension, conflict, and harmony to enhance productivity. This study seeks to address the gap between the positive and negative impacts associated with diversity management to enhance employee performance by examining the impact of diversity management, work environment, and innovative work behaviors on employee performance. **Methods:** An employee survey was conducted between January and March 2024 to collect data for this study. This study was conducted in Indonesia, which has 34 provinces, 1,331 ethnic groups, 17,001 islands, 715 regional languages, and 6 state-recognized religions. The population of this study consisted of private sector employees in Indonesia. The sample consisted of two hundred people working in the manufacturing sector in Indonesia. A quantitative methodology was used, combining survey instruments and structural equation modeling (SEM). **Results:** The study's findings indicate that diversity management influences the work environment and innovative work behavior, though it does not directly affect employee performance. Furthermore, innovative work behavior positively affects employee performance, and the work environment also influences employee performance. This study contributes to strengthening the theory and practice of implementing effective communication and management strategies to maximize the benefits of diversity. **Recommendations:** The management should effectively manage diversity within their company by providing diversity training, implementing inclusion policies, fostering diverse recruitment, encouraging open dialogue, and securing leadership support.

Keywords: Diversity Management, Employee Performance, Inclusive Innovation, Innovative Work Behavior, Work Environment

الابتكار من أجل الشمولية: كيف تدفع إدارة التنوع والابتكار أداء الموظفين

كريستيان ويراديندي وولورا^{1,*}، وفايروز مادلي²، ومحمود علي ربابه³، وحسن مخيباد⁴، وونغ تشي هو⁵، وديرجيبسون سياجيان⁶، وديان بوتراننتو⁷

تاريخ التسليم: (2024/1/27)، تاريخ القبول: (2025/2/17)، تاريخ النشر: (2025/9/1)

ملخص: الهدف: في السنوات الأخيرة، تطور مفهوم التنوع في مكان العمل، بهدف ضمان قيام الشركات ليس فقط بتوظيف المزيد من الموظفين من الأقليات ولكن أيضاً تحسين مشاركة الأقليات وأدائهم وتوعيتهم. يفرض هذا التنوع تحديات وفرصاً على المنظمات من حيث إدارة التوتر والصراع والانسجام في مكان العمل لتعزيز الإنتاجية. تسعى هذه الدراسة إلى معالجة الفجوة بين التأثيرات الإيجابية والسلبية المرتبطة بإدارة التنوع لتعزيز أداء الموظفين من خلال فحص تأثير إدارة التنوع وبيئة العمل وسلوكيات العمل المبتكرة على أداء الموظفين **الأساليب:** تم إجراء استطلاع الموظفين في الفترة ما بين يناير ومارس 2024 لجمع البيانات لهذه الدراسة. تم إجراء هذا البحث في إندونيسيا، التي تضم 34 مقاطعة، و1331 مجموعة عرقية، و17001 جزيرة و715 لغة إقليمية، و6 ديانات معترف بها من قبل الدولة. يتكون مجتمع هذه الدراسة من موظفي القطاع الخاص في إندونيسيا. تتكون العينة من مائتي شخص يعملون في قطاع التصنيع في (SEM). تم استخدام المنهجية الكمية، التي تجمع بين أدوات المسح ونمذجة المعادلات الهيكلية **النتائج:** تشير نتائج الدراسة إلى أن إدارة التنوع تؤثر على بيئة العمل والسلوك الابتكاري في العمل، على الرغم من أنها لا تؤثر بشكل مباشر على أداء الموظفين. علاوة على ذلك، فإن سلوك العمل الابتكاري يؤثر بشكل إيجابي على أداء الموظفين، كما أن بيئة العمل تؤثر أيضاً على أداء الموظفين. تسهم هذه الدراسة في تعزيز النظرية والممارسة لتنفيذ استراتيجيات فعالة في الاتصال والإدارة لتحقيق أقصى فوائد من التنوع. **التوصيات:** يجب على الإدارة إدارة التنوع بشكل فعال داخل الشركة من خلال تقديم تدريب على التنوع، وتنفيذ سياسات الشمول، وتعزيز عمليات التوظيف المتنوعة، وتشجيع الحوار المفتوح، وتأمين دعم القيادة.

الكلمات المفتاحية: إدارة التنوع، أداء الموظفين، الابتكار الشامل، سلوك العمل المبتكر، بيئة العمل.

1 Faculty of Economics and Business, Universitas Negeri Jakarta, Jakarta 13220, Indonesia.

* Corresponding Author: christianwiradendi@unj.ac.id

2 Fakulti Perniagaan, Ekonomi dan Perakaunan, Universiti Malaysia Sabah, Kota Kinabalu, Sabah 88400, Malaysia.

3 Department of English Language and Literature, Al-Balqa Applied University, Al-Salt 19117, Jordan

4 Faculty of Economics and Business, Universitas Negeri Semarang, Semarang 50229, Indonesia.

5 Faculty of Business and Communication, INTI International University, Nilai 71800, Malaysia

6 Faculty of Economics and Business, Institut Bisnis dan Informatika Kwik Kian Gie, Jakarta 14350, Indonesia

7 Sekolah Tinggi Manajemen Pariwisata dan Logistik Lentera Mondial, Jakarta 10130, Indonesia

1 كلية الاقتصاد والأعمال، جامعة نيجري جاكارتا، جاكارتا 13220، إندونيسيا.

* الباحث المراسل: christianwiradendi@unj.ac.id

2 كلية الأعمال والاقتصاد والمالية، جامعة ماليزيا صباح، كوتا كينابالو، صباح 88400، ماليزيا.

3 مركز جدارا للأبحاث، جامعة جدارا، إربد 21110، الأردن.

4 كلية الاقتصاد والأعمال، جامعة ولاية سيمارانج، إندونيسيا.

5 كلية إدارة الأعمال والاتصالات، جامعة INTI الدولية، نيلاي 71800، ماليزيا

6 كلية الاقتصاد والأعمال، معهد كويك كيان جي للأعمال والمعلوماتية، جاكارتا 14350، إندونيسيا

7 كلية لينتيرا موندالي للسياسة والإدارة اللوجستية، جاكارتا 10130، إندونيسيا

Introduction

Diversity in the workplace has become the norm, with organizations increasingly embracing talent from around the world. Workplace diversity can foster substantial growth within an organization by increasing its skilled human capital and promoting a broader mindset (Hauret & Williams, 2020). Although the concept of workplace diversity may sound appealing, it must be carefully managed to accommodate minority groups. Diversity is often misconstrued as being exclusively about multiculturalism. However, it encompasses many dimensions, including gender, race, ethnicity, age, sexual orientation, language, education, background, and other characteristics (Cletus et al., 2018). The notion of workplace diversity involves not only recruiting individuals from diverse backgrounds but also ensuring equal participation among employees. Over time, the understanding of workplace diversity has broadened to include not only the hiring of minority employees but also enhancing their participation, performance, and compensation provided by companies (Patnaik & Shukla, 2021).

An issue that arises in the employment sector, forming the basis of this research, is the underrepresentation of female workers. Data from Sakernas (February 2023) show that the male labor force has a significantly higher participation rate (83.98%) than the female labor force, indicating lower female participation (Rah, 2023). Furthermore, discrimination related to religious symbols exists, such as the hesitancy to wear the hijab due to unwarranted and irrational biases. A study conducted by Carnegie Mellon found that Muslim job applicants face higher discrimination rates than other applicants during recruitment, with an 11% lower likelihood of being called for an interview compared to others (Maulana, 2022).

Additionally, significant prejudice remains in the workplace against people with disabilities. Due to requirements that do not accommodate individuals with disabilities, many are forced to withdraw and are excluded from participating fully (Wicaksana, 2023).

This diversity presents both challenges and opportunities for organizations in terms of managing workplace tensions, conflicts, and harmony to increase productivity (Sharma, 2014). Diverse groups can also boost organizational effectiveness by introducing varied ideas and perspectives (Chrobot-Mason & Aramovich, 2013). It is widely acknowledged that executives who effectively collaborate with employees from diverse backgrounds can enhance organizational success. Performance can be positively influenced by inclusion strategies that include setting a shared vision, disseminating information, recognizing contributions, fostering a sense of belonging, and maintaining open communication. Research supports the idea that an organization's outcomes can be improved by cultivating an environment that embraces diversity through inclusion (Sabharwal, 2014). Besides providing support to minority groups, diversity policies benefit all employees, ultimately leading to increased engagement and well-being. This challenges the notion that employees resist diversity initiatives, suggesting instead that a culture of mutual trust mediates the positive influence of diversity policies on employee engagement (Downey et al., 2015).

According to opposing perspectives on diversity, a varied workforce can lead to issues with discrimination. A lack of career development plans for diverse individuals can also negatively impact their motivation, morale, creativity, innovation, and performance (Noor et al., 2013; Pudipeddi & Yamijala, 2019). Some studies suggest a positive, partial relationship between innovation and cultural

diversity in cross-sectional datasets; however, no statistically significant evidence exists that innovation benefits from cultural diversity when controlling for strong fixed variables (Ozgen et al., 2015). In research by Sabina Bogilović (2021), visible and cognitive diversity were shown to negatively impact idea generation, support, and implementation. Nonspatial proximity, such as cognitive diversity, plays a critical role in the coordination process, especially in complex interactions. Conversely, Chrobot-Mason and Aramovich (2013) found that diverse groups can explore new ideas and concepts. These mixed findings reveal a notable gap in understanding the relationship between diversity management and innovative work behavior, where effects range from negative to neutral to positive.

The complexity of the relationship between diversity and positive workplace outcomes highlights the significant role of organizational environment in managing diversity effectively (Chrobot-Mason & Aramovich, 2013). Some research suggests that diversity may decrease performance or show no significant relationship due to challenges such as extended time needed for group cohesion and conflicting ideas (Cletus et al., 2018; Shen et al., 2010). Diverse groups may also experience exclusion from critical networks and decision-making processes. Inclusion is an emerging area of research focused on ensuring the full participation of individuals in organizations, and the conflicting findings on diversity's impact on performance underscore inclusion's potential as a valuable field of study (Sabharwal, 2014). Downey (2015), for example, found that diversity policies positively impact all employees, resulting in increased engagement and well-being. Given the conflicting conclusions in past studies regarding national diversity's effect on organizational commitment, team performance,

and effectiveness, there is an urgent need for new research in this area.

In light of the gap in understanding the effects of diversity management on innovation and performance, this study aims to address the following research questions: (1) Does diversity management affect the work environment? (2) Does diversity management affect employee performance? (3) Does diversity management impact innovative work behavior? (4) Does the work environment influence employee performance? (5) Does innovative work behavior affect employee performance?

The significance of this study lies in both theoretical and practical aspects. Theoretically, it is essential as it expands upon previous studies focused primarily on India by examining the roles of race and ethnicity in modeling employee performance (Singh et al., 2013). This research also builds on Hsiao's (2015) recommendation for future studies to focus on objective measures of employee performance, as Hsiao's study primarily explored diversity's impact on organizational citizenship behavior (OCB) and turnover intention. This study aims to address the existing knowledge gap by integrating theoretical frameworks and empirical findings from prior research, proposing, and testing a new model linking diversity management to employee performance through innovative work behavior and the work environment.

Practically, this study is important as it introduces a cross-cultural management framework, emphasizing collaboration in culturally and geographically diverse teams and the necessity of managing cultural differences to enhance organizational performance and innovation. Conducted in Indonesia, a country with 34 provinces, 1,331 ethnic groups, 17,001 islands, 715 regional languages, and six state-recognized religions (Heriansyah, 2024), this

study expands the geographic scope of diversity research beyond the Western context (Hsiao et al., 2015). To achieve its objectives, this study is organized into five sections: introduction, theoretical review, methodology, results and discussion, and conclusion.

Literature Review

Diversity Management

In the workplace, "diversity management" refers to the various tactics and policies implemented to create and maintain an inclusive environment that recognizes and values employees' unique qualities (Chrobot-Mason & Aramovich, 2013). This includes efforts to ensure that all employees have the opportunity to contribute effectively to the business and that diverse perspectives are harnessed to support the firm's success (Obead, 2015). Diversity within an organization can encompass characteristics such as color, ethnicity, gender, age, or generational differences, as well as socioeconomic factors like income and education level. It also includes organizational attributes, such as tenure and hierarchical rank (Patnaik & Shukla, 2021). Diversity is a complex concept with both primary and secondary dimensions. The primary dimension consists of inherent human characteristics that distinguish individuals and shape their experiences and perspectives, such as nationality, age, race, and gender (Hsiao et al., 2015).

To enhance social cohesion and organizational success, effective diversity management should include training programs aimed at addressing inequalities among groups and fostering respect for individual differences. Additionally, diversity management practices involve an equitable performance appraisal and compensation system that is fair and motivating for all employees, regardless of background (Noor et al., 2013). This approach to diversity management emphasizes the importance of

well-documented policies and proper record-keeping to strengthen diversity capabilities within the organization (Sharma, 2014). Diversity management initiatives can foster mutual respect among employees and leverage the advantages of diversity to achieve organizational goals (Pudipeddi & Yamijala, 2019).

Innovative Work Behavior

In the workplace, "innovative work behavior" refers to the implementation of new ideas in ways that align with organizational goals, with the aim of enhancing performance in response to evolving job requirements. This behavior includes activities related to the generation, dissemination, and execution of novel ideas (Sifatu et al., 2020). Successfully launching groundbreaking innovations that contribute to the establishment of new enterprises requires sufficient time and financial resources from key individuals within the organization (Almaskari et al., 2021).

Innovative work behavior can be radical, introducing entirely new methods for delivering quality services, or incremental, focusing on minor improvements in service quality (Baig et al., 2022). The term encompasses the intentional development, introduction, and application of unique ideas within a work role, group, or organization, all aimed at enhancing task, team, or organizational effectiveness (Stankevičiūtė et al., 2020). Innovative work behavior is a critical component for modern businesses striving to gain a competitive edge and support sustainable growth (Yang et al., 2022).

It is important to distinguish between creativity and innovative work behavior, which involves implementing creative ideas in practical ways. At the start of the innovation process, innovative work behavior is essential for identifying problems or performance gaps and proposing ideas in response to the demand

for innovation (Jankelová, Skorková, et al., 2021).

Work Environment

The surroundings, circumstances, and culture employees encounter while performing their job responsibilities are collectively referred to as the work environment. This encompasses not only the physical characteristics of the workplace but also the social and psychological components, such as the company culture, employee diversity, and interpersonal relationships (Sharma, 2014). A positive work environment is marked by supportive relationships, open communication, and a culture that values diversity and inclusion (Pudipeddi & Yamijala, 2019). Such an environment encourages employees to feel comfortable expressing their concerns, fostering engagement, creativity, commitment, and learning behavior (Singh et al., 2013). This is crucial for enhancing employee satisfaction, motivation, and engagement, which can, in turn, improve organizational performance and effectiveness (Patnaik & Shukla, 2021).

In the context of diversity management, the term "work environment" includes the integration of organizational culture shaped by management strategies designed to recognize and utilize diversity among employees to achieve organizational goals (Ashikali & Groeneveld, 2015). A supportive and equitable work environment that embraces diversity can motivate employees to engage in innovative work behavior, including job creation initiatives. One of the key indicators of high employee performance is innovative behavior, which involves generating and implementing new ideas successfully (Baig et al., 2022).

Employee Performance

Employee performance is often measured against benchmarks or goals critical to an organization's success (Noor et al., 2013). It includes executing tasks and completing them

according to the standards set by the employer (Hsiao et al., 2015). The extent to which an employee performs tasks aligned with the organization's goals is an essential element of employee performance (Wolor et al., 2023). This broad definition not only evaluates the quantity and quality of work but also considers factors such as creativity, innovation, and teamwork (Dwaikat, 2023). Several factors can influence performance, including individual capabilities, motivation, training, and the working environment (Pudipeddi & Yamijala, 2019).

Employee performance theories often include a range of variables, classified into dimensions like task performance, contextual performance, and work behavior. "Task performance" refers to the core actions an individual is required to complete as part of their role, while "contextual performance" encompasses behaviors that contribute to the organizational, social, and psychological context of the workplace (Ozgen et al., 2015). Employee performance is essential to organizational success and is influenced by a variety of factors, including employees' abilities, motivation, work environment, and management strategies (Singh et al., 2013).

Hypothesis Development

To ensure that every individual can realize their full potential and maximize their contribution to the organization's strategic goals, effective diversity management creates a constructive working environment that recognizes and values both the similarities and differences among employees (Ozgen et al., 2015). Advocates for effective diversity management argue that such policies can transform the workplace into an inclusive environment where all employees feel valued and appreciated. This, in turn, can increase employee engagement and performance, suggesting that these policies are indeed

beneficial (Downey et al., 2015). When implemented effectively, diversity management can foster a positive working atmosphere that promotes inclusiveness and respect for individuals from diverse backgrounds (Ozgen et al., 2015). A diverse environment not only directly influences these outcomes but also creates a space where employees feel safe to express their identities and engage in behaviors beyond their core job responsibilities, thus contributing to an overall improvement in the workplace environment (Singh et al., 2013). A positive climate regarding diversity can support a favorable working environment (Baig et al., 2022).

H1: Diversity management affects the work environment

Diversity can enhance organizational performance, creativity, and innovation by introducing varied perspectives and problem-solving skills (Bogilović et al., 2021). Effective diversity management is crucial for increasing organizational effectiveness by boosting employee morale, reducing conflict, and enhancing creativity and innovation (Singh et al., 2013). Activities promoting equality and leveraging the potential of a diverse workforce can improve employee performance (Shen et al., 2010). There is a correlation between increased workplace diversity and enhancements in employees' professional skills, critical thinking, and problem-solving abilities, all of which contribute to improved organizational performance (Cletus et al., 2018). Diverse teams can foster creativity, innovative problem-solving, and more positive intergroup attitudes, which benefit overall performance (Korzilius et al., 2017). Findings from previous studies indicate that diversity in hospitality organizations can enhance employee performance, as diversity promotes team-level creativity, ultimately improving overall employee performance (Yang et al., 2022).

H2: Diversity management affects employee performance

This diversity of thought can encourage innovation and problem-solving, thereby enhancing employee performance (Ozgen et al., 2015). Additionally, a positive diversity climate can promote innovative work behavior, allowing individuals to adapt their roles in ways that increase creativity and innovation—an important advantage (Baig et al., 2022). Previous research conducted in institutions in the United Arab Emirates examined the effects of cultural diversity, transformational leadership, and transactional leadership on workforce innovation. Findings from this study indicate that effective diversity management can enhance employees' innovative work behavior (Almaskari et al., 2021). Diversity management fosters a variety of perspectives and skills within teams, thereby supporting employees' innovative work behavior (Jankelová, Joniaková, et al., 2021). The interaction among individuals with diverse backgrounds and experiences stimulates new ideas and approaches essential for innovation (Korzilius et al., 2017). If employees feel accepted and appreciated by the organization regardless of its diversity, they are more likely to commit to achieving the organization's goals. Diversity management has been shown to be a predictor of employees' innovative behavior (Batmomolin et al., 2022).

H3: Diversity management affects Innovative Work Behavior

An inclusive work environment strengthened by effective diversity management is associated with positive outcomes, such as higher employee commitment and improved organizational performance (Ashikali & Groeneveld, 2015). A supportive work environment promotes employee well-being and productivity (Hsiao et al., 2015). Environments that embrace and

value diversity also correlate with higher levels of employee engagement, satisfaction, and retention—key factors in enhancing employee performance and organizational success (Shen et al., 2010). A diverse, well-managed work environment can improve employee performance by integrating varied skills, perspectives, and problem-solving approaches (Hauret & Williams, 2020). Research suggests that team effectiveness positively correlates with demographic diversity when team members have a strong collective identity, underscoring the crucial role of diversity management in realizing the potential benefits of a diverse workforce (Sabharwal, 2014). Positively engaged employees foster a work environment rich in development opportunities and social support, which enhances job performance (Hapsari et al., 2019).

H4: The work environment affects employee performance

When employees engage in innovative work behaviors, such as generating, promoting, and implementing new ideas, performance outcomes improve. This is because innovative work behavior directly enhances the organization's adaptability and competitiveness, thus boosting overall employee performance (Baig et al., 2022). Innovative work behavior includes actions that go beyond standard job descriptions, involving the development and execution of new ideas. Creative behavior in the workplace is one of the most significant factors contributing to improved employee performance and, consequently, the overall success of the organization (Ganji et al., 2021). Innovative work behavior is essential for businesses seeking to enhance employee performance and strengthen their competitive advantage (Stankevičiūtė et al., 2020). Ultimately, implementing unique ideas increases task effectiveness and enhances employee performance (Jankelová, Skorková, et al.,

2021). By fostering the implementation of new knowledge and changes, innovative work behavior boosts individual work performance and, in turn, the overall business performance (Sifatu et al., 2020).

H5: Innovative Work Behavior affects employee performance

Methodology

This study was conducted in Indonesia, which has 34 provinces, 1,331 ethnic groups, 17,001 islands, 715 regional languages, and 6 state-recognized religions. The population of this study consists of private employees in Indonesia. Indonesia was chosen for this research because it is the largest archipelagic country in the world, featuring a diverse demographic landscape (Heriansyah, 2024). All Indonesian companies are subject to the provisions of the Republic of Indonesia Law Number 13 of 2003, which ensures that every worker has equal opportunities for employment without discrimination. The study population comprises private employees representing all 34 provinces in Indonesia. The researchers utilized a purposive sampling method, collecting data from a total of 200 participants. The investigation was conducted between January and March 2024 using a quantitative methodology, which included a survey instrument and structural equation modeling (SEM).

We disseminated the research instrument, a questionnaire, to the participants through Google Forms. Subsequently, the SEM-PLS application was employed to achieve the desired outcomes. For this investigation, a five-point Likert scale was used, ranging from one (indicating strong disagreement) to five (indicating strong agreement) among respondents (Sekaran & Bougie, 2016). This scale assessed various characteristics, such as diversity management, work environment,

innovative work behavior, and employee performance.

To measure these variables, we adapted several questionnaires from previous studies. Specifically, this study utilized a 5-item scale developed by Bizri (2018) to measure diversity management, a 5-item scale by Ganji et al. (2021) to assess innovative work behavior, a 5-item scale by Razak et al. (2016) to evaluate the work environment, and a 5-item scale by Na-Nan et al. (2018) to measure employee performance.

The questionnaire included a total of 32 questions, and all participants were responsible for providing responses and returning the forms. On February 1, 2024, the study received official approval from the university's ethics office. This approval was granted after the study met all necessary ethical conditions. The division's responsibility is to ensure that the permission form effectively communicates the research objectives, encourages participants to willingly take part, and maintains the highest possible level of confidentiality for their responses, within realistic limits.

Results

Distribution of the Respondents

Table (1): The respondents' social status distribution, according to the distribution of the responses.

Profile		Frequency	Percent
Sex	Male	82	41
	Female	118	59
Marital status	Married	139	69
	Single	56	28
	Divorce	5	3
Length of service	1-3 years	123	61
	4-6 years	63	31
	7-10 years	12	6
	>10 years	2	2
Level of education has been completed	Senior High School	1	1
	Diploma	56	28
	Undergraduate	110	55
	Graduate	24	12
	Post-Graduate	9	4

Table 1 illustrates the distribution of respondents according to their social position

as well as their demographic characteristics based on the survey. Of the total number of respondents, approximately 118 are female, while 82 are male, accounting for 41% of the total. Additionally, 139 respondents are married, representing 69% of the total. Conversely, around 56 respondents do not have a partner, making up 28% of the total, and approximately 5 are divorced, which accounts for 3%. Similarly, the length of service for employees varies, with 123 individuals (61%) having worked for one to three years, 63 individuals (31%) for four to six years, twelve individuals (6%) for seven to ten years, and two individuals (2%) for more than ten years.

Furthermore, the data reveals that eight respondents have completed their education up to the junior high school level, while only one individual, accounting for 1% of the total, has reported completing senior high school. Moreover, 56 individuals, constituting 28% of the total, indicated that they have attained a diploma as their highest level of education. Additionally, 110 individuals, comprising 55% of the total, reported having earned an undergraduate degree. Furthermore, 24 individuals, representing 12% of the total, indicated that they have attained a graduate degree, while nine individuals, accounting for 4% of the total, reported having achieved a postgraduate degree.

Common Method Bias

When data is perceived and collected from a single source at one point in time, the issue of common method bias (CMB) can pose a risk to the study's consistency (Podsakoff et al., 2003). In this study, the authors used Hermann's one-factor test to assess the CMB threat. The test indicated that all items could be characterized into five factors, with the first factor explaining only 43.12% of the variance, which is significantly less than the 50% threshold. Based

on these results, the authors were assured that CMB was not a significant issue in this study.

Measurement Model

The measurement model was assessed based on Confirmatory Factor Analysis (CFA) (Hair et al., 2014). Specifically, this study examined the measurement model by assessing content, convergent, and discriminant validity. Content validity was tested by reviewing relevant literature and conducting preliminary analyses of the instrument. During this process, some items were discarded due to overall item correlations. According to Hair et al. (2014),

prior to evaluating convergent validity, it is recommended to consider factor loadings, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). It is suggested that the Cronbach's alpha, composite loading, and reliability (CR) values should be greater than 0.7, while the AVE should exceed 0.5. All of these values should fall within an acceptable range (Ghozali, 2021; Hair et al., 2014). As shown in Table 2, the Cronbach's alpha and composite reliability values are above 0.7, and the AVE of all constructs is above 0.5. Therefore, these results indicate good convergent validity.

Table (2): Result of measurement model.

Constructs	Items	Loading factors	Cronbach's Alpha	Composite reliability	AVE	Adapted from
Diversity Management	Employees are offered equal opportunity for training and development, regardless of their color, religion, or ethnicity, in a fair and unbiased way (DM4)	0,912	0,759	0,892	0,805	(Bizri, 2018)
	Generally speaking, this organisation fosters an environment that is inclusive, tolerant, and accepting of people of all backgrounds (DM6)	0,882				
Innovative Work Behavior	In the course of my profession, I frequently come across novel approaches, procedures, or tools (IWB1)	0,816	0,898	0,922	0,663	(Ganji et al., 2021)
	It is typical for me to devise novel approaches to resolving issues (IWB2)	0,769				
	It is common practice for me to make an effort to pique the interest of key people of the organisation whenever I encounter a novel concept (IWB3)	0,870				
	Many times, if I come up with a concept that is both unique and original, I make an effort to get other people to back the idea (IWB4)	0,852				
	When I come up with a fresh concept, I frequently make an effort to persuade my coworkers to come on board with it (IWB5)	0,817				
	When I am working on my assignments, I always make use of unique ideas (IWB6)	0,753				
Work Environment	My organizational culture encourages employees to express creativity in their work and outside of work (WE4)	0,852	0,837	0,884	0,605	(Razak et al., 2016)
	My company helps its employees learn job skills requirements (WE6)	0,714				
	My company cares about its employees and their families (WE9)	0,830				
	Almost everyone in my company is rewarded based on performance (WE10)	0,751				

Constructs	Items	Loading factors	Cronbach's Alpha	Composite reliability	AVE	Adapted from
	Everyone at work seems to be talking about fitness, health and eating right (WE11)	0,732				
Employee Performance	Tasks can be completed according to established standards (EP2)	0,807	0,706	0,835	0,628	(Na-Nan et al., 2018)
	The output I produce is in accordance with my skills and abilities (EP4)	0,764				
	The tasks I worked on were completed according to schedule (EP5)	0,806				

Additionally, "discriminant validity testing" refers to the extent to which an item differentiates between distinct constructs or measures different concepts (Ghozali, 2021; Hair et al., 2014). To determine whether discriminant validity is present, we examine the relationship between a construct and the square root of the average variance extracted (AVE)

for that construct during the evaluation process. The measurement model is deemed suitable if the square root of the AVE is higher than the correlation values found in the rows and columns (Ghozali, 2021; Hair et al., 2014). This research's measurement model is appropriate because the square root of AVE is higher than the correlation value found in the rows and columns shown in Table 3.

Table (3): Discriminant validity of constructs

Constructs	Cronbach's Alpha	Diversity Management	Employee Performance	Innovative Work Behavior	Working Environment
Diversity Management	0,759	0,897			
Employee Performance	0,706	0,525	0,793		
Innovative Work Behavior	0,898	0,754	0,621	0,814	
Work Environment	0,837	0,513	0,566	0,556	0,778

To demonstrate that multicollinearity is not an issue, the study assessed the variance inflation factor (VIF) and tolerance for independent variables. Multicollinearity may not be a problem when VIFs are lower than 10

or when tolerance values are higher than 0.1 (Ghozali, 2021; Hair et al., 2014; Sekaran & Bougie, 2016). The results shown in Table 4 indicate that the VIF values range from 1.343 to 3.682. Thus, multicollinearity is not a critical issue in this study.

Table (4): Variance inflation factor (VIF).

Constructs	Items	VIF
Diversity Management	DM4	1,598
	DM6	1,598
Employee Performance	EP2	1,348
	EP4	1,343
	EP5	1,537
Innovative Work Behavior	IWB1	2,621
	IWB2	2,730
	IWB3	3,682
	IWB4	3,575
	IWB5	3,249
	IWB6	2,169
Work Environment	WE10	1,722
	WE11	1,680

Constructs	Items	VIF
	WE4	2,573
	WE6	1,967
	WE9	2,049

Hypothesis Testing

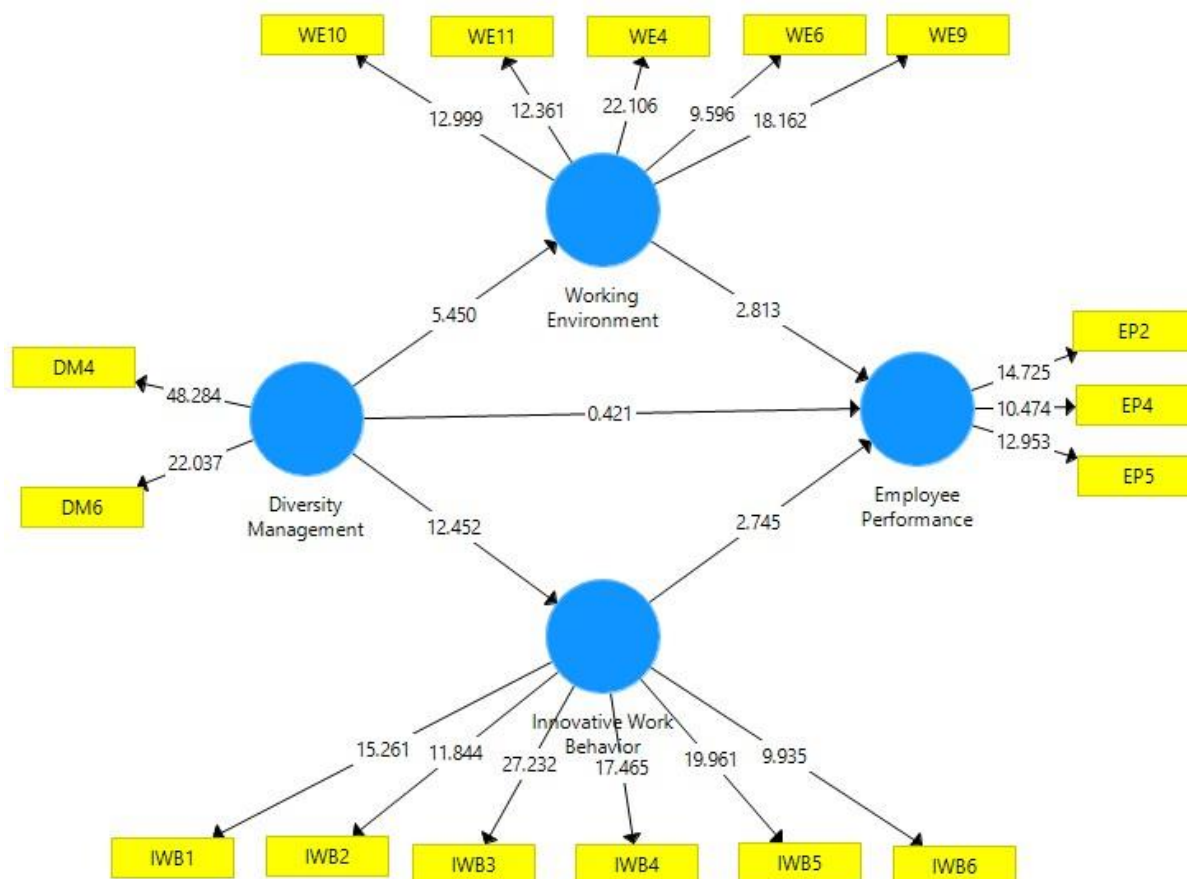


Figure (1): Structural Model.

The statistical significance of the impact of the independent variable, specifically diversity management, on the dependent variables of the

working environment, innovative work behavior, and employee performance is depicted in Figure 1 through the t-statistics.

Table (5): Path coefficients among latent variables.

No	Path	β	T Statistics	P-Value	Significance
1	Diversity management \rightarrow Work environment	0.513	5.450	0.000	Significance
2	Diversity management \rightarrow Employee performance	0.063	0.421	0.674	Not Significance
3	Diversity management \rightarrow Innovative work behavior	0.754	12.452	0.000	Significance
4	Innovative work behavior \rightarrow Employee performance	0.401	2.745	0.006	Significance
5	Work environment \rightarrow Employee performance	0.311	2.813	0.005	Significance

Table 5 displays the findings of the investigation that supported hypothesis 1, which states that diversity management affects the work environment ($p = 0.000$). Hypothesis

2 indicates that diversity management does not affect employee performance ($p = 0.674$). Hypothesis 3 shows that diversity management affects innovative work behavior ($p = 0.000$).

Hypothesis 4 indicates that innovative work behavior affects employee performance ($p = 0.006$), while hypothesis 5 suggests that the work environment affects employee performance ($p = 0.005$).

Discussion

Based on the findings of the first and third hypotheses, it appears that diversity management exerts a significant impact not only on the working environment but also on the innovative work behavior exhibited by individuals. It is clear that diversity management positively impacts the creation of a pleasant working environment for employees and enhances employee creativity, as demonstrated by the findings of this study, which align with earlier research on the same topic (Cletus et al., 2018; Korzilius et al., 2017). The cultivation of a positive work environment that celebrates the similarities and differences among individuals results from effective diversity management. This environment empowers all employees to attain their maximum potential and make significant contributions to the organization's strategic goals (Ozgen et al., 2015). A diverse climate not only has a direct influence on these outcomes but also fosters an atmosphere where employees feel secure in expressing their identities and engaging in behaviors that extend beyond their core job responsibilities, thereby enhancing the overall work environment (Singh et al., 2013). The implication is that employees who feel accepted and appreciated tend to be more engaged and satisfied with their work, which can reduce turnover rates and increase employee retention. Moreover, a favorable diversity climate may foster innovative work behavior, enabling individuals to adapt their tasks in ways that amplify their creativity and innovation (Baig et al., 2022).

Implementing diversity management practices can cultivate a wide range of

viewpoints and specialized knowledge among team members, thereby enhancing the level of innovative work behavior exhibited by employees of the company (Jankelová, Joniaková, et al., 2021). The implication is that diverse teams are often more creative because they combine different perspectives and ideas, leading to innovative solutions to complex problems. Therefore, for organizations to maximize the benefits that diversity offers, it is essential to have effective management and communication strategies (Pudipeddi & Yamijala, 2019). This contrasts with the research results conducted by Carla Hapsari (2019), which did not explicitly show a direct relationship between the impact of diversity management and innovative work behavior. The results of this study also differ from those of Sabina Bogilović (2021), where visible and cognitive diversity can negatively impact idea formation, support, and implementation. Non-spatial proximity (such as cognitive diversity) is much more important in the coordination process, especially when interactions are complex. However, this study has succeeded in filling this gap by demonstrating that good diversity management can increase innovation, novelty, and improvisation that support employee performance. This, of course, has a positive impact on the advancement of knowledge and can practically serve as a basis for company policy.

According to the findings of the second hypothesis, diversity management does not affect employee performance. This contrasts with the findings of the first and third hypotheses, which indicate otherwise. Other research has proposed a correlation between diversity management and employee performance; however, the findings of this study contradict those previous studies (Cletus et al., 2018; Korzilius et al., 2017). Earlier research has demonstrated that the presence of diverse groups within an organization is a

significant factor in improving the overall performance of workforce members. This is because it encourages creative thinking at the team level, which ultimately results in overall performance improvements (Yang et al., 2022). Contrary to expectations, the findings of this study align with conflicting perspectives on the impact of diversity management in directly enhancing performance. Certain studies suggest that diversity may negatively impact performance or may not have a meaningful correlation. This could be attributed to challenges such as the need for more time for group members to bond and differing viewpoints (Cletus et al., 2018; Shen et al., 2010). While diversity management is acknowledged as significant, only specific organizations actively implement diversity management strategies and achieve the status of diversity leaders (Sharma, 2014). Hence, it is imperative to adopt and execute more comprehensive diversity management strategies across different sectors (Sharma, 2014). The results of this study address the gap in previous research regarding the direct impact of diversity management on employee performance (Chrobot-Mason & Aramovich, 2013; Cletus et al., 2018) and also respond to the recommendations of earlier studies conducted by Hsiao (2015) related to how the impact of diversity management directly affects employee performance when previous results showed no effect. With the results indicating no direct influence between diversity management and employee performance, this provides insight for all stakeholders in the company that diversity management alone is insufficient to improve employee performance; a supportive work environment and innovative performance behaviors are also necessary.

The findings of the fourth hypothesis indicate a significant impact of innovative work behavior on employee performance. This aligns with previous research that suggests innovative

work behavior has a direct impact on the adaptability and competitiveness of organizations, ultimately resulting in improved overall employee performance (Baig et al., 2022). Earlier studies have shown that innovative work behavior positively impacts employee performance, encompassing the exploration of new prospects and the formulation of innovative ideas, which ultimately lead to the implementation of changes and fresh insights that enhance individual work proficiency and, consequently, the overall performance of the organization (Sifatu et al., 2020). Regarding the fifth hypothesis, it is proposed that the working environment affects employee performance. The findings of this study are consistent with other studies that assert that a positive work environment benefits employee well-being and increases organizational productivity (Hsiao et al., 2015). An inclusive and effectively managed work environment has the potential to improve employee performance by encouraging the integration of a variety of skills, perspectives, and approaches to problem-solving (Hauret & Williams, 2020).

Conclusion

This study establishes that diversity management plays a crucial role in fostering innovative work behavior and cultivating a healthy work environment. Ultimately, employee performance is largely influenced by inventive work behavior and the work environment. These findings highlight the importance of effectively managing diversity, which will lead to the establishment of an inclusive work environment and promote innovative work behavior. This setting will foster a sense of appreciation and empowerment among employees, encouraging them to think creatively and enhancing their feeling of inclusion. As a result, employee performance will be improved. Furthermore, workplace diversity provides additional

benefits. Another conclusion that can be drawn from the findings of this study is that diversity management does not immediately boost employee performance. For this reason, it is essential for businesses to equip themselves with efficient communication and management practices to maximize the advantages that diversity offers.

Implications

The theoretical implications of this study are twofold. First, effective diversity management can increase innovation, novelty, and improvisation that support employee performance. This has a positive impact on the advancement of knowledge, addressing gaps in previous studies that identified negative influences or no influence at all. Second, the absence of a direct influence between diversity management and employee performance provides insight to all stakeholders in the company that diversity management alone is insufficient to improve employee performance; a supportive work environment and innovative performance behavior are also necessary.

The practical implications of this study include the necessity for management to effectively manage diversity within their company by providing diversity training, implementing inclusion policies, fostering diverse recruitment, encouraging open dialogue, and securing leadership support. These initiatives will serve as the foundation for the creation of innovative ideas resulting from collaboration and cooperation among all teams in the company, ultimately leading to increased employee performance and enhanced competitive advantage.

Disclosure Statement

- **Ethical Approval and Consent to Participate:** All participants provided informed consent prior to their inclusion in this study.

- **Availability of Data and Materials:** The data supporting the findings of this study are available from the corresponding author upon reasonable request. The authors will ensure compliance with any restrictions related to privacy and ethical considerations.
- **Author Contributions:** Conceptualization, Christian Wiradendi Wolor; Methodology, Faerozh Madli; Software, Hasan Mukhibad; Formal analysis, Christian Wiradendi Wolor, Mahmoud Ali Rababah; Investigation, Dergibson Siagian; Resources, Christian Wiradendi Wolor, Diyan Putranto; Data curation, Faerozh Madli, Hasan Mukhibad; Writing – original draft, Christian Wiradendi Wolor, Wong Chee Hoo; Writing – review & editing, Mahmoud Ali Rababah, Dergibson Siagian; Visualization, Diyan Putranto; Supervision, Christian Wiradendi Wolor; Project administration, Wong Chee Hoo.
- **Conflict of Interest:** The authors declare that there are no conflicts of interest regarding the publication of this paper.
- **Funding:** Universitas Negeri Jakarta provided research assistance for this study.
- **Acknowledgments:** I am sincerely grateful to Universitas Negeri Jakarta for their invaluable support through the research fund

Open Access

This article is licensed under a Creative Commons Attribution 4.0 International License, which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons licence, and indicate if changes were made. The images or other third party material in this article are included in the article's Creative Commons licence, unless indicated

otherwise in a credit line to the material. If material is not included in the article's Creative Commons licence and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder. To view a copy of this license, visit <https://creativecommons.org/licenses/by-nc/4.0/>

References

- Almaskari, T. H., Mohamad, E., Yahaya, S. N., & Jalil, M. F. (2021). Leadership as a driver of employees' innovation performance: The mediating effect of cultural diversity in UAE universities. *The Journal of Asian Finance, Economics and Business*, 8(8), 271–285. <https://doi.org/10.13106/JAFEB.2021.VOL8.NO8.0271>
- Ashikali, T., & Groeneveld, S. (2015). Diversity management for all? An empirical analysis of diversity management outcomes across groups. *Personnel Review*, 44(5), 757–780. <https://doi.org/10.1108/PR-10-2014-0216>
- Baig, L. D., Azeem, M. F., & Paracha, A. (2022). Cultivating innovative work behavior of nurses through diversity climate: The mediating role of job crafting. *SAGE Open Nursing*, 8, 237796082210954. <https://doi.org/10.1177/23779608221095432>
- Batmomolin, A., Sadikin, M., Hadi, J., Gunawan, P. A., & Sadana, S. (2022). Effect of diversity management on organizational trust, employee innovative behavior, and employee engagement: Evidence from Indonesia. *Scientific Papers of the University of Pardubice, Series D: Faculty of Economics and Administration*, 30(2). <https://doi.org/10.46585/sp30021560>
- Bizri, R. (2018). Diversity management and OCB: The connection evidence from the Lebanese banking sector. *Equality, Diversity and Inclusion: An International Journal*, 37(3), 233–253. <https://doi.org/10.1108/EDI-03-2017-0059>
- Bogilović, S., Bortoluzzi, G., Černe, M., Ghasemzadeh, K., & Žnidaršič, J. (2021). Diversity, climate, and innovative work behavior. *European Journal of Innovation Management*, 24(5), 1502–1524. <https://doi.org/10.1108/EJIM-03-2020-0100>
- Chrobot-Mason, D., & Aramovich, N. P. (2013). The psychological benefits of creating an affirming climate for workplace diversity. *Group & Organization Management*, 38(6), 659–689. <https://doi.org/10.1177/1059601113509835>
- Cletus, H. E., Mahmood, N. A., Umar, A., & Ibrahim, A. D. (2018). Prospects and challenges of workplace diversity in modern-day organizations: A critical review. *HOLISTICA – Journal of Business and Public Administration*, 9(2), 35–52. <https://doi.org/10.2478/hjbpa-2018-0011>
- Downey, S. N., Van Der Werff, L., Thomas, K. M., & Plaut, V. C. (2015). The role of diversity practices and inclusion in promoting trust and employee engagement. *Journal of Applied Social Psychology*, 45(1), 35–44. <https://doi.org/10.1111/jasp.12273>
- Dwaikat, N. (2023). The impact of job stress and job satisfaction on employee performance: The case of the Software Companies in Palestine. *An-Najah University Journal for Research - B (Humanities)*, 37(4), 775–803. <https://doi.org/10.35552/0247-037-004-007>
- Ganji, S. F. G., Rahimnia, F., Ahanchian, M. R., & Syed, J. (2021). Analyzing the impact of diversity management on innovative behaviors through employee engagement

- and affective commitment. *Iranian Journal of Management Studies*, 14(3), 649–667.
- Ghozali, I. (2021). *Partial least squares: Konsep, teknik dan aplikasi menggunakan program SmartPLS 3.2.9 untuk penelitian bisnis* (3rd ed.). Badan Penerbit Universitas Diponegoro.
 - Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis* (Pearson New International Edition).
 - Hapsari, C., Stoffers, J., & Gunawan, A. (2019). The influence of generational diversity management and leader-member exchange on innovative work behaviors mediated by employee engagement. *Journal of Asia-Pacific Business*, 20(2), 125–139. <https://doi.org/10.1080/10599231.2019.1610684>
 - Hauret, L., & Williams, D. R. (2020). Workplace diversity and job satisfaction. *Equality, Diversity and Inclusion: An International Journal*, 39(4), 419–446. <https://doi.org/10.1108/EDI-01-2019-0030>
 - Heriansyah, D. (2024). Indonesia is an archipelagic country, not the country with the most islands. *Radio Republik Indonesia*. <https://rri.co.id/iptek/703524/indonesia-negara-kepulauan-bukan-negara-pulau-terbanyak>
 - Hsiao, A., Auld, C., & Ma, E. (2015). Perceived organizational diversity and employee behavior. *International Journal of Hospitality Management*, 48, 102–112. <https://doi.org/10.1016/j.ijhm.2015.04.009>
 - Jankelová, N., Joniaková, Z., & Mišún, J. (2021). Innovative work behavior—a key factor in business performance? The role of team cognitive diversity and teamwork climate in this relationship. *Journal of Risk and Financial Management*, 14(4), 185. <https://doi.org/10.3390/jrfm14040185>
 - Jankelová, N., Skorková, Z., Joniaková, Z., & Némethová, I. (2021). A diverse organizational culture and its impact on the innovative work behavior of municipal employees. *Sustainability*, 13(6), 3419. <https://doi.org/10.3390/su13063419>
 - Korzilius, H., Bücker, J. J. L. E., & Beerlage, S. (2017). Multiculturalism and innovative work behavior: The mediating role of cultural intelligence. *International Journal of Intercultural Relations*, 56, 13–24. <https://doi.org/10.1016/j.ijintrel.2016.11.001>
 - Maulana, I. (2022). Hijabophobia and employment discrimination. *Detik*. <https://news.detik.com/kolom/d-6097186/hijabophobia-dan-diskriminasi-tenaga-kerja>
 - Na-Nan, K., Chaiprasit, K., & Pukkeeree, P. (2018). Factor analysis-validated comprehensive employee job performance scale. *International Journal of Quality & Reliability Management*, 35(10), 2436–2449. <https://doi.org/10.1108/IJQRM-06-2017-0117>
 - Noor, A. N. M., Khalid, S. A., & Rashid, N. R. N. A. (2013). Human resource diversity management practices and organizational citizenship behavior: A conceptual model. *International Journal of Academic Research in Business and Social Sciences*, 3(8), 301–308. <https://doi.org/10.6007/IJARBS/v3-i8/144>
 - Obead, L. (2015). “Looking for Walid Masoud”: Looking For Self and Rich Diversity of Narrative. *An-Najah University Journal for Research - B (Humanities)*, 29(4), 637–650. <https://doi.org/10.35552/0247-029-004-002>
 - Ozgen, C., Nijkamp, P., & Poot, J. (2015). The elusive effects of workplace diversity on innovation. *Papers in Regional Science*, 96, 1–21. <https://doi.org/10.1111/pirs.12176>

- Patnaik, B., & Shukla, M. K. (2021). Diversity and equality management system and perceived organizational performance: A mediating role of organizational citizenship behavior. *Business Perspectives and Research*, 9(2), 215–234. <https://doi.org/10.1177/2278533720963515>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Pudipeddi, V. G. S. V., & Yamijala, S. P. (2019). Cross-culture diversity at workplace: A literature review. *Think India Journal*, 22(10), 8881–8890.
- Rah, R. (2023). Indonesian minister of manpower pushes for a workplace without discrimination for women. *CNBC Indonesia*. <https://www.cnbcindonesia.com/news/20230527184240-4-441125/menaker-dorong-tempat-kerja-tanpa-diskriminasi-bagi-perempuan>
- Razak, N. A., Ma'amor, H., & Hassan, N. (2016). Measuring reliability and validity instruments of work environment towards quality work life. *Procedia Economics and Finance*, 37, 520–528. [https://doi.org/10.1016/S2212-5671\(16\)30160-5](https://doi.org/10.1016/S2212-5671(16)30160-5)
- Sabharwal, M. (2014). Is diversity management sufficient? Organizational inclusion to further performance. *Public Personnel Management*, 43(2), 197–217. <https://doi.org/10.1177/0091026014522202>
- Sekaran, U., & Bougie, R. (2016). *Research methods for business* (7th ed.). John Wiley & Sons.
- Sharma, L. (2014). Impact of family capital & social capital on youth entrepreneurship: A study of Uttarakhand state, India. *Journal of Global Entrepreneurship Research*, 4, 1–18.
- Shen, J., D'Netto, B., & Tang, J. (2010). Effects of human resource diversity management on organizational citizen behavior in the Chinese context. *The International Journal of Human Resource Management*, 21(12), 2156–2172. <https://doi.org/10.1080/09585192.2010.509622>
- Sifatu, W. O., Sjahruddin, H., Fajriah, Y., Dwijendra, N. K. A., & Santoso, A. (2020). Innovative work behaviors in pharmacies of Indonesia: Role of employee voice, generational diversity management, and employee engagement. *Systematic Reviews in Pharmacy*, 11(2), 725–734.
- Singh, B., Winkel, D. E., & Selvarajan, T. T. (2013). Managing diversity at work: Does psychological safety hold the key to racial differences in employee performance? *Journal of Occupational and Organizational Psychology*, 86(2), 242–263. <https://doi.org/10.1111/joop.12015>
- Stankevičiūtė, Ž., Staniškienė, E., & Ciganė, U. (2020). Sustainable HRM as a driver for innovative work behavior: Do respect, openness, and continuity matter? The case of Lithuania. *Sustainability*, 12(14), 5511. <https://doi.org/10.3390/su12145511>
- Wicaksana, Y. S. W. (2023). Discrimination for persons with disabilities in the world of work. *Radar Malang*. <https://radarmalang.jawapos.com/opini/811331605/diskriminasi-bagi-penyandang-disabilitas-dalam-dunia-pekerjaan?page=2>
- Wolor, C. W., Wibawa, E. A., Rababah, M. A., & Eranza, D. R. D. (2023). Economic Acceleration after the COVID-19 Pandemic through Improving the Quality of Human Resources in Rural Communities: A Case Study of Bawuran Tourism Village,

- Indonesia. *Southern African Journal of Social Work and Social Development*, 35(2).
<https://doi.org/10.25159/2708-9355/12048>
- Yang, M., Luu, T. T., & Qian, D. (2022). Group diversity and employee service innovative behavior in the hospitality industry: A multilevel model. *International Journal of Contemporary Hospitality Management*, 34(2), 808–835.
<https://doi.org/10.1108/IJCHM-06-2021-0822>