



## Developing an Implementation Model for Gender Equality and Disability Inclusivity at Marriott Group Hotels in Bali to Foster Sustainable Tourism

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### **Abstract**

The implementation of gender equality and disability inclusivity within the hotel industry is a crucial and significant issue in the realm of sustainable tourism. This area has long been a global benchmark for tourism development. As awareness grows among tourism industry stakeholders, residents, and tourists, there is a mounting emphasis on supporting sustainable tourism development. This emphasis is driven by the aim to improve the overall welfare of society, including gender equality and disability inclusivity, as well as to achieve the Sustainable Development Goals (SDGs) set by the United Nations. The specific objectives of this study were as follows (1) To investigate the current implementation of gender and disability practices, (2) To analyze the relationship between the implementation of gender and disability measures as well as employee performance, and (3) To devise a comprehensive model for implementing gender and disability inclusivity at the Marriott Group Hotels. This study aimed to comprehensively explore the implementation of gender equality and disability inclusivity at Marriott Group Hotels in Bali using an interpretive qualitative method. The data collection process through observation, in-depth interviews, the distribution of questionnaires to all HRD Managers using Google forms, and conducting focus group discussions (FGDs) with a purposively selected group of informants. The results showed that the implementation of gender policies was in accordance with existing regulations, while that of disability inclusivity fell short in all the observed hotels. Furthermore, the impact of gender and disability inclusivity on employee performance indicated a positive effect of 63%. Building on the insights gathered from the interviews and FGDs conducted, a model for implementing gender and disability inclusivity was developed and validated. This model was expected to not only increase the achievement of SDGs but also provide robust support for sustainable tourism.

**Keywords:** *Gender; Disability; Hotel*

## Introduction

Gender equality and disability inclusivity are important issues in both tourism and other activities related to human resources. It is imperative to observe that gender equality is a fundamental aspect of the 17 Sustainable Development Goals (SDGs) initiated by the United Nations. Within the broader context of sustainable tourism, the Muller magic pentagon outlined five interconnected elements essential for maintaining the sustainability of a tourism destination. These elements include economic wealth, guest satisfaction, the preservation of a healthy culture, the protection of natural resources, and the well-being of local communities (Donyadide 2010), (Dinu 2016), (Theodorrus, Baharuddin, and Putra 2021). Following this, gender involvement and disability inclusivity have also been topics of study in the field of sustainable tourism. This field seeks to ensure that all parties benefit from any form of development.

As emphasized by Alarcón (Alarcón and Cole 2019), gender equality is recognized as a prerequisite for achieving sustainable tourism. Investigators worldwide have extensively studied the dynamics of gender equality and disability inclusivity in the context of tourism, particularly examining power relations that often leave men in dominating positions, specifically at decision-making levels.

The involvement of Balinese women in tourism development has also been a subject of study since 1996, as explored by Cukier (Cukier, Norris, and Wall 2007). The study showed that while Balinese women are already actively involved in tourism, they tend to earn lower salaries compared to men at similar levels (Angeloni 2009). Another study on gender equality within five-star hotels in the Nusa Dua area of Bali also indicated a degree of gender responsiveness but was yet to address disability concerns (Gst et al. 2021).

Marriott Group operates 25 properties in various locations across Bali, including the Nusa Dua, Jimbaran, Kuta, and Ubud areas. Currently, this group boasts a portfolio of 30 affiliated brands, with an incorporation of 11 Starwood brands into its fold. Previous study indicated that almost all hotels within Marriott Group does not differentiate between genders when it comes to salary distribution. Moreover, the employment of disabled people was based on the operational requirements of each hotel. By actively promoting gender equality and disability inclusivity, this organization has significantly heightened awareness and nurtured an environment that embraces the inclusion of individuals with disabilities in workplaces. This, in turn, can improve the socialization process for these set of employees by promoting disability-related agendas within the workplace and community at large. By uniting employees with and without disability, the organization was able to address both informal and formal barriers in the workplace, creating a harmonious work environment (Kalargyrou and Volis 2017). Accordingly, disability inclusivity practices have been found to enhance the positive effects of good leadership on human resources (Luu 2019). The adoption of gender equality and disability inclusivity within Marriott Group Hotels is highly recommended as it underscores the importance of diversity and inclusivity. Hiring persons with disability contributes to a more diverse and inclusive workforce, ultimately leading to increased customer satisfaction. This is primarily because these employees can better understand and cater to guests facing similar challenges. Currently, many countries legally require hotels to offer equal employment opportunities for persons with disability, thereby fulfilling the objective of SDGs, specifically goals 4, 8, 10, 11, and 17, which emphasized equal access, education, economy, politics and the rights of these individuals (Bolla 2022). It is also crucial to understand that hiring persons with disability can help create a sense of togetherness and teamwork within the hotels because all team members are mandated to work together to achieve common goals. Following this, the employment landscape with regards to gender differs based on the size of the hotel. Hotels with fewer than 200 rooms tend to have a more balanced gender distribution (47% women), while larger hotels with over 200 rooms show a significant drop in the representation of women to just 10% (Segovia-pérez et al. 2018). Recognizing this phenomenon, it is necessary to conduct further study to assess the proper implementation of Marriott Group recommendations, thereby advancing SDGs and setting a model for other hotels to follow.

## Literature Review

### Gender

Gender is a concept that refers to the roles and responsibilities of men and women that occur as a result of and can be changed by the social and cultural conditions of society. Gender is a system of cultural identity and social relations between women and men (Swain 1995). According to the World Health Organization (WHO), gender is the nature of women and men, such as norms, roles, and relationships between groups of men and women, which are socially constructed (Gender 2023). Gender can differ from one community group to another, and can change frequently time. From the definition of gender above, gender is something that is formed socially and not from the body shape of men and women. Gender tends to refer to the social and cultural roles of women and men in certain societies. Meanwhile, gender equality is gender equality, namely the equality of conditions for men and women to obtain opportunities and rights as human beings, so that they are able to play a role and participate in social activities. political, economic, socio-cultural, defense and security. Gender equality means that the behaviors, aspirations and needs of women and men are considered, valued and liked equally. That doesn't mean that women and men have to become equal, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female. According to the UN Organization, gender equality is an important vision "It is the vision that men and women should be treated equally in social, economic and all other aspects of society, and not to be discriminated against on the basis of their gender. Gender equality is one of the objectives of the United Nations Universal Declaration of Human Rights.

### Disabilities

Persons with disabilities may face physical barriers such as inaccessible buildings, transportation, or a lack of assistive devices. They may also face social barriers such as discrimination, stigma, and lack of awareness of their needs and abilities. These challenges can limit their ability to participate fully in society and can result in exclusion, and unequal opportunities. It is very important to recognize and respect the rights of persons with disabilities and give them equal opportunities to participate in all aspects of life. This includes access to education, employment, health and other basic services.

According to Law Number 8 of 2016 concerning Persons with Disabilities, Persons with disabilities are any person who experiences physical, intellectual, mental and/or sensory limitations for a long time in interacting with the environment may experience obstacles and difficulties to participate fully and effectively with other citizens based on equal rights (Undang-undang no 8 tahun 2016 Tentang Penyandang Disabilitas 2016).

Disabilities are part of being human and an integral part of the human experience. It results from the interaction between health conditions such as dementia, blindness or spinal cord injury, and various environmental and personal factors. An estimated 1.3 billion people – or 16% of the global population – currently have a significant disability (WHO, 2023). According to the findings of Groschl (2023) it shows that developing an organizational climate of openness and tolerance, placing employees with disabilities at the center of managerial planning and operational processes, and investing in good human resource management practices are very crucial elements for the integration of people with disabilities in the workplace. So overall by involving workers in an inclusive manner, the company has valued individual life and the life of the nation (Santilli, Ginevra, and Nota 2023)

### International Hotel Groups

International chain hotels are hotel chains or hotel groups operated by the same company or owner. Therefore, a hotel chain is an administrative company, which manages a number of hotels with the

same name but located in different areas. According to Baker, S., Bradley, P., & Huyton (2001) a hotel group is a hotel that is part of an international hotel chain, which is distinguished from private hotels and local hotels. Another definition of a hotel chain is: "a group of hotels which belong to the same company or owner, or are associated in some way" (<https://www.collinsdictionary.com/dictionary/english/hotel-chain>) from several defines This can be interpreted that international chain hotels are hotel groups owned by the same company or owner either in part or as a whole. Some examples of international chain hotels are the Marriot group which manages 30 properties (including the purchased Starwood group), Accor, Hyatt, Sofitel, Novotel, Melia, Four Seasons, Intercontinental, Hilton Conrad, Banyan Tree, Bulgari, and many others.(Wang, Hu, and Christina 2020)

## Employee Performance

Employee performance refers to the level of individual success or achievement in achieving the goals and job responsibilities set by the company or organization where they work. This reflects the extent to which employees have achieved or exceeded work expectations that have been set. Employee performance can cover various aspects, including productivity, work quality, creativity, punctuality, initiative, adaptability, team collaboration, and other factors relevant to employee roles and responsibilities. Employee performance is usually measured and evaluated periodically by their superiors or managers. This performance evaluation aims to provide feedback to employees regarding their achievements, identify strengths and areas that need improvement, and assist in making decisions regarding awards, development or corrective actions needed.

According to Robbins, performance indicators are divided into 6 namely: quality, quantity, timeliness, effectiveness, independence and commitment, as described below:

- a. Quality. Quality of work is measured from employees' perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees.
- b. Quantity. This is the amount generated expressed in terms such as the number of units, the number of activity cycles completed.
- c. Punctuality. Is the level of activity completed at the beginning of the stated time, seen from the point of coordination with the output results and maximizing the time available for other activities.
- d. Effectiveness. Is the level of use of organizational resources (energy, money, technology, raw materials) is maximized with the intention of increasing the results of each unit in the use of resources.
- e. independence. Is the level of an employee who will be able to carry out his work duties.
- f. work commitment. Is a level where employees have a commitment to work with agencies and employee responsibilities towards the office.

## Sustainable Tourism

Sustainable tourism is tourism that leads to the management of all resources such as economic, social and aesthetic needs while maintaining cultural integrity, essential ecological processes, biodiversity and life support systems. In addition, sustainable tourism development is described as a process that meets the needs of the presence of tourists and host communities while protecting and increasing future needs. environmental change in other words the environment must be maintained, not causing cultural and social disharmony of the local population, and economically fulfilling both the company, the government, and the benefits for the local population (M. Mowforth 2016).

## **Method**

This study adopted a qualitative-interpretative analysis approach, focusing on gender equality and sustainable tourism. Accordingly, the observed data were collected through various methods, including observations, administration of questionnaires using google forms, interviews, and focused group discussions (FGDs). To ensure accuracy and completeness, a voice recorder was employed to conduct in-depth interviews with the respondents. The HRD Manager (HRD Cluster) representing the Nusa Dua cluster, Kuta, Jimbaran, was also engaged in these interviews. Additionally, the FGDs participants were selected from five main clusters, namely Westin Nusa Dua, Renaissance Uluwatu, Fourpoint by Sheraton Kuta, Sthala Ubud, and St. Regis Nusa Dua. After the data collection process, analysis was carried out using the qualitative analysis procedure proposed by Miles et al (Miles, Huberman, and Saldaña 2014). This procedure involves data reduction, presentation, and verification, as well as the drawing of a conclusion.

## **Result and Discussion**

SDGs function as a comprehensive global framework that guides development efforts both at the national and international levels. These goals are interrelated and work in synergy to achieve sustainable, equitable, and inclusive development for all. Gender equality and disability inclusivity issues are closely connected to the Sustainable Development Goals (SDGs). Goals 5 and 10 specifically and directly tackle these concerns. Furthermore, these two issues were found to have a cross-sectoral relationship with other goals outlined within the SDGs.

1. Gender Equality (Goal 5): This goal focuses on attaining gender equality and empowering women. It recognizes the importance of combating discrimination against women and girls while ensuring equal access to education, healthcare, employment, and active participation in political and economic spheres. This goal aims to eliminate violence and adverse treatment against women while recognizing their empowerment as an integral part of sustainable development.
2. Decent Work and Economic Growth (Goal 8): This goal emphasizes the importance of creating fair and decent employment opportunities for all individuals, including women and persons with disability. It was developed with the aim of reducing inequalities in pay and treatment within workplaces, ensuring that everyone has access to decent work opportunities.
3. Disability Inclusivity (Goal 10): This goal aims to reduce inequalities within and between countries, addressing the specific disparities experienced by persons with disability. SDGs recognize the importance of promoting inclusivity, enabling full participation, and ensuring equal access for persons with disability across various aspects of life, including education, employment, accessibility, and involvement in decision-making.

Furthermore, gender equality and disability inclusivity related issues are also correlated with other SDGs, such as:

1. Quality Education (Goal 4): Gender equality and disability inclusivity play crucial roles in determining access to and equity in education. This goal seeks to ensure inclusive, quality, and equitable education for all, regardless of gender or disability.
2. Health and Well-being (Goal 3): This goal aims to provide universal access to health services and promote the overall well-being of all individuals, including women, girls, and persons with disability.
3. Sustainable Cities and Settlements (Goal 11): Inclusive and sustainable cities and settlements must consider gender and disability concerns to guarantee equal access to public facilities and services.



By incorporating gender and disability considerations into various SDGs, an inclusive, just, and sustainable society, where all individuals have equal opportunities to participate in and benefit from development can be developed.

## **1.The Relationship between the Implementation of Gender and Disability with Employee Performance at Marriott Group Hotels in Bali**

The obtained results from the interviews and questionnaires administered to managers and staff of Marriott Group Hotels are summarized in this section. The following inferences were drawn from the results:

- a. The results showed that the presence of employees with disability did not negatively affect the quality of routine. Instead, it can lead to an improvement in work quality. Persons with disability often face unique challenges that foster adaptability, thereby making them experts in navigating various situations and workplace issues. These set of employees are also always highly motivated to showcase their abilities and make meaningful contributions at work. This drive can lead to a higher level of dedication and better overall results. Moreover, the physical or mental limitations of employees with disabilities necessitates creative approaches to completing tasks. They also have a unique perspective and can think outside the box, leading to the development of innovative solutions to the challenges at hand. It is important to comprehend that when these set of employees feel valued and accepted in the work environment, they tend to be more loyal to the organization and feel satisfied with their jobs. This can potentially reduce employee turnover rates and increase productivity.
- b. This study confirms that the presence of employees with disability does not reduce the discipline and punctuality of other employees. Employees with disability exhibit the same level of professionalism, discipline, and punctuality as their counterparts. This finding emphasizes that the physical or mental condition of an individual should not hinder their ability to carry out work tasks with professionalism and efficiency.
- c. The obtained results also indicated that the existence of employees with disability did not reduce the independence of other employees. Independence, in this context, refers to the ability of an individual to perform tasks or activities without excessive reliance on others. It involves physical, mental, emotional, and social abilities. It is crucial to understand that employees with disability may require certain adjustments or support to work effectively. However, this does not diminish the capacity of these employees to contribute with their unique abilities, such as adaptability, creativity, and persistence.
- d. It was also found that the presence of employees with disability does not reduce the overall quality of work among employees. The quality of employee work refers to the extent to which an individual can carry out designated duties and responsibilities properly, efficiently, and effectively within an organization. This quality is assessed based on various factors, including productivity, punctuality, initiative, creativity, reliability, teamwork, attitude, expertise, and responsibility. Undoubtedly, having employees with disability can even increase the overall effectiveness of hotel operations.

## **2.Model for the Implementation of Gender and Disability at Marriott Group Hotels in Bali as an Effort to Support Sustainable Tourism**

In the process of designing the model for the implementation of gender equality and disability inclusivity at Marriott Group Hotels, a preliminary draft was created, drawing insights from several previous studies. This initial draft was then adjusted to suit the unique HR characteristics of each property and the current management practices. Through a series of focus group discussions, held at the Fairfield by Sheraton Legian Hotel, it was agreed (Figure 1) that the model designed, for the time being, should

adopt elements of gender equality and disability inclusivity, aligning with the specific context of Marriott Group Hotels in Bali.

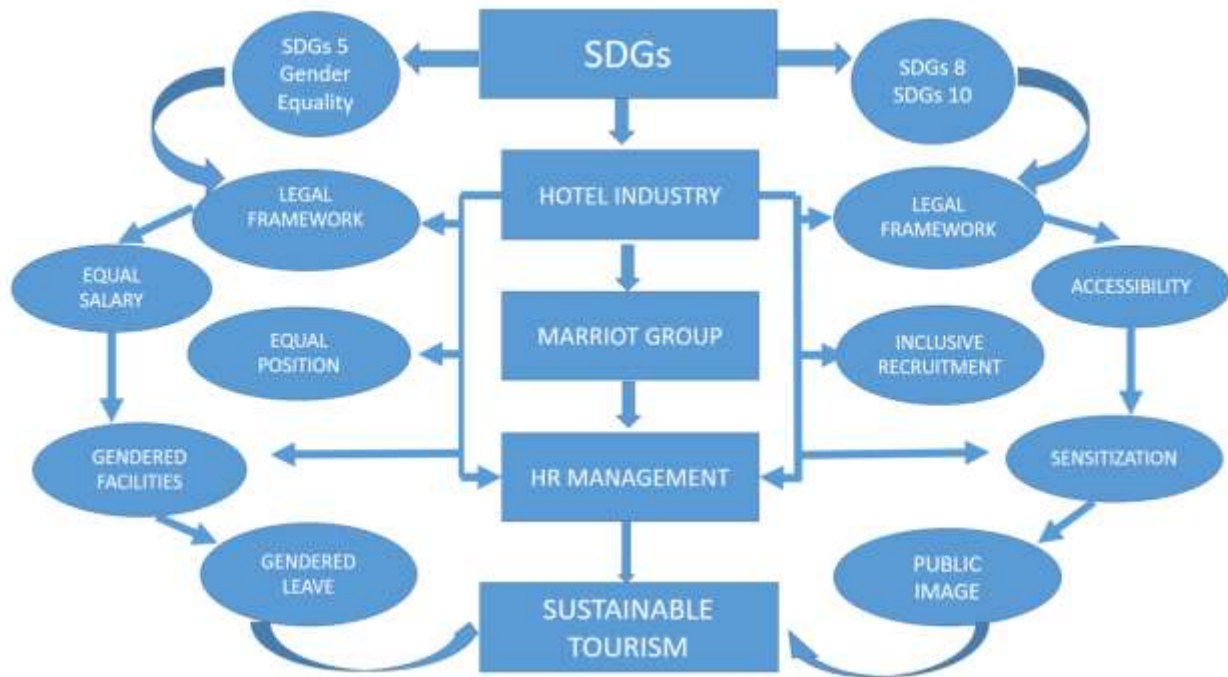


Figure 1 Model of Gender and Disability in Marriott Group

### 3. Description on the Left Side of the Model Image (Gender)

a. Gender equality (Goal 5): Goal 5 of the SDGs focuses on achieving gender equality and empowering all women and girls. The key targets of this goal include:

- Ending all forms of discrimination against women and girls.
- Eliminating all forms of violence and harmful practices towards women and girls.
- Recognizing and appreciating the services rendered and work carried out by women.
- Ensuring that all women can fully participate in political, social, and economic life.

b. Legal Framework

The implementation of gender equality in Marriott Group Hotels aligns with Indonesian labor regulations relating to gender mainstreaming. These regulations include Presidential Instruction No. 9 of 2000, Law No.7/1984 concerning the Ratification of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)(CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN 1984), Presidential Regulation (PERPRES) Number 59 of 2017 concerning the Implementation of SDGs, among others. At Marriott Group Hotels, it is ensured that:

- a. There is no differentiation in salary and position based on gender. All employees, regardless of gender, are offered equal opportunities and salaries, including for managerial positions.
- b. The facilities provided to employees are gender-neutral, ensuring equal access to all. For women employees and guests staying overnight, gender-responsive facilities, such as lockers, toilets, children rooms, and children play areas have been thoughtfully prepared to cater to their needs.
- c. Equal leave policies are implemented in accordance with labor regulations and applicable to both men and women employees. Specifically, women employees who are pregnant or those who give birth are also entitled to their maternity rights.

#### 4. Description of the Right Side of the Model (Disability)

- a. SDGs 8 and 10: SDGs 8 focuses on promoting sustainable and inclusive economic development, full and productive employment, and decent work for all. Meanwhile, SDGs 10 centers on reducing inequalities, both within and between countries, by embracing diversity, equality, and inclusivity in the workplace (Stephen P. Robbins 2023).
- b. The Legal Framework: The implementation of disability inclusivity follows a similar legal framework as gender equality but with additional regulations specific to disability. This includes compliance with Law No. 8 of 2016 (Undang-undang no 8 tahun 2016 Tentang Penyandang Disabilitas 2016) concerning persons with disability. According to this law, an individual can be considered disabled if the person is experiencing long-term physical, intellectual, mental, and/or sensory limitations, which may drastically hinder their full and effective participation in society.
- c. Accessibility: In the model, accessibility refers to providing opportunities for persons with disability to participate or be recruited as employees, as well as ensuring access to facilities within the hotel while they are at work.
- d. Inclusive Recruitment: as mandated by the regulations, Marriott Group Hotels are committed to inclusive recruitment practices. This involves recruiting and placing persons with disability in departments suitable to their existing level of situation. The hotels ensure that the recruitment process does not discriminate against these persons or those with diverse gender identities. This includes making job postings and descriptions accessible to these individuals and ensuring that the interview process accommodates their needs.
- e. Sensitization: Sensitization in this context pertains to raising awareness and understanding about disability to promote care, empathy, inclusivity, and support for disabled people. This involves educating people, organizations, and communities about the challenges faced by these individuals, the barriers they encounter, and the importance of creating an accessible and inclusive environment. The goal of sensitization is to cultivate a more accepting and supportive society, where persons with disability are treated with respect and dignity and offered equal opportunities to participate in all aspects of life.
- f. Public image: By employing persons with disability, Marriott group hotels could enhance their public image in several ways. Embracing such diversity and inclusivity showcases a commitment to social responsibility and equal opportunities. By showing a genuinely inclusive work culture, the hotels can positively impact their reputation and appeal to socially conscious customers, employees, and stakeholders, ultimately fostering a more positive public image.

#### **Conclusion**

From the discussions that have been carried out, it can be concluded that the implementation of gender and disability in the Marriott group hotels has been carried out properly, especially the application of gender is in accordance with existing regulations. However, not all hotels apply it for disabilities due to several obstacles such as physical accessibility, lack of placement, costs, and training for workers with disabilities. The relationship between the application of gender and disability with employee performance at the Marriot Group Hotel in Bali was stated to be positive, because in general the presence of gender and disability can improve employee performance in terms of quality, quantity, discipline/timeliness, independence and effectiveness. The design model that has been verified by the hotel shows that the implementation of gender and disability in the Marriot group hotels is covered by SDGs, especially goal 5 (gender) and goals 8 and 10 (disability). Both sides of the model with all their respective indicators must work well so that sustainable tourism can be achieved.



### Recommendation

Based on the results of the discussion on gender and disability implemented in the Marriott group hotels, it is recommended that recruiting persons with disabilities in all hotels, both full-time, part-time and trainee workers in the appropriate departments so that all people who have competence but have physical and mental limitations can be accepted to work in hotels without any discrimination.

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