

1 **The Inclusion of Minority Groups in Tourism Workforce: Proposition of an Impression**
2 **Management Framework through the lens of Corporate Social Responsibility**

3

4 Abstract

5 The inclusion of minority groups in the tourism workforce through the lens of corporate
6 social responsibility (CSR) and the dignity of work has received less attention in the academic
7 and industry narration. Reasons include the limited knowledge, in particular, the theoretical
8 development in the field, and practitioners don't know how and to what extent inclusion of
9 minorities could improve the image of firms and the attainment of the SDGs. This paper
10 develops an impression management model along with nine propositions by including minority
11 groups as CSR strategy and its association with corporate image, and SDGs. It incorporates
12 impression management theory and CSR approach and elaborates on implications to attain
13 Sustainable Development Goals 8, 10, and 16 through an inclusive tourism workforce.

14

15 Keywords: Tourism workforce; Sustainable Tourism; Minority groups; Impression
16 management; Corporate Social Responsibility (CSR)

INTRODUCTION

The hospitality and tourism industry has advanced in the intensity of awareness regarding the role it plays in endorsing social community well-being (Kalargyrou & Volis, 2014) and social entrepreneurship (Kalargyrou, Kalargiros, & Kutz, 2018). Despite this social awareness, little attention has been given to the workforce of minority groups (MGs) and the dignity of their work in hospitality and tourism literature. The inclusion of minority groups such as immigrants, Black, Indigenous, and People of color (BIPOCs), and Persons With Disability (PWDs) in the workforce towards the attainment of the Sustainable Development Goals (SDGs) is not having the desired attention in tourism academic discourse (Baum, Kralj, Robinson, & Solnet, 2016; Koseoglu, Hon, Kalargyrou, & Okumus, 2020). Indeed, literature on organizational diversity shows that organisations tend to produce their own social representations by the use of loose and material practices (Jammaers & Zanoni, 2021) rather than the actual representation of minority groups in society. This systematically marginalizes minority groups, and deepens inequality, as it contributes to socio-ideology control through the self-reflexive description relating to ableism (Boussebaa & Tienari, 2021).

Research on the social dimension of the workforce, reflecting sustainability and work dignity in the tourism industry, which provides over 760 million jobs globally, has received insufficient attention (Winchenbach, Hanna, & Miller, 2019; Baum, et al., 2016). Also, sustainable human resource management and development through inclusion and descent work for minority groups have been less developed in the tourism context (Baum et al., 2016). Hence, the social and economic well-being of the minority needs more attention in the tourism literature.

Although it is recognized that issues of minority groups are discussed in the literature, revealing that such groups should be given an equal chance in political, economic, as well as

1 social activities and equal employment practices (United Nations, 2019), their inclusion in the
2 tourism workforce for the attainment of the United Nations Sustainable Development Goals
3 (SDGs) seem to have inadequate attention (Koseoglu, et al., 2020). This paper acknowledges
4 this issue as problematic because according to the United Nations Sustainable Development
5 Goals (SDGs), discrimination against minority groups is undesirable and must be actively
6 addressed not only in the industry but also in academic discussions. It is, therefore, important
7 to have a closer look at the goals by the United Nations that drive the direction of the current
8 study to three specific SDGs. 1) Goal 8, which seeks to promote sustained and inclusive
9 economic growth, productive employment, and decent work for all; 2) Goal 10, which focuses
10 on reducing inequality through empowering, encouraging, and promoting social, economic,
11 and political inclusion for all minority groups (e.g., PWDs); and 3) Goal 16 that aims to
12 promote peaceful and inclusive societies as well as institutions at all levels for sustainable
13 development (United Nations, 2019).

14 Previous researchers have used different theories to examine minority groups and their
15 work-life. Notable among them are the self-image theory (Martin & Honig, 2020), grounded
16 theory, theory of reasoned action (Beatty, Baldrige, Boehm, Kulkarni, & Colella, 2019), role
17 theory, social identity theory, stakeholder theory, and psychodynamic theory (Halid, Osman,
18 & Abd Halim, 2020). These theories tend to outline the social structures and distinctions
19 between MGs and the movement of individuals across groups but attention have not given to
20 the inclusion of MGs in the workforce through the lens of impression management and CSR
21 approach.

22 Drawing on the impression management theory, we suggest that the inclusion of MGs
23 in the workplace can be viewed as corporate social responsibility (CSR) actions and will have
24 both internal (employees) and external (customers) members seeing a truly fairness and
25 responsible organization (Koseoglu, et al., 2020). To create and maintain the impression of

1 inclusion in a hospitality organization, a diverse workforce (e.g., including PWDs and BIPOCs)
2 should be considered. This improves the moral, ethical, and inclusive brand image of an
3 organization and serves as a way to help communities to be more inclusive and sustainable
4 through its social responsibility strategies while providing decent work for all to attain a sense
5 of self-respect and dignity (Di Fabio & Maree, 2016, p.9). Managing the dignity and impression
6 of various stakeholders through the CSR of consciously including the minority in society (e.g.,
7 PWDs) and in the workforce is important. It reflects a moral and social responsible employer
8 and ultimately increases the firms' employment attractiveness, satisfaction, and commitment
9 to the company, favorable firm identification and brand image, and customer return intention
10 (Khan, Korac-Kakabadse, & Skouloudis, 2018). At the same time, it will contribute to the
11 realization of the SDGs as decent work is provided to everyone including the minority groups.

12 Again, this study contributes to the tourism literature because extant studies that are
13 related to the employment of MGs are neither industry-focused (Koseoglu, et al., 2020) nor
14 human resource practice-focused (Kalargyrou, Barber, & Kuo, 2018), lacking strong
15 theoretical support and development. To fill these research gaps and ensure sustainable
16 development in long run, the current study develops an impression management model with a
17 list of propositions for future research to address using specific MGs. This will encourage
18 tourism organizations and destination management organization (DMO) managers to establish
19 impression management to include MGs in their workforce and respond to the calls for equal
20 employment opportunities (Baum & Thanh Hai, 2019), and provide decent and productive
21 work environments (Winchenbach et al., 2019) in the effort of working towards the attainment
22 of the SDGs suggested by the United Nations (2019).

23 , this paper develops an impression management framework and a CSR research model
24 (Figure 1) that integrates impression management theory to explain the mechanism underlying
25 the relationships between the inclusion of MGs in the workforce, social corporate

1 responsibility, impression management attributes, and relevant stakeholders that result in
2 diverse outcomes for organizational sustainability and workforce dignity in the tourism context
3 in long run. Practically, this paper suggests that impression management in organizations
4 and the corporate social responsibility strategy are both crucial and interdependent regarding
5 the employment of MGs (both frontstage and backstage) to manage the impressions of various
6 stakeholders. Theoretically, incorporating both concepts and elaborating on their functions and
7 implications has a pivotal role in deepening our understanding of how employing skilled MGs
8 as a corporate social responsibility strategy leads to the management of impressions about the
9 organization for corporate sustainability as well as promoting sustained inclusive economic
10 growth, productive employment and decent work for everyone. It will help to bridge the
11 research gap in the literature between the two interwoven concepts by drawing attention on
12 how impression management theory stimulates tourism managers engagement in CSR and
13 work dignity in the tourism sector.

14 <<<<<<Please insert Figure 1 here>>>>>>

15 *Defining Minority Groups (MGs)*

16 Researchers, both within and outside the tourism discipline, have been operationalizing
17 the term obliquely with erroneous understandings (Gillovic, McIntosh, Darcy, & Cockburn-
18 Wootten, 2018) and sometimes with questionable nuances that put more impediments in
19 achieving inclusiveness. In this study, we define a minority group as an identified body of
20 individuals with similar characteristics such as ethnicity, race, ability or disability, religion,
21 orientation or other characteristics whose identity, activities and /or practices are fewer than
22 the larger or main groups in similar categorizations. One of the major minority groups
23 recognized worldwide, with employment challenges, is the Persons with Disability (PWDs).
24 This group is defined by their level of conspicuous ability (e.g., ability to walk, see, or hear) or

1 non-visible conditions including diabetes, heart diseases, epilepsy, among other inconspicuous
2 conditions (Houtenville & Kalargyrou, 2012).

3 Reflecting on this notion, minority groups are seen as people with less ability, in the
4 world of the majority, to perform an activity as a result of discrimination (McKinney & Swartz,
5 2019; Doorne, Ateljevic, & Bai, 2003). In the current study, we agree with Gillovic et al. (2018)
6 and Titchkosky (2003) that the language and words used in defining and describing minority
7 groups such as PWDs and their disabilities should remove rather than create barriers and also,
8 create empowering or supportive environments for their inclusion to enhance sustainability.
9 Therefore, describing them should not focus on discriminatory prejudices, their inability, or
10 the functional limitation of an individual, describing it as a challenge/inability or impairment
11 (e.g., blindness in the case of PWDs). This, therefore, suggests that to achieve inclusivity,
12 minority groups are to be accepted and included in the workforce to enhance the sustainability
13 of organizations and to create an inclusiveness culture in societies while putting in place desired
14 and flexible working conditions for decent work.

15

16 THEORETICAL DEVELOPMENT

17 *Impression Management Theory*

18 The theory of impression management was developed by Goffman (1959) which has
19 been used in different ways (Cüre, Esen, & Özsözgün, 2020). Tedeschi and Riess (1981)
20 defined it as a means through which one can gain social power by the use of mindful and active
21 manipulations of social interactions. Similarly, the self-presentation process individuals use,
22 attempting, to control the impressions of others, happens as a result of an actor's goal to create
23 and maintain an identity, through strategically exhibiting verbal and non-verbal behaviors that
24 affect the views of the noteworthy onlookers, or decision-makers as desired by the actor

1 (Nichols, 2020). In this study, we define impression management as the conscious effort to
2 create the desired image of the firm in the minds of various stakeholders by influencing the
3 way they are seen through concealment, self-promotion, exemplification, and attribution to
4 gain an impressive corporate image.

5 From an employee perspective, decent work and fair compensation are important issues
6 in the formation of impressions backstage. Though employees evaluate the working conditions,
7 they are often oblivious about the fairness of their compensation or whether their benefits and
8 outcomes are commensurate with what they deserve because of the incompleteness and
9 ambiguous information at the lower level (Hon & Gamor, 2021; Hon & Lu, 2015; Hon, Lu, &
10 Chan, 2015; Leung, Wang, Hon, 2011). Therefore, tourism organizations need to create a fair
11 and social responsible corporate impression that will translate into desired behavior towards
12 customers, especially among minority groups, employers should ensure that enabling
13 environment is created to be less strenuous, and a more equal and favorable working
14 environment to build trust and dignity. For example, if tourism firms include PWDs into their
15 workforce, are employed to fill the right positions, provided with the enabling environment,
16 and invite them to participate in decision-making, it can enhance employees' self-esteem and
17 perception that the company is fair and socially responsible. These positive impression can
18 increase benefits for both company and employees through desirable employee-customer
19 interactions for positive marketing image, and decent work (Cüre et al., 2020) for groups like
20 PWDs in the tourism industry.

21 From customer loyalty perspective, tourism organizations are interested in their
22 corporate performance and the self-projected image aimed at influencing the way tourists or
23 consumers see them (Hellmann, Ang, & Sood, 2020). Impression management may involve
24 verbal or non-verbal ways to attract and retain the attention of the targeted individual, group or
25 population which the organization wants to impress. In view of this, destinations and

1 organizations use emblematic actions to construct and uphold their legitimacy, which attracts
2 tourists and consumers and constitutes a share of their public image (Roth, Klehe, & Willhardt,
3 2021). Therefore, organizations are motivated by the aspiration to present a well-crafted self-
4 serving view of organizational performance and may engage in attribution or concealment
5 behaviors (Hellmann et al., 2020; Merkl-Davies & Brennan, 2007) to promote/protect self-
6 image. The impression theory, therefore, suggests that the actions of an organization are
7 motivated by concerns about the corporate image. This leads to the activation of target-driven
8 strategies such as the inclusion of MGs and its communication to the target audience to ensure
9 that the image perceived is accurately mirroring what the organization wants to portray to the
10 public.

11 From a market competition perspective, in an ever-changing and a turbulence and
12 competitive environment such as the latest worldwide pandemic issue and post pandemic
13 tourism market where production and consumption are simultaneous actions, organizations
14 need to form favorable impressions in the minds of various stakeholders, to enhance their
15 chances of survival (Senbeto & Hon, 2021a; Senbeto & Hon, 2021b). Thus, firms are to strive
16 to be innovative and create equal employment opportunities to promote pluralism and control
17 their placement within the society through effective social interactions. They can do so by
18 showing that they welcome diverse customers by employing MGs in the workplace (Koseoglu,
19 et al., 2020; Rosenbaum, Baniya, & Seger-Guttman, 2017). Friedner (2013) suggested that
20 people are usually impressed with organizations that embrace diversity, provide decent work,
21 and consequently improve social inclusion, peaceful coexistence and tolerance.

22 In addition, gatekeepers of various organizations in the hospitality and tourism industry
23 consider MGs for employment for reasons beyond benefiting the organization. An extensive
24 review of the labor literature reveals that organisations employ talents for example with
25 disabilities to help them gain more self-confidence (Vashishth & Jhamb, 2021), improve

1 standards of living through equal employment opportunities (Lindsay, Cagliostro, Albarico,
2 Mortaji, & Karon, 2018), provide sources of income, increase social connections, and improve
3 their sense of belongingness (Kuiper, Bakker, & van der Klink, 2016; Vashishth & Jhamb,
4 2021). Moreso, employers may aim to improve equality, fairness, and sustained development
5 (Kuo & Kalargyrou, 2014; Vashishth & Jhamb, 2021) within the societies they operate. In the
6 tourism industry, such a humanitarian agenda can be incorporated in organisations by ensuring
7 decent work through corporate social responsibility strategies.

8

9 *Decent work through Corporate Social Responsibility*

10 The value of dignity in tourism employment is very important in the attainment of the
11 sustainable development agenda set for 2030 by the United Nations (United Nations, 2019).
12 Having decent work for all within the industry reflects employment supported by social
13 protection, social dialogue and workers' rights ranging from work conditions, empowerment,
14 equality, health and safety, remuneration, income security, and non-discrimination at work
15 among others as expressed by Baum, et al. (2016), Tuomi et al. (2020) and Winchenbach et al.
16 (2019). Many states in the European Union recognise decent employment as an employment
17 indicator. However, the welfare of PWDs is not considered as part of the many variables
18 including wages, age, and level of education (Peña-Sánchez, Ruiz-Chico, Jiménez-García, &
19 López-Sánchez, 2020). This deficiency can be absorbed through Corporate Social
20 Responsibility (CSR).

21 Corporate social responsibility (CSR) has been a popular topic of discussion in
22 management, marketing, and business administration literature over the past two decades
23 (Albuquerque, Koskinen, & Zhang, 2019; Wang, Xu, Li, & Chen, 2018). It is a strategic
24 concern for organizations around the world, especially multinational organizations. CSR can

1 be discussed mostly based on sustainability, improvement in the welfare of employees and
2 consumers, as well as fairtrade. We refer to CSR as the obligations that an organization is
3 having towards an inclusive society or to those who are directly or indirectly affected by its
4 policies and practices as a corporate body that can be stakeholder-driven, performance-driven,
5 or motivation-driven.

6 CSR can be regarded as a product and service differentiation strategy which also
7 includes social concerns of employees, customers, and society. According to the impression
8 management theory, inclusion of MGs is the management of a firm's impression and an
9 important employment issue, which requires strategic decisions to design and develop internal
10 and external organizational images to enhance awareness of disability workforce potentials,
11 management and training employees, provision of decent employment, in addition to the
12 relationships existing between businesses of MG such as entrepreneurs with disabilities (Pérez,
13 Romeo, & Yepes-Baldó, 2018). These strategic decisions enhance the quality of life of
14 members of society in minority groups.

15 CSR actions geared towards the inclusion of MGs in the workforce are indicators of
16 equal employment and diversity of the firm. This strengthens the trustworthiness of employees
17 and the general public toward an organization's corporate image (Koseoglu, et al., 2020). For
18 instance, creating open and fair employment opportunities for PWDs, racial minorities, or
19 LGBTQ significantly improves their quality of life and economic benefits the communities in
20 which they live (Lindsay et al., 2018). Though few studies have empirically proven that CSR
21 regarding MGs has an impact on the success of a business (Miethlich & Oldenburg, 2019), it
22 is evident that including MGs in the workforce can be used as a differentiation strategy to
23 uniquely position an organization in the market place (Koseoglu, et al., 2020; Vashishth &
24 Jhamb, 2021). It also creates awareness of the capacities of PWDs, improves their personal

1 development and empowerment, dignity, and self-confidence (Rosenbaum, Baniya, & Seger-
2 Guttmann, 2017). On the basis of these reasonings, it is proposed that:

3 *Proposition 1: Concern about impression management can result in the*
4 *activation of a target-driven corporate social responsibility strategy of*
5 *providing decent work for MG s through a firm's CSR.*

6

7 *Organizational Policy towards Inclusion of MGs in Tourism Workforce*

8 Tourism is a complex, human-driven, and heterogeneous sector (Hon & Gamor, 2021).
9 By these characteristics and more, employees are drawn from different sectors with different
10 skills and cultural backgrounds. Extant literature shows that the workforce employed in the
11 tourism sector is generally changing over the years. However, the underlying characteristics of
12 work seem to be unchanging since the early 1930s (Baum, 2015). For decades, employment in
13 the tourism and hospitality industry continues to have low entry barriers, seasonality, operating
14 in turbulence and dynamic working conditions (Hon & Lu, 2016; Senbeto & Hon, 2020), poor
15 remuneration (Bibi, Bilal, Ahmad, & Hussain, 2020), and, huge compensation gaps (Hon &
16 Gamor, 2021) with work intensity increasing when workload and activities of other sectors and
17 industries have ended or reduced (Gamor, Amissah, Amissah, & Nartey, 2018; Khorakian,
18 Nosrati, & Eslami, 2018). This, coupled with the rapidly changing diversity and skill
19 requirements, make tourism a challenging sector to work in (Yıldırım, 2020). This calls for a
20 shift in training and human resource management practices to match up with the ever-changing
21 and demanding clients. Though there are glaring changes in functional level management of
22 the tourism workforce, marginal changes occur in employment practices and employee
23 experience. This includes the incorporation of MGs into the tourism workforce.

24

1 *Organizational culture.* A myriad of situations and factors prevent PWDs from entering
2 the tourism job market (Houtenville & Kalargyrou, 2012). The situations may be from
3 organizations or the individual with a disability. These concerns range from lack of education
4 to the nature of work and workplace environment in the tourism sector. Among barriers to the
5 inclusion of MGs in the workforce, the organizational culture created by the attitudes of senior
6 managers and employees towards MGs in the tourism industry is a major contributor to the
7 heightened negative impact of this marginalization of the workforce, leading to the loss of the
8 advantage to attract an untapped customer base (e.g., travelers with disabilities, and LGBTQ).
9 All over the world, persons with disabilities, for example, battle with inclusion in society and
10 are well known for having higher rates of unemployment compared to persons without
11 disabilities (Koseoglu, et al., 2020; Lindsay, et al., 2018; Ang, 2017).

12 *Stereotype.* Cultural bias concerning MGs, a practice with its roots from antiquity, is
13 still found in modern living and social practices including human resource management and
14 development practices. This discrimination tends to create barriers (both mentally and
15 physically) especially in employment (Hui, Tsui, & Tavitiyaman, 2021). Such individuals need
16 to work to cater for themselves and their families. However, the barrier of perceived inability
17 by the general public does not encourage the inclusion of MGs into the workforce. Research
18 over the past two decades reveals that MGs face the challenge of stigma within the communities
19 they live, and their work environment as well as negative attitudes or attitudinal bias (Ang,
20 2017). MGs, in comparison to their counterparts in the majority group, with the same
21 qualifications, but have low chances of being employed (Miethlich, 2018). Stereotype against
22 minority groups such as BIPOCs and immigrants increases discrimination and makes them shy
23 away from social and economic activities and also, prevent them from successfully climbing
24 the career ladder (Hidegh & Csillag, 2013). Also, limited legal pressure and policy awareness

1 contribute to the deepening marginalization. Therefore, raising questions about the inclusion
2 of MGs into the workforce today.

3 *Organizational policy.* Tourism is so diverse that it is challenging to have an all-
4 encompassing interpretation for the management of human resources in this sector. Priority is
5 given to good human resource practices that are focused on the productivity levels of
6 employees with little attention to the social and health wellbeing of employees in general and
7 MGs (e.g., PWDs) in particular (Croes, Ridderstaat, & Shapoval, 2020). As tourism grows, the
8 human resource base required also grows. Irrespective of the growth in tourism, internal and
9 external organizational barriers prevent the inclusion of MGs in the workforce of tourism-
10 related organizations (Koseoglu, et al., 2020).

11 *Leadership.* Vashihth, et al. (2019) argued that the nature of tasks as well as the job
12 roles available in the tourism and hospitality sector contributes to the barriers by generating
13 impractical and problematic expectations for MGs. There is a belief that MGs' employment
14 output needs upward adjustment because their work output is said to leave much to be desired.
15 Employers may believe that MGs cannot perform tasks available as they are thought to be
16 people who lack the knowledge and experience to perform certain tasks to achieve set standards
17 (Mitra, Posarac, & Vick, 2011). Another reason is the lack of self-confidence on the part of
18 members of marginal groups. Besides, ethical and responsible leadership has been noted to
19 influence and moderate the implementation since leaders contest with both implicit and explicit
20 forms of CSR to determine the way forward in a service-based organization (Joshi & Thomas,
21 2019). Leadership has the power to disallow the inclusion of MGs in the workforce as a desired
22 CSR strategy. Hence, we propose:

1 *Proposition 2:* The relationship between impression management
2 inception and decent work for MGs through CRS will be moderated by
3 organizational culture.

4
5 *Proposition 3:* The relationship between impression management
6 inception and decent work for MGs through CRS will be moderated by
7 organizational policies.

8
9 *Proposition 4:* The relationship between impression management
10 inception and decent work for MGs through CRS will be moderated by
11 responsible leadership.

12
13 *Outcomes of decent work for MGs through CSR in the Tourism Workforce*

14 For CSR to help attain the SDGs, there is the need to shift attention from the
15 management-focus discourse that dominates the literature. This will help reduce the
16 instrumentalisation of disadvantaged groups (such as new immigrants, indigenous people, and
17 PWDs). Therefore, providing decent and equal employment for the benefit of reducing
18 inequality and increasing sustained inclusivity and enhanced quality of life of MGs in the
19 tourism workforce should be given attention. This can be achieved by providing MGs with
20 enabling working environment that reduces the strenuous working conditions and break down
21 the psychological barriers inhibiting their acceptance and participation in the tourism
22 workforce. As a result, MGs will benefit from increased access to decent employment,
23 improvement of self-confidence and dignity, income security, and empowerment that will lead
24 to personal development of the MG (Rosenbaum, et al., 2017). This will create a positive
25 image, from backstage, that influences employees, to have a favorable inclination towards

1 organizations who adopt CSR practices and that leads to a mutual benefit for the organisation
2 and MGs.

3 Reduction of employee turnover while increasing commitment to the organization,
4 improvement in its attractiveness, and enhancing diversity are the main benefits that the
5 organisation may have (Hui, Tsui, & Tavitiyaman, 2021). These are important benefits
6 to organisations considering the high rate of human capital turnover and high cost of operation
7 in the tourism and hospitality industry, in addition to increased productivity, and
8 competitiveness (Hui et al., 2021; Lindsay, et al., 2018) and support from the government and
9 the immediate social communities. With this, both the organisation and the MGs will benefit
10 and develop together, ensuring that the organisation takes no undue advantage of the
11 vulnerability of MGs. We, therefore, propose that:

12 *Proposition 5a:* Providing decent work for MGs through CSR will result
13 in benefits to tourism organisations.

14
15 *Proposition 5b:* Providing decent work for MGs through CSR will result
16 in benefits to MGs

17 *Corporate Social Responsibility Communication and Potential Outcomes*

18 Rhou and Singal (2020) suggest that study into corporate social responsibilities in the
19 hospitality and tourism sector is relatively young needing rapid academic inquiry. However,
20 the results of studies on CSR are largely inconclusive (Theodoulidis, Diaz, Crotto, & Rancati,
21 2017). Although results may be inconclusive, researchers in the tourism and hospitality field
22 commonly agree that the implementation of corporate social responsibility can help in
23 reputation building which means it is used as a technique for achieving an impressive corporate
24 image and reduce a mediocre corporate image (de-Miguel-Molina, de-Miguel-Molina,

1 Segarra-Oña, & Peiró-Signes, 2018). Despite its positive effect, CSR communication of
2 tourism and hospitality-related businesses is still considered as an under-researched area.

3 For tourism and hospitality organizations to develop and sustain a good relationship
4 with their stakeholders, constant communication offering all essential information is required
5 (Hui et al., 2021; Ettinger et al., 2018). This communication can be done through different
6 channels which may include, but are not limited to, social media, CSR report, advertisements,
7 and corporate websites (Venturelli, Principale, Ligorio, & Cosma, 2021; Wong, Leung, & Law,
8 2015). In actively communicating CSR to stakeholders, many tourism organizations frequently
9 use online communication and digital marketing due to its flexibility, cost efficiency, and
10 potential to reach all stakeholders 24/7 (Schoeneborn, Morsing, & Crane, 2020). This may
11 result in both positive or negative outcomes.

12 Literature shows that CSR on employee relations (e.g., decent work for PWDs,
13 migrants, and indigenous people) is not strongly communicated to the stakeholders.
14 Meanwhile, major stakeholders (e.g., customers and governments) are very much interested in
15 CSR engaged by tourism organizations (especially by hotels) and are willing to provide
16 feedback on CSR to organizations (Ettinger et al., 2018). While the benefits are the desired
17 outcomes, poor communication of provision of decent work for MGs through CSR can
18 heighten discrimination against minority groups (e.g., PWDs, and immigrants) bringing
19 detrimental effects to the organisation and employees (belonging to both minority and majority
20 groups). Major detrimental effects may include intense emotional dissonance (Hui et al, 2021)
21 resulting in poor emotional labour, a negative work environment created by supervisors or co-
22 workers, and increased guest complaints (Kalargyrou et al., 2020).

1 *Proposition 6a:* Effective communication of the provision of decent work
2 for MGs through CSR to stakeholders will result in mutual benefits to
3 tourism organizations and MGs.

4
5 *Proposition 6b:* Poor communication of the provision of decent work for
6 MGs through CSR will result in detrimental effects from major
7 stakeholders.

8
9 *The Corporate Image*

10 The mutual benefits that may be realized by an organization and MG employees can
11 result in the improvement of a corporate image. While an impressive corporate image can be
12 realized, the inclusion of MGs can, as well, bring detrimental effects to the organisation,
13 employees, and consumers leading to mediocre image formation. As suggested, emotional
14 labour negative work environment and increased guest complaints are some of the effects that
15 can be the fallouts as a result of poor communication and lack of understanding of the benefits
16 that including MGs in the tourism workforce to the society (Hui et al., 2021; Kalargyrou et al.,
17 2020). This can lower the positive corporate image of an organization. and cause mediocre
18 corporate image and insensitive attribution to rise.

19 Feedback offering a two-way communication channel that can check the congruence of
20 the provision of decent employment for minority groups, the mutual benefits, and impressive
21 corporate image is important. This can be done through stakeholders' exposition of inclusion
22 of MGs in the tourism workforce (including the MG employees' perceived effort to impress),
23 and the resultant benefit to the minority groups and society. This will help to address any
24 incongruence, assess whether or not the inclusion of MGs in the workforce has been able to
25 create the desired inclusion for sustainability and impression in the minds of their stakeholders

1 (e.g., consumers), and act to reduce the incongruence through proper CSR strategy of inclusion,
2 decent work, and communication for sustained growth and inclusivity. Hence, we propose:

3 *Proposition 7:* A higher weighed mutual benefits of providing decent
4 work for MGs through CSR will lead to an impressive corporate image.

5

6 *Proposition 8:* Detrimental effects from stakeholders will result in a
7 mediocre corporate image.

8

9 *Proposition 9:* Stakeholder reaction to the inclusion of MGs into the
10 tourism workforce will help address incongruence between the desired
11 and actual inclusiveness, decent work, and impression created in the
12 minds of stakeholders.

13

14

DISCUSSION

15 The ultimate goal for many organizations is to increase their financial outcomes and
16 research suggests that CSR is also important to enhance a firm's positive image in particular,
17 in this changing and competitive market environment (Koseoglu, et al., 2020; Senbeto & Hon,
18 2021). Thus, tourism firms should take a more holistic view beyond solely making profits and
19 also consider the benefit of MGs in society and the general public. Drawing on impression
20 management theory, the current study proposes to include minority groups in the workforce as
21 a CSR strategy that benefits every party in society. We develop an impression management
22 theoretical framework integrating CSR, corporate image, and association with relevant
23 stakeholders and potential work outcomes by considering MGs in the tourism workforce.
24 Several testable hypotheses are also proposed for future study.

1 *Theoretical implications*

2 This study offers several key theoretical contributions to the tourism and hospitality
3 academic discourse. This is the first study to propose a theoretical model that considers, in an
4 explicit way, the integration of impression management and CSR approach to address human
5 resource workforce issues regarding minority groups. The model creates a mechanism linking
6 impression management attributes, CSR, organizational and human resource policies, relevant
7 stakeholders, and potential work outcomes to an understanding of the use of CSR as an
8 impression management strategy. The study provides a clear and detailed explanation of how
9 the impression management theory and CSR approach can work together to create an
10 impressive corporate image among stakeholders and ensure inclusive sustainable development
11 in the long run. Besides, this study answers the calls of tourism scholars (e.g., Baum, et al.,
12 2016) to place equal employment opportunities in the tourism workforce (e.g., PWDs, ethnic
13 minorities, and BIPOCs among others) at the heart of the sustainable tourism discussions. We,
14 therefore, position the workforce within the discourse of sustainable tourism development and
15 demonstrate the relevance of including minority groups in the tourism workforce, that benefits
16 all relevant stakeholders.

17 Second, the study contributes to the tourism literature on the social or people dimension
18 of sustainability within the rapidly emerging field of sustainable human resource management
19 in the tourism context (Baum, et al. 2016; Solnet, et al., 2014). It also points to the future
20 direction with which the tourism industry can help achieve the Sustainable Development Goals
21 8; 10; and 16. For Goal 8, the theoretical model proposed illustrates the promotion of sustained,
22 inclusive, and economic growth, full and productive employment, and decent work by
23 including minority groups in the tourism workforce as a CSR strategy. This will offer MGs the
24 opportunity to have decent work to gain economic stability and sustenance. When this is
25 applied, it leads to Goal 10, where inequalities among the tourism workforce will be reduced.

1 When MGs are given an equal chance of being employed, treated fairly, trained adequately,
2 offered enabling environment and required tools, and compensated duly, it will bring a balance
3 and equality in the workforce. Over time, such an implementation will lead to Goal 16 that
4 there will be sustained development in societies where the general public will embrace peaceful
5 and inclusive development to build a reliable, effective, accountable, and inclusive society with
6 qualified persons living in societies as a minority, at all levels as a fallout of inclusion of MGs
7 in the tourism workforce.

8 Third, the study shows that corporate social responsibility can be used to manage brand
9 image and the impressions of various stakeholders. According to impression management
10 theory, organizations need to understand and adopt ethical strategies to improve their corporate
11 image, increase the satisfaction and commitment of employees and raise customers' loyalty and
12 return intention, which is supported by tourism researchers (Albuquerque et al., 2019; Baum
13 & Thanh Hai, 2019). By employing minority groups, accommodation, food and beverage,
14 event organization, and tour operators among other firms stand to increase their chances of
15 gaining competitive advantage through the communication of this unique CSR strategy of
16 providing decent employment for MGs in the form of self-promotion, attribution, and
17 exemplification to the stakeholders (Buciuniene & Kazlauskaite, 2010). Indeed, the focus of
18 employing MGs as part of CSR should not be on gaining economic benefits but rather
19 enhancing the quality of life, personal development and empowerment of the minority through
20 decent work, and societal integration. The current study, therefore, shows a theoretical link
21 between using the inclusion of MGs in the tourism workforce, the achievement of
22 organizational goals, and Sustainable Development Goals for sustainable human resource
23 management and development which have gained little attention in sustainable tourism
24 discussions. Future researchers can test the propositions using any minority groups to help
25 develop an inclusive culture and sustained society towards achieving the SDGs

1

2 *Practical implications*

3 The theoretical model of this study is directly related to the work of human resource
4 managers, tourism and organizational leaders' strategic decisions. Advocating for sustainable
5 tourism development requires inclusive management of human resources especially during and
6 after the COVID-19 pandemic. As sustainable tourism is dependent on many factors, this study
7 shows that one major way organizations can contribute to Sustainable Development Goals is
8 to provide decent work for MGs as a CSR strategy.

9 Organizational leaders and senior management are to deliberately develop minority-
10 friendly and unbiased policies and working environments to promote inclusion and fair
11 cultures. This will enhance employment opportunities of MGs in the tourism workforce,
12 especially, in the era of COVID-19 where getting employed is a challenge (SDG Goal 10).
13 Diversity must be encouraged, incorporating fair human resource practices to ensure that the
14 organizational culture encourages inclusivity, respect, caring, and a fair working environment
15 for all employees. Also, all forms of stereotype actions towards minority groups must be
16 discouraged. We encourage managers and corporate leaders to practice ethical and
17 responsible/CSR leadership styles that encourage inclusion and diversity while focusing on
18 decent work for MGs and reducing inequalities among the workforce.

19 In addition, human resource managers can consider including skilled and qualified
20 PWDs in the workforce to offer a more positive image and attain the goal of impression
21 management in both internal and external members. This will help to contribute to sustained
22 employment and decent work for MGs (SDG Goal 8). An enhanced satisfaction level and
23 commitment to the organization will be attained should the inclusion of persons with
24 disabilities be part of CSR that shows a socially responsible company with everyone equally

1 and fairly treated. From external members' perspective, it will render the organization as caring,
2 socially responsible, and inclusive in the minds of stakeholders. With such an impression, the
3 organization may attract a potentially untapped market leading to higher competitive advantage
4 and productivity. As mentioned, a moral and ethical employer will increase the firms'
5 employment attractiveness and favorable firm identification. Thus, such a firm will promote
6 enabling working environment, income security for MGs, enhanced quality of life,
7 inclusiveness, and peaceful coexistence among majority and minority groups and encourage
8 inclusivity in societies through exemplification (SDG Goal 16).

9 To sum up, the current study implies that tourism organizations are to consider the
10 inclusion of MGs in the workforce to enhance mutual benefits to employees, customers, and
11 organisations. This will create desired impressions among stakeholders to build a sustainable
12 tourism industry while enhancing the incorporation of minority groups into the tourism
13 workforce, improving their confidence, dignity and empowerment. This can help reduce the
14 mediocre corporate image to improve the desired image. Our study discusses the importance
15 of decent work for MGs through CSR practice and communication to achieve benefits for both
16 members of minority groups and tourism organisations.

17

18 CONCLUSION

19 Workforce affects every facet of the tourism industry as a result of its labor-intensive
20 nature. For tourism to achieve the Sustainable Development Goals, human resource issues
21 concerning the minority groups must be seriously attended to. This conceptual study develops
22 an impression management model by including minority groups in the tourism workforce along
23 with a list of testable propositions to attain sustainable development. We propose an overall
24 appraisal of the integration of CSR and impression management attributes and how it creates

1 an impressive corporate image and mutual benefits for various stakeholders, adding to the
2 efforts towards attaining the Sustainable Development Goals 8, 10, and 16. Moreover,
3 expressing the importance of the integration of theoretical development offer practical
4 suggestions for the tourism industry and directions for future studies that will empirically test
5 the underlying relationships proposed using different minority groups. We are hopeful that our
6 conceptual model and a list of propositions will lead to a better understanding of potentials and
7 extend to workforce issues of other disadvantaged groups, and increase more tourism academic
8 discussions and industry practices for the sustained development of the industry in addition to
9 enhanced the social and economic quality of life for MGs.

10

11 *LIMITATION AND FUTURE RESEARCH DIRECTION*

12 This study is mainly challenged by the limitation of not using data collected from the
13 field. Therefore, this study offers the theoretical foundation and proposed an impression
14 management social mechanism for further research. This is the first study to integrate
15 impression management theory through the lens of CSR in the tourism context in an attempt to
16 widen and strengthen the theoretical development and contribution to subsequent tourism
17 researchers and industry managers. It will arouse more similar studies interested in the topic
18 and provide it with strong theoretical foundation and support. Due to the theoretical nature of
19 the study, there is a need for empirical data to test the generalizability and applicability of
20 model and propositions by future tourism researchers.

21 Based on the above limitations, future researchers can use empirical data such as in-
22 depth interviews and survey to establish the magnitude and direction of the relationships
23 between the inclusion of MGs and impressive corporate image as well as mutual benefits to
24 organizations and different minority groups. Moreover, researchers can test the moderating

1 effects of organizational human resource policies (e.g., compensation and benefit, affiliation,
 2 organizational structure, recruitment, and training systems), organizational culture (e.g.,
 3 traditional, fairness, and inclusion), and leadership (e.g., responsible, empowering,
 4 transformational) with CSR mindset on impression management-CSR relationship. Further,
 5 studies can explore any potential mechanisms and mediating effects that link impression
 6 management attributes and CSR to various individual and organizational outcomes such as
 7 trustworthiness between supervisor-subordinate and between employee-customer/tourist or
 8 relationships with various stakeholders can be tested.

9 Lastly, a longitudinal study and multi-wave survey design can be conducted with the
 10 study sample made up of MGs, human resource managers, organizational leaders, and tourists,
 11 guests, customers or clients. Time-lagged data can be collected in 1-2 year intervals to ascertain
 12 whether the inclusion of MGs has an influence/impact on the quality of life of PWDs, and the
 13 corporate image formed by stakeholders. In addition to this, using a qualitative study from in-
 14 depth interviews or focus-group discussions from various stakeholders may also be useful to
 15 supplement results from a quantitative study and determine whether the minority groups are
 16 well integrated into the tourism workforce to attain the Sustainable Development Goals. Lastly,
 17 future research can examine how the inclusion of people of minority groups in workforce is
 18 communicated to stakeholders and its effectiveness in ensuring an inclusive tourism workforce.

19 **REFERENCES**

20 Albuquerque, R., Koskinen, Y., & Zhang, C. (2019). Corporate social responsibility and firm
 21 risk: Theory and empirical evidence. *Management Science*, 65(10), 4451-4469.
 22 doi:10.1287/mnsc.2018.3043

23 Amissah, E. F., Gamor, E., Deri, M. N., & Amissah, A. (2016). Factors influencing employee
 24 job satisfaction in Ghana's hotel industry. *Journal of Human Resources in Hospitality
 25 & Tourism*, 15(2), 166-183. doi:10.1080/15332845.2016.1084858

26 Ang, M. C. (2017). The Challenges and Benefits of Employing Persons with Disabilities: The
 27 Japanese Multinational Corporations' Perspective. *International Journal of Innovation,
 28 Management and Technology*, 8(5), 359-366. doi:10.18178/ijimt.2017.8.5.754

- 1 Baum, T. (2015). Human resources in tourism: Still waiting for change? – A 2015 reprise.
2 *Tourism Management*, 50, 204–212. doi:10.1016/j.tourman.2015.02.001
- 3 Baum, T. (2018). Sustainable human resource management as a driver in tourism policy and
4 planning: A serious sin of omission. *Journal of Sustainable Tourism*, 26(6), 873-889.
5 doi:10.1080/09669582.2017.1423318
- 6 Baum, T., & Thanh Hai, N. T. (2019). Applying sustainable employment principles in the
7 tourism industry: Righting human rights wrongs. *Tourism Recreation Research*, 44(3),
8 371-381. doi:10.1080/02508281.2019.1624407
- 9 Baum, T., Cheung, C., Kong, H., Kralj, A., Mooney, S., Thanh, H. N., . . . Siow, M. L. (2016).
10 Sustainability and the tourism and hospitality workforce: A thematic analysis.
11 *Sustainability*, 8(8), 809-830. doi:10.3390/su8080809
- 12 Baum, T., Kralj, A., Robinson, R. N., & Solnet, D. J. (2016). Tourism workforce research: A
13 review, taxonomy and agenda. *Annals of Tourism Research*, 60, 1-22.
14 doi:10.1016/j.annals.2016.04.003
- 15 Beatty, J. E., Baldrige, D. C., Boehm, S. A., Kulkarni, M., & Colella, A. (2019). On the
16 treatment of persons with disabilities in organizations: A review and research agenda.
17 *Human Resource Management*, 58(2), 119-137. doi:10.1002/hrm.21940
- 18 Bibi, P., Bilal, H., Ahmad, A., & Hussain, J. (2020). Effect of Remuneration on Employee
19 Commitment: Empirical Evidence from Hotel Industry. *Journal of Accounting and
20 Finance in Emerging Economies*, 6(4), 1069-1075. doi:10.26710/jafee.v6i4.1462
- 21 Boussebaa, M., & Tienari, J. (2021). Englishization and the politics of knowledge production
22 in management studies. *Journal of Management Inquiry*, 30(1), 59-67.
23 doi:10.1177/1056492619835314
- 24 Buciuniene, I., & Kazlauskaitė, R. (2010). Integrating people with disability into the
25 workforce: the case of a retail chain. *Equality, Diversity and Inclusion: An International
26 Journal*, 29(5), 534-538. doi:10.1108/02610151011052816
- 27 Contini, M., Annunziata, E., Rizzi, F., & Frey, M. (2020). Exploring the influence of Corporate
28 Social Responsibility (CSR) domains on consumers' loyalty: An experiment in BRICS
29 countries. *Journal of Cleaner Production*, 247, 119158.
30 doi:10.1016/j.jclepro.2019.119158
- 31 Croes, R., Ridderstaat, J., & Shapoval, V. (2020). Extending tourism competitiveness to human
32 development. *Annals of Tourism Research*, 80, 102825.
33 doi:10.1016/j.annals.2019.102825
- 34 Cüre, T., Esen, E., & Özsözgün, A. Ç. (2020). Impression Management in Graphical
35 Representation of Economic, Social, and Environmental Issues: An Empirical Study.
36 *Sustainability*, 12(1), 379. doi:10.3390/su12010379
- 37 de-Miguel-Molina, B., de-Miguel-Molina, M., Segarra-Oña, M., & Peiró-Signes, A. (2018).
38 Why and how hotel groups in luxury segments give back to their communities.
39 *International Journal of Tourism Research*, 20(1), 100-114. doi:10.1002/jtr.2166

- 1 Di Fabio, A., & Maree, J. G. (2016). Using a transdisciplinary interpretive lens to broaden
2 reflections on alleviating poverty and promoting decent work. *Frontiers in Psychology*,
3 7, 503. doi:10.3389/fpsyg.2016.00503
- 4 Doorne, S., Ateljevic, I., & Bai, Z. (2003). Representing identities through tourism: Encounters
5 of ethnic minorities in Dali, Yunnan Province, People's Republic of China.
6 *International Journal of Tourism Research*, 5(1), 1-11. doi:10.1002/jtr.404
- 7 Ettinger, A., Grabner-Kräuter, S., & Terlutter, R. (2018). Online CSR communication in the
8 hotel industry: Evidence from small hotels. *International Journal of Hospitality*
9 *Management*, 68, 94-104. doi:10.1016/j.ijhm.2017.09.002
- 10 Friedner, M. (2013). Producing “Silent Brewmasters”: Deaf Workers and Added Value in
11 India's Coffee Cafés. *Anthropology of Work Review*, 31(1), 39-50.
12 doi:10.1111/awr.12005
- 13 Gamor, E., Amissah, E. F., Amissah, A., & Nartey, E. (2018). Factors of work-family conflict
14 in the hospitality industry in Ghana. *Journal of Human Resources in Hospitality &*
15 *Tourism*, 17(4), 482-501. doi:10.1080/15332845.2017.1328263
- 16 Gillovic, B., McIntosh, A., Darcy, S., & Cockburn-Wooten, C. (2018). Enabling the language
17 of accessible tourism. *Journal of Sustainable Tourism*, 26(4), 615-630.
18 doi:10.1080/09669582.2017.1377209
- 19 Goffman, E. (1959). *The Presentation of Self in Everyday Life*. New York, NY, USA:
20 Doubleday.
- 21 Halid, H., Osman, S., & Abd Halim, S. N. (2020). Overcoming Unemployment Issues among
22 Person with Disability (PWDs) through Social Entrepreneurship. *Albukhary Social*
23 *Busniss Jurnal*, 1(2), 57-70.
- 24 Hellmann, A., Ang, L., & Sood, S. (2020). towards a conceptual framework for analysing
25 impression management during face-to-face communication. *Journal of Behavioral*
26 *and Experimental Finance*, 25, 100265. doi:10.1016/j.jbef.2020.100265
- 27 Hidegh, A. L., & Csillag, S. (2013). Toward mental accessibility: Changing the mental
28 obstacles that future human resource management practitioners have about the
29 employment of people with disabilities. *Human Resource Development International*,
30 16(1), 22-39. doi:10.1080/13678868.2012.741793
- 31 Hon, A. H., & Gamor, E. (2021). When my pay is lower than my expatriate colleagues: Where
32 do the Hospitality Managers go from here? *International Journal of Hospitality*
33 *Management*, 95, 102953. doi:10.1016/j.ijhm.2021.102953
- 34
- 35 **Hon, A. H.Y.** Lu, L., & Chan, W. W. H. (2015). Does cultural value exacerbate or mitigate the effect of
36 compensation gap between locals and expatriates in hotel industry? *International Journal of*
37 *Hospitality Management*, 48, 83-91.
- 38 **Hon, A. H. Y. & Lu, L. (2015).** Are we paid to be creative? The effect of compensation gap on
39 creativity in an expatriate context. *Journal of World Business*, 50(1), 159-167.

- 1
- 2 Hon, A. H., & Lu, L. (2016). When will the trickle-down effect of abusive supervision be
3 alleviated? The moderating roles of power distance and traditional cultures. *Cornell*
4 *Hospitality Quarterly*, 57(4), 421-433. doi:10.1177/1938965515624013
- 5 Houtenville, A., & Kalargyrou, V. (2012). People with disabilities: Employer's perspectives on
6 recruitment practices, strategies, and challenges in leisure and hospitality. *Cornell*
7 *Hospitality Quarterly*, 53(1), 40-52. doi:10.1177/1938965511424151
- 8 Hui, R. Y., Tsui, B., & Tavitiyaman, P. (2021). Disability employment in the hotel industry:
9 Evidence from the employees' perspective. *Journal of Human Resources in Hospitality*
10 *& Tourism*, 20(1), 127-145. doi:10.1080/15332845.2020.1763757
- 11 Jammaers, E., & Zanoni, P. (2021). The identity regulation of disabled employees: Unveiling
12 the 'varieties of ableism in employers' socio-ideological control. *Organization Studies*,
13 42(3), 429-452. doi:10.1177/0170840619900292
- 14 Joshi, B., & Thomas, B. (2019). Barriers Faced by Persons with Disabilities in Formal
15 Employment in India. *Disability, CBR & Inclusive Development*, 30(3), 125-132.
- 16 Kalargyrou, V. (2014). Gaining a competitive advantage with disability inclusion initiatives.
17 *Journal of Human Resources in Hospitality & Tourism*, 13(2), 120-145.
18 doi:10.1080/15332845.2014.847300
- 19 Kalargyrou, V., Barber, N. A., & Kuo, P. J. (2018). The impact of disability on guests'
20 perceptions of service quality delivery in the hospitality industry. *International Journal*
21 *of Contemporary Hospitality Management*, 30(12), 3632-3655.
- 22 Kalargyrou, V., & Volis, A. A. (2014). Disability inclusion initiatives in the hospitality
23 industry: An exploratory study of industry leaders. *Journal of Human Resources in*
24 *Hospitality & Tourism*, 13(4), 430-454. doi:10.1080/15332845.2014.903152
- 25 Kalargyrou, V., Kalargiros, E., & Kutz, D. (2018). Social Entrepreneurship and Disability
26 Inclusion in the Hospitality Industry. *International Journal of Hospitality & Tourism*
27 *Administration*, 1-27.
- 28 Kalargyrou, V., Trivellas, P., & Sigala, M. (2020). Guests' stereotyping and quality evaluations
29 of service delivered by employees with disabilities: does service failure matter? *Asia*
30 *Pacific Journal of Tourism Research*, 25(7), 748-765.
31 doi:10.1080/10941665.2020.1769697
- 32 Khan, N., Korac-Kakabadadse, N., & Skouloudis, A. (2018). Diversity in the workplace: An
33 overview of disability employment disclosures among UK firms. *Corporate Social*
34 *Responsibility and Environmental Management*, 26(1), 170-185. doi:10.1002/csr.1669
- 35 Khorakian, A., Nosrati, S., & Eslami, G. (2018). Conflict at work, job embeddedness, and their
36 effects on intention to quit among women employed in travel agencies: Evidence from
37 a religious city in a developing country. *International Journal of Tourism Research*,
38 215-224. doi:10.1002/jtr.2174

- 1 Koseoglu, M. A., Hon, A., Kalargyrou, V., & Okumus, F. (2020). Hiring People with
2 Disabilities as a CSR strategy in the tourism industry. *Tourism Analysis*.
3 doi:10.3727/108354220X1575830262547
- 4 Kuiper, L., Bakker, M., & van der Klink, J. (2016). The role of human values and relations in
5 the employment of people with work-relevant disabilities. *Social Inclusion*, 4(4), 176-
6 187. doi:10.17645/si.v4i4.696
- 7 Kuo, P. J., & Kalargyrou, V. (2014). Consumers' perspectives on service staff with disabilities
8 in the hospitality industry. *International Journal of Contemporary Hospitality*
9 *Management*, 26(2), 164-182. doi:10.1108/IJCHM-01-2013-0022
- 10 Lindsay, S., Cagliostro, E., Albarico, M., Mortaji, N., & Karon, L. (2018). A systematic review
11 of the benefits of hiring people with disabilities. *Journal of Occupational*
12 *Rehabilitation*, 28(4), 634-655. doi:10.1007/s10926-018-9756-z
- 13 Martin, B. C., & Honig, B. (2020). Inclusive management research: Persons with disabilities
14 and self-employment activity as an exemplar. *Journal of Business Ethics*, 166(3), 553-
15 575. doi:10.1007/s10551-019-04122-x
- 16 McKinney, E. L., & Swartz, L. (2019). Employment integration barriers: experiences of people
17 with disabilities. *The International Journal of Human Resource Management*, 1-23.
18 doi:10.1080/09585192.2019.1579749
- 19 Merkl-Davies, D. M., & Brennan, N. M. (2007). Discretionary disclosure strategies in
20 corporate narratives: Incremental information or impression management? *Journal of*
21 *Accounting Literature*, 27, 116-196.
- 22 Miethlich, B. (2018). Comparing the impact of employment of persons with disabilities and
23 vocational rehabilitation on companies. *10th Biannual CER Comparative European*
24 *Research Conference*, (pp. 29-31). London, UK.
- 25 Miethlich, B., & Oldenburg, A. G. (2019). Social Inclusion Drives Business Sales: A Literature
26 Review on the Case of the Employment of Persons With Disabilities. *33rd*
27 *International Business Information Management Association Conference (IBIMA),*
28 *Education Excellence and Innovation Management through Vision 2020* (pp. 6253-
29 6267). Granada, Spain: IBIMA publishing.
- 30 Mitra, S., Posarac, A., & Vick, B. (2011). *Disability and poverty in developing countries: A*
31 *snapshot from the World Health Survey*. World Bank. doi:10.1596/27369
- 32 Nichols, A. L. (2020). Self-Presentation Theory/Impression Management. In B. J. Carducci, &
33 C. S. Nave (Eds.), *The Wiley Encyclopedia of Personality and Individual Differences:*
34 *Models and Theories* (Vol. 1, pp. 397-400). NJ: John Wiley & Sons Ltd.
- 35 Peña-Sánchez, A. R., Ruiz-Chico, J., Jiménez-García, M., & López-Sánchez, J. A. (2020).
36 Tourism and the SDGs: An Analysis of Economic Growth, Decent Employment, and
37 Gender Equality in the European Union (2009–2018). *Sustainability*, 12(13), 5480.
38 doi:10.3390/su12135480
- 39 Pérez, F. J., Romeo, M., & Yepes-Baldó, M. (2018). The corporate social responsibility
40 policies for the inclusion of people with disabilities as predictors of employees'

- 1 identification, commitment and absenteeism. *Anales de Psicología/Annals of*
2 *Psychology*, 34(1), 101-107. doi:10.6018/analesps.34.1.237231
- 3 Rhou, Y., & Singal, M. (2020). A review of the business case for CSR in the hospitality
4 industry. *International Journal of Hospitality Management*, 84, 102330.
5 doi:10.1016/j.ijhm.2019.102330
- 6 Rosenbaum, M. S., Baniya, R., & Seger-Guttmann, T. (2017). Customer responses towards
7 disabled frontline employees. *International Journal of Retail & Distribution*
8 *Management*, 45(4), 385-403. doi:10.1108/IJRDM-08-2016-0133
- 9 Roth, L., Klehe, U. C., & Willhardt, G. (2021). Liar, liar, pants on fire: How verbal deception
10 cues signal deceptive versus honest impression management and influence interview
11 ratings. *Personnel Assessment and Decisions*, 7(1), 72-82.
12 doi:10.25035/pad.2021.01.007
- 13 Schoeneborn, D., Morsing, M., & Crane, A. (2020). Formative perspectives on the relation
14 between CSR communication and CSR practices: Pathways for walking, talking, and t
15 (w) alking. *Business & Society*, 59(1), 5-33. doi:10.1177/0007650319845091
- 16 Senbeto, D. L., & Hon, A. H. (2020). Shaping organizational culture in response to tourism
17 seasonality: A qualitative approach. *Journal of Vacation Marketing*,
18 13567667211006759. doi:10.1177/13567667211006759
- 19
- 20 Senbeto, L. D. & Hon, A. H. Y. (2020). Market Turbulence and Service Innovation in Hospitality:
21 Examining the Underlying Mechanisms of Employee and Organizational Resilience. *The Service*
22 *Industries Journal*
- 23 Senbeto, L. D., Hon, A. H. Y. (2021). Service innovation matters in technologically turbulent
24 environments: Probing the mechanisms of consonance-dissonance and crisis leadership.
- 25 Solnet, D., Nickson, D., Robinson, R. N., Kralj, A., & Baum, T. (2014). Discourse about
26 workforce development in tourism—An analysis of public policy, planning, and
27 implementation in Australia and Scotland: Hot air or making a difference? *Tourism*
28 *Analysis*, 19(5), 609-623. doi:10.3727/108354214X14116690097936
- 29 Tedeschi, J. T., & Riess, M. (1981). Identities, the phenomenal self, and laboratory research.
30 In J. T. Tedeschi (Ed.), *Impression Management Theory and Social Psychological*
31 *Research* (pp. 3-22). New York: Academic Press.
- 32 Theodoulidis, B., Diaz, D., Crotto, F., & Rancati, E. (2017). Exploring corporate social
33 responsibility and financial performance through stakeholder theory in the tourism
34 industries. *Tourism Management*, 62, 173-188. doi:10.1016/j.tourman.2017.03.018
- 35 Titchkosky, T. (2003). *Disability, self and society*. Toronto: University of Toronto Press.
- 36 Tuomi, A., Tussyadiah, I., Ling, E. C., Miller, G., & Lee, G. (2020). x=(tourism_work)
37 y=(sdg8) while y= true: automate (x). *Annals of Tourism Research*, 84, 102978.
38 doi:10.1016/j.annals.2020.102978

- 1 United Nations. (2019, September 14). *Disability-inclusive sustainable goals: 2030 agenda for*
2 *sustainable development*. Retrieved from United Nations:
3 https://www.un.org/disabilities/documents/sdgs/disability_inclusive_sdgs.pdf
- 4 Vashihth, A., Verma, V., Saini, A., & Jhamb, D. (2019). Workforce Diversity-Challenges in
5 Inclusion of People with Disabilities in the Hospitality Industry. *Indian Journal of*
6 *Public Health Research & Development*, 10(8), 195-200.
- 7 Vashishth, A., & Jhamb, D. (2021). Why Should Employers Hire People with Disabilities?—A
8 Review of Benefits for the Hospitality Industry. *Revista Turismo & Desenvolvimento*,
9 35, 9-22. doi:10.34624/rtd.v0i35.24613
- 10 Venturelli, A., Principale, S., Ligorio, L., & Cosma, S. (2021). Walking the talk in family firms.
11 An empirical investigation of CSR communication and practices. *Corporate Social*
12 *Responsibility and Environmental Management*, 28(1), 497-510. doi:10.1002/csr.2064
- 13 Wang, C., Xu, H., Li, G., & Chen, J. L. (2018). Community social responsibility and the
14 performance of small tourism enterprises: Moderating effects of entrepreneurs'
15 demographics. *International Journal of Tourism Research*, 20(6), 685-697.
16 doi:10.1002/jtr.2216
- 17 Winchenbach, A., Hanna, P., & Miller, G. (2019). Rethinking decent work: The value of
18 dignity in tourism employment. *Journal of Sustainable Tourism*, 27(7), 1026-1043.
19 doi:10.1080/09669582.2019.1566346
- 20 Wong, E., Leung, R., & Law, R. (2015). How effective are Asian hotels in communicating
21 CSR efforts through the property websites? The case of Hong Kong. In I. Tussyadiah,
22 & A. Inversini, *In: Tussyadiah I., Inversini A. (eds) Information and Communication*
23 *Technologies in Tourism* (pp. 651-663). Cham: Springer.
- 24 Yıldırım, M. (2020). Individual, organization and structure: Rethinking social construction of
25 everyday life at workplace in tourism industry. *Tourism Management*, 76, 103965.
26 doi:10.1016/j.tourman.2019.103965
- 27

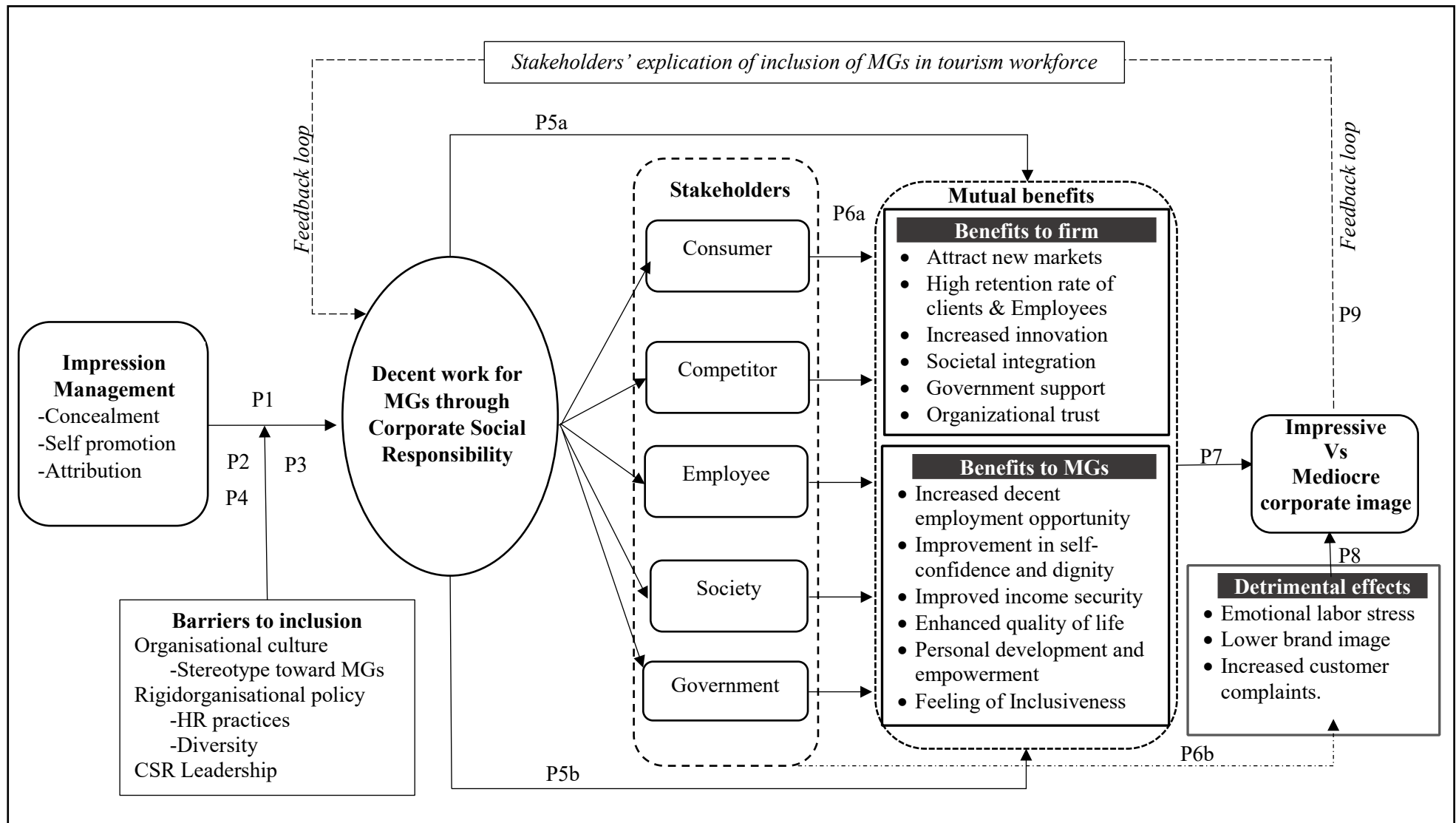


Figure 1: Impressive Corporate Image Model: Inclusion of minority groups (MGs) in the tourism workforce