

**AY2021 Center for Inclusive Leadership (CIL)  
Research Project Grant**

<b>研究代表者 Research Representative</b>	所属・職位 Affiliation/Position	APM	氏名 Name	Hiroaki Saito
<b>研究課題名 Research Title</b>	Factors contributing to the social inclusion of foreign employees into the workplace: The case of the hotel industry in Japan			
<b>研究メンバー Research Group Members</b>	氏名 Name	所属 Affiliation	職位 Position	
	Kate Inyoung Yoo	Kansai Gaidai University	Associate Professor	
	Sho Kashiwagi	Kanagawa University	Assistant Professor	
	Tom Baum	University of Strathclyde	Professor	

**2021 年度 研究経過** (研究経過・到達点を明確にご記入ください。800~1,000 字)

**AY2021 Research Progress** (Please state clearly the research progress, results, approx. 400 words.)

In AY2021, we conducted various activities for our CIL project. The detailed description is listed below:

**1. A series of online meeting**

- After successfully securing the CIL grant, the first half of AY2021 was used to develop a specific plan for our study. Although we described our plan in the application form, we needed to make the task and timeline more specific so that we could work on this project more effectively. Also, we discussed the role of each member, refined research objectives and questions, possible research designs, as well as samples. These meetings were helpful for all members to clearly understand their specific tasks and responsibilities.

**2. Business trip to Tokyo**

- To meet a potential collaborator who can support our data collection, the principal investigator made a business trip to Tokyo in November. The meeting was held with Mr Masashi Kamimura who works for a company that promotes jobs to foreign workers in Japan. At the meeting, the project contents, target sample, timeline and potential support were discussed. In addition to collecting the data from Beppu/Oita, we believe that his support for collecting the data in Tokyo would be helpful.

**3. A face-to-face meeting in Osaka**

- The team held a face-to-face meeting in Osaka in December. The principal investigator, Dr Yoo (Kansai Gaidai University), and Dr Kashiwagi (Kanagawa University) attended. We discussed our progress in AY2021 and plan for AY2022. Unlike online meetings, this face-to-face meeting was very helpful to better understand a member's expectations and work ethics, which facilitated creating a more collaborative environment in the team. We do hope the pandemic situation in AY2022 will allow us to bring Dr Baum for having a face-to-face meeting to proceed with the project better.

**4. Literature Review**

- Throughout AY2021, each member conducted a review of academic literature including the studies of social exclusion/inclusion, employee well-being, leadership, the treatment of foreign workers in foreign countries, and workers' dignity.
- To understand the trends of foreign workers and how they are treated in Japan, we also accessed Japanese government websites and collected the statistics of foreign workers, the history of foreign worker-related policies, and the cases or news depicting how foreign workers have been treated in general in Japan. This basic information was helpful for us to proceed with our project.

**2021 年度中の研究発表 (予定を含めてご記入ください)**  
**Publication of Research in AY2021 (journal articles, conferences, etc.) (Please include future plans as well)**

発表方法 Publication Methods	詳細 Details		
著書・論文等 Books or Articles	著書・論文名等 Title of Books or Articles	出版社／掲載誌・巻号等 Name of Publisher / Name and Volume of Journal	刊行年月日 Date of Publication
	N/A		
学会等 Presentation at an Academic Conference	タイトル Title	学会名 Name of an Academic Conference	発表年月日 Date of Presentation
	N/A		
その他 Others	N/A		

**2022 年度 研究計画 (800～1,000 字)**  
**Research Plan for AY2022 (Please state clearly the research progress, results, approx. 400 words.)**

In AY2022, we plan to conduct the following activities:

**1. Conference Presentations**  
Our project consists of two parts: quantitative and qualitative study parts.

In February, AY2021, we wrote a conference abstract based on the quantitative study part. The abstract was submitted to the 20<sup>th</sup> APacCHRIE Conference, which will be hosted by APacCHRIE (Asia-Pacific Council on Hotel, Restaurant, and International Education) and Sunway University (Malaysia) between May 23<sup>rd</sup> and 25<sup>th</sup>, 2022. The submitted conference abstract (*The role of ethical leadership in mitigating foreign workers' perceived social exclusion and promoting their well-being: The case of hotel industry in Japan*) was peer-reviewed and accepted in March 2022. We will present it at the conference. For the qualitative study part, we plan to submit a conference paper to AP Conference in AY2022.

**2. Instrument development (April – May)**  
We plan to develop research instruments for two studies respectively. For the quantitative study part, we will develop an online survey questionnaire by integrating the measurements from the existing studies. The developed survey questionnaire will be pilot tested in May, targeting 50 international students and we will check the clarity of the survey items, the length of the questionnaire, and its orderly flow.

As for the qualitative study part, we will develop an interview guide based on our research objectives and research questions. The information from the previous literature will also be integrated into developing the guide. Just as the quantitative study part, we will conduct a pilot interview with 5 international students to check the validity of questions, length, and flow.

### **3. Data collection (June – July)**

The online survey and interview (either face-to-face or online) will be conducted. For the quantitative study part, we plan to collect the survey from 400 foreign workers. The qualitative study involves 30 in-depth semi-structured interviews. Each interview length is expected to be 45 minutes to 1 hour.

### **4. Data Analysis (August – November)**

Once the data is collected, we will analyse the data. To effectively manage and analyse the data, analytical software will be used. For the survey data, we will use SPSS and AMOS and qualitative analysis involves either NVivo or MAXQDA.

### **5. Writing manuscripts (December – March)**

We will write manuscripts based on the results and findings from the data. We plan to submit at least two manuscripts to top-tier international journals, including International Journal of Hospitality Management or International Journal of Contemporary Hospitality Management. With the completion of our project, we may disseminate our results and findings to a few international conferences in AY2023.