

Sat. Dec 3, 2022

F209

Special Session (CIL) | Pre-formed Session | English Session

### Inclusive perspectives on leadership and higher education pedagogy

Chair:Yoshiki SHINOHARA(Ritsumeikan Asia Pacific University), Petrus Willem ROUX(Ritsumeikan Asia Pacific University)

10:45 AM - 12:25 PM F209 (Build. F)

[1F10901-01] The role of ethical leadership in mitigating migrant workers' perceived social exclusion and promoting their well-being: The case of the hotel industry in Japan  
\*Hiroaki SAITO<sup>1</sup>, Sho KASHIWAGI<sup>1</sup>, YOO Kate Inyoung<sup>3</sup>, Tom BAUM<sup>4</sup> (1. Ritsumeikan Asia Pacific University (Japan), 2. Kanagawa University (Japan), 3. Kansai Gaidai University (Japan), 4. University of Strathclyde (UK))  
10:45 AM - 11:10 AM

[1F10901-02] Inclusive Business Leadership: Asian Perspectives  
\*Rebecca Chunghee KIM<sup>1</sup>, Hiroo TAKAHASHI<sup>2</sup> (1. Ritsumeikan Asia Pacific University (Japan), 2. JABES (Japan))  
11:10 AM - 11:35 AM

[1F10901-03] Exploring gamification theory and practice for cultivating diversity and inclusion in classrooms  
\*Santiago RUIZ-NAVAS<sup>1</sup>, P. ACKARADEJRUANGSRI<sup>1</sup>, Laynesa Lailani ALCANTARA<sup>1</sup> (1. Ritsumeikan Asia Pacific University (Japan))  
11:35 AM - 12:00 PM

[1F10901-04] **Designing an Inclusive Pedagogy for Environmental Citizenship Education: Results from a Learning Analysis at an International University in Japan**  
\*Faezeh Mahichi<sup>1</sup>, Petrus Willem Roux<sup>1</sup> (1. Ritsumeikan Asia Pacific University (Japan))  
12:00 PM - 12:25 PM

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### Keys to Inclusion through business

Chair:Lailani ALCANTARA(Ritsumeikan Asia Pacific University)  
3:25 PM - 5:05 PM F209 (Build. F)

[1F10902-01] Inclusive leadership in Japan: The case of Marui Group  
\*Yoshiki SHINOHARA<sup>1</sup> (1. Ritsumeikan Asia Pacific University (Japan))  
3:25 PM - 3:50 PM

[1F10902-02] The hybridity of social enterprises and their path to inclusion  
\*Lailani L. ALCANTARA<sup>1</sup> (1. Ritsumeikan Asia Pacific University (Japan))  
3:50 PM - 4:15 PM

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## [1F10901-01] The role of ethical leadership in mitigating migrant workers' perceived social exclusion and promoting their well-being: The case of the hotel industry in Japan

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In Japan, the development of the tourism and hospitality sectors has become one of the key strategies for the nation's economic growth. However, the sectors have been experiencing labour shortages due to the aging population, high turnover rate, and outflow of workers to other industries. As the growth of inbound tourism for the post-pandemic, yet the number of domestic workers is anticipated to decline due to the aging population, the sector is urged to attract and employ migrant workers. However, workplace discrimination towards migrant workers and their experience of social exclusion at work has been widely publicised. To take competitive advantages through effective deployment of migrant workers, it becomes crucial for the sectors to understand how hospitality managers play an important role to mitigate migrant workers' perceived social exclusion and improve their well-being. This study aims to examine the role of ethical leadership in mitigating the effects of migrant workers' perceived social exclusion on their subjective well-being. The study adopts an online survey to collect data from 400 international students working at hotels in Japan. The result helps better understanding of the role of ethical leadership in mitigating migrant workers' perceived social exclusion and improving their well-being at work. The study also gives a practical insight into the promotion of an inclusive workplace for hospitality workers, which contributes to attracting and retaining talented migrant workers to the tourism and hospitality industry in Japan.

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## [1F10901-02] Inclusive Business Leadership: Asian Perspectives

\*Rebecca Chunghee KIM<sup>1</sup>, Hiroo TAKAHASHI<sup>2</sup> (1. Ritsumeikan Asia Pacific University (Japan), 2. JABES (Japan))

We will seek to find the potentials of inclusive leadership of business, especially in Asian society. Asia has very strong values throughout the history. But, Asians tend to forget about it for the economic growth in contemporary capitalism. We insist that it is crucial to recall the potential leadership of Asia. In this light, by diagnosing diversity dynamics of Asian values and Asian CSR (Kim and Moon, 2015), we are planning to intervene to create the inclusive leadership approach for Asian business in order to perform to their highest potential. The work, therefore, has wide applications to global society by suggesting inclusive leadership model of Asian business and society.

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## [1F10901-03] Exploring gamification theory and practice for cultivating diversity and inclusion in classrooms

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Educating in inclusivity and diversity is a latent need of our society. The heated discussions around Black Live Matter, #me too, white privilege, and male privilege; prove how much this discussion needs to happen and the need to train the new generation of leaders in inclusivity and diversity. However, to bring inclusivity and diversity into the classroom, traditional passive learning techniques can prove ineffective due to hybrid learning environments and broader exposure of students to active learning activities. One possible solution is using game design elements in non-game contexts, namely, gamification, to improve student engagement and learning in face-to-face and hybrid settings. However, there is little research and evidence of how useful gamification is for cultivating inclusivity and diversity in the classroom. Therefore, this project looks to fill this gap by implementing a mix of expert consultation and state-of-the-art computational techniques, particularly a bibliometric analysis of scientific papers

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\*Faezeh Mahichi<sup>1</sup>, Petrus Willem Roux<sup>1</sup> (1. Ritsumeikan Asia Pacific University (Japan))

Unprecedented challenges arising from climate emergencies require higher education institutes (HEIs) to give serious pedagogical attention to cultivating environmental citizenship (EC) for a sustainable and inclusive future. Multi-disciplinary approaches for undergraduate EC education however, remain underdeveloped (Mahichi, Roux & Alcantara, 2022; Teleš iene, Boeve-de Pauw, Goldman & Hansmann, 2021; Hadjichambis & Reis, 2020). As part of a larger project to develop an inclusive pedagogy for EC education at Ritsumeikan Asia Pacific University (APU), we present results of educational interventions in two environmental studies courses. An earlier report utilizing the Environmental Citizenship Questionnaire (ECQ) (Hadjichambis & Hadjichambi, 2020) in a pre-/post-course format showed statistically significant differences among learner groups, indicating strong support for the course content (Mahichi et al., 2022). The current report expands the analysis of the ECQ assessment, which showed a measurable impact on pre-/post-course knowledge, thus indicating potential changes in some of the practices, beliefs and values inherent to EC development. Results pertaining to gender and nationality are presented to illuminate the differences in effect size. Overall, findings support the larger project and provide insights for developing an inclusive EC in undergraduate education. Research implications are discussed with a view toward EC development in HEIs and the local Japanese context.

**Keywords:** environmental citizenship education, inclusivity, sustainability, learning design, higher education pedagogy

**References:**

Hadjichambis, A. &Paraskeva-Hadjichambi, (2020). Environmental Citizenship Questionnaire (ECQ): The Development and Validation of an Evaluation Instrument for Secondary School Students. Sustainability. Vol. 821. p.1-12. doi:10.3390/su12030821Hadjichambis, A.C., Reis, P., Paraskeva-Hadjichambi, D., Eds.(2020). Conceptualizing Environmental Citizenship for 21st Century Education; Springer: Cham, Switzerland. ISBN 978-3-030-20249-1.Mahichi F.\*, Roux P. W., &Alcantara L. L. (2022). Towards a Pedagogy for Inclusive Environmental Citizenship Education: A Preliminary Learning Analysis for Undergraduate Education at an International University in Japan. iREEC 2022: 2nd International Conference of International Researchers of the Education for Environmental Citizenship 2022. 10-11 of March.

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## Keys to Inclusion through business

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### [1F10902-01] Inclusive leadership in Japan: The case of Marui Group

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### [1F10902-02] The hybridity of social enterprises and their path to inclusion

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## [1F10902-01] Inclusive leadership in Japan: The case of Marui Group

\*Yoshiki SHINOHARA<sup>1</sup> (1. Ritsumeikan Asia Pacific University (Japan))

In Japanese companies, diversity and inclusion have been seen as important factors to success because they can be a source of competitive advantage, innovation, and attractiveness for potential talented employees. However, Keidanren's survey reveals that many Japanese companies couldn't enjoy the benefits of diversity and inclusion. This study focuses on the Marui Group, which is a retail and fintech company, to discuss how companies can create inclusive workplaces and create value for their stakeholders. Marui Group is a family business firm and Hiroshi Aoi, who is the CEO and the grandson of the company's founder, plays a key role to make Marui inclusive. He demonstrates leadership that encourages employee initiative by showing support for what they want to do, rather than forcing them to do it. He is also actively involved in the creation of the company's "Co-Creation Management Report" and uses it as an internal and external communication tool to deliver their corporate mission to all stakeholders. As a result of his leadership and initiative to create an inclusive culture, Marui is recognized as one of the best Japanese retailers in terms of CSR and ESG initiatives.

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## [1F10902-02] The hybridity of social enterprises and their path to inclusion

\*Lailani L. ALCANTARA<sup>1</sup> (1. Ritsumeikan Asia Pacific University (Japan))

The alignment of strategy with social impact is critical for gaining legitimacy and competitive advantage in today's business and society. Scholars, practitioners, and policymakers seek ways to add social value and make social impact beyond that required by regulations. With their joint pursuit of social and business goals, B corps, which are certified for-profit social enterprises that meet high standards of social and environmental performance, accountability, and transparency, are a viable path to a more sustainable and inclusive business. Social enterprises are often challenged by their hybrid nature that results in divergent logics and practices required for pursuing business and social goals. Moreover, studies have shown that such hybridity of social enterprises creates tensions for leaders and employees, which, in turn trigger internal conflicts and weaken organizational identity. Amidst such challenges of hybridity, this study examines how B corps practice and achieve inclusion. Insights from this study will lead to theoretical underpinnings on social enterprises and provide practical implications for promoting inclusion through social enterprises