

Diversity and Inclusion Policy Strategies to Optimize Leader Support for Enhancing Team Creativity in Starred Hotels in Bandung: The Role of Self-Identification as a Mediator

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ARTICLE INFO

DOI: 10.32832/jm-uika.v15i2.16343

Article history:

Received:

7 Maret 2024

Accepted:

2 Juni 2024

Available online:

5 Juni 2024

Keywords: Diversity Policy Strategy, Implementation of Inclusion Policy, Leadership Support, Self-Identification, Team Creativity

ABSTRACT

This study aims to investigate the impact of Diversity and Inclusion Policy Strategy (DIPS) on enhancing team creativity in star-rated hotels in Bandung, with self-identification as a mediator and leader support as an optimizing factor. The research methodology employed is quantitative, utilizing survey techniques and case studies, involving 339 respondents from 113 four and five-star hotels, with a sample size of 183 respondents. The sample was obtained using the Slovin formula with a 0.05 margin of error, implemented through the Area Probability Sampling Technique, particularly employing a purposive sampling approach. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the SmartPLS 3.0 application. The research findings indicate that DIPS has a positive and significant impact on self-identification and team creativity. Self-identification has also proven to be an effective mediator. Leader support plays an optimizing role in the relationship between DIPS and team creativity. Furthermore, specific findings regarding the impact of DIPS on self-identification and team creativity through specific pathways provide in-depth insights. The managerial implications of this research support the need for robust implementation of DIPS and effective leader support to create an innovative work environment and foster team creativity. These results can serve as guidance for management practitioners and contribute to the literature on diversity and inclusion policies, as well as team creativity in the hospitality sector.

1. INTRODUCTION

In the rapidly evolving era of globalization, the hospitality industry in Indonesia, particularly in Bandung, West Java, has become a significant focal point. With the rapid growth of this industry, the challenges in managing human resources within it have become increasingly complex. One aspect that is increasingly recognized for its importance is diversity and inclusion in the workplace. According to (Medina, 2019), inclusion is the effort to create an environment that supports the participation and contribution of all individuals, proving to be key in maximizing team creativity potential. Meanwhile, workplace diversity encompasses various differences among individuals, such as ethnic background, gender, age, and sexual orientation (Don-Solomon & Fakidouma, 2021). In this context, diversity and inclusion policies are considered not only as social responsibility but also as a smart business strategy. Previous research, as conducted by (Dubey et al., 2023), emphasizes that organizations effectively leveraging diversity can achieve a competitive advantage through enhanced creativity and innovation.

Optimizing leadership support is also a key factor influencing team creativity. As highlighted by (Poordanjani et al., 2015), 'Team creativity not only depends on external conditions but also on the trust and support provided by the leader.' Therefore, effectively implemented diversity and inclusion policies require active and integrated support from organizational leaders.

In the context of the hospitality industry in Bandung, the rapid development and distinctive cultural diversity pose unique dynamics. As a renowned tourist destination, star-rated hotels in Bandung face specific challenges in managing diverse teams effectively and ensuring sustainable creativity. Therefore, this research aims to explore and analyze diversity and inclusion policy strategies in optimizing leadership support to enhance team creativity, with self-identification as a potential mediator.

In a previous study conducted by (Webb, 2022), they underscored the importance of understanding and valuing diversity within an organization. They asserted that organizations capable of creating an inclusive environment for employees from different backgrounds can enhance overall productivity, innovation, and job satisfaction. In this context, diversity and inclusion policy strategies are not only seen as tools for achieving social goals but also as a solid foundation for organizational excellence.

In line with this perspective, (Kets de Vries & Rook, 2022) emphasize that diversity within a team can enrich creative thinking and perspectives brought by team members with diverse backgrounds. They refer to it as 'creative diversity,' which is the ability to embrace differences and turn them into a source of strength for the group. Therefore, in this study, the researcher will elaborate on how diversity and inclusion policy strategies in the hospitality industry in Bandung can empower creative diversity and engage teams in more innovative creation processes.

However, in the context of the hospitality dynamics, it cannot be ignored that the role of leaders is crucial in the success of policy implementation. In line with findings from (Bass, Bernard M. Riggio, 2020), leadership that supports, motivates, and inspires the team has a positive impact

on creativity and collective performance. Therefore, optimizing leader support becomes a highly important aspect to analyze in formulating effective diversity and inclusion policy strategies to enhance team creativity in star-rated hotels in Bandung.

The importance of delving into this phenomenon is also reflected in recent surveys showing that the majority of organizations in Bandung have implemented diversity and inclusion policies, yet many still face challenges in integrating them holistically. By understanding these obstacles and delving deeper into the role of self-identification as a mediator, this research is expected to provide practical and relevant solutions to enhance the effectiveness of diversity and inclusion policies in the context of the hospitality industry in Bandung, West Java.

Based on previous research findings and the observed phenomena in the hospitality industry of Bandung city, the conceptual framework of this study is depicted as follows:

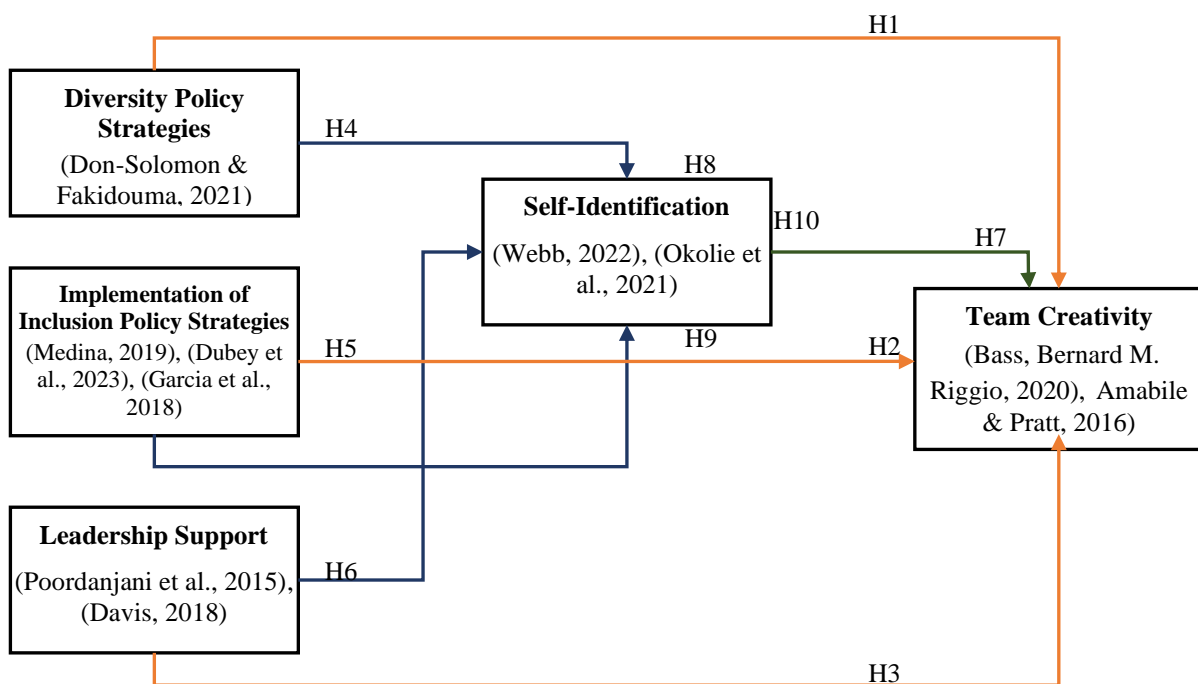


Figure 1: Conceptual Framework of the Study

Source : Reseacher, 2023

This research focuses on a profound understanding of the roles of diversity policy strategies, the implementation of inclusion policies, and leadership support in creating an environment that fosters individual self-identification. These variables are linked to team creativity as the ultimate outcome, with self-identification identified as a potential mediator.

The hypotheses proposed are as follows:

H1 : There is an Influence of Diversity Policy Strategies on Team Creativity.

H2 : There is an Influence of Implementation of Inclusion Policy Strategies on Team Creativity.

H3 : There is an Influence of Leadership Support on Team Creativity.

H4 : There is an Influence of Diversity Policy Strategies on Self-Identification.

H5 : There is an Influence of Implementation of Inclusion Policy Strategies on Self-Identification.

H6 : There is an Influence of Leadership Support on Self-Identification.

H7 : There is an Influence of Self-Identification on Team Creativity.

H8 : Self-Identification is Capable of Mediating the Influence of Diversity Policy Strategies on Team Creativity.

H9 : Self-Identification is Capable of Mediating the Influence of Implementation of Inclusion Policy on Team Creativity.

H10: Self-Identification is Capable of Mediating the Influence of Leadership Support on Team Creativity.

By testing these hypotheses, this research aims to provide a better understanding of the dynamics between these variables and their implications for team creativity in the context of the hospitality industry in Bandung city.

2. RESEARCH METHODOLOGY

This research utilizes a quantitative approach with survey and case study methods. The survey is conducted among General Managers, Managers, and Supervisors from 113 4- and 5-star hotels in Bandung to gain insights into their perceptions and experiences regarding diversity and inclusion policies. The population consists of 339 respondents from various positions in the hospitality industry, including 19 General Managers from 5-star hotels, 94 General Managers from 4-star hotels, 19 Managers from 5-star hotels, 94 Managers from 4-star hotels, 19 Supervisors from 5-star hotels, and 94 Supervisors from 4-star hotels. Sampling from this population aims to capture a wide range of perspectives and experiences across hierarchical levels. Surveys in quantitative research, as noted by (Creswell John and Creswell David, 2023), offer a comprehensive overview of a population.

The research sample comprises 183 respondents, chosen using the Slovin formula with a 0.05 margin of error. The Area Probability Sampling technique, specifically purposive sampling, was employed to ensure representation of groups with significant experience in diversity and inclusion policies within the hospitality industry (Sekaran & Bougie, 2016). This method enables researchers to target respondents with deep insights into the investigated issues. Sample sizes were allocated proportionally based on job strata and hotel classification, resulting in 19 General Managers from 5-star hotels, 52 General Managers from 4-star hotels (calculation: $94 \times (183/339)$), 19 Managers from 5-star hotels, 52 Managers from 4-star hotels (calculation: $94 \times (183/339)$), and 19 Supervisors from 5-star hotels, and 52 Supervisors from 4-star hotels (calculation: $94 \times (183/339)$). This approach ensures that the sample accurately represents each stratum's characteristics, facilitating a balanced representation in the study. Data obtained from the survey will be analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM is chosen because it can handle complex models and is suitable for research with a relatively small sample size (Hair, 2021). Data analysis will be conducted using the statistical software SmartPLS 3.0, recognized as an effective tool for performing PLS-SEM analysis (Ringle et al., 2022). By employing this method, the study aims to provide a

comprehensive understanding of the relationships between diversity and inclusion policies, leader support, self-identification, and team creativity in the hospitality industry in Bandung.

3. RESULTS AND DISCUSSIONS

Model Measurement. PLS-SEM, a potent statistical tool, explores variable relationships in research models with flexibility. It integrates structural path modeling and factor analysis, suitable for theory development (Hair, 2021). In this study, PLS-SEM measures intricate relationships among diversity policies, leadership support, self-identification, and team creativity. Prior research (Ringle et al., 2022) highlights PLS-SEM's prowess in handling limited samples and complex models. This flexibility empowers researchers to construct intricate models, as evident in our exploration of diversity and inclusion policies, leadership support, self-identification, and their impact on team creativity.

The measurement model results illustrating the relationship between Diversity Policy Strategy, Implementation of Inclusion Policy, Leadership Support, Team Creativity, and Self-Identification as mediating factors can be observed in the following figure:

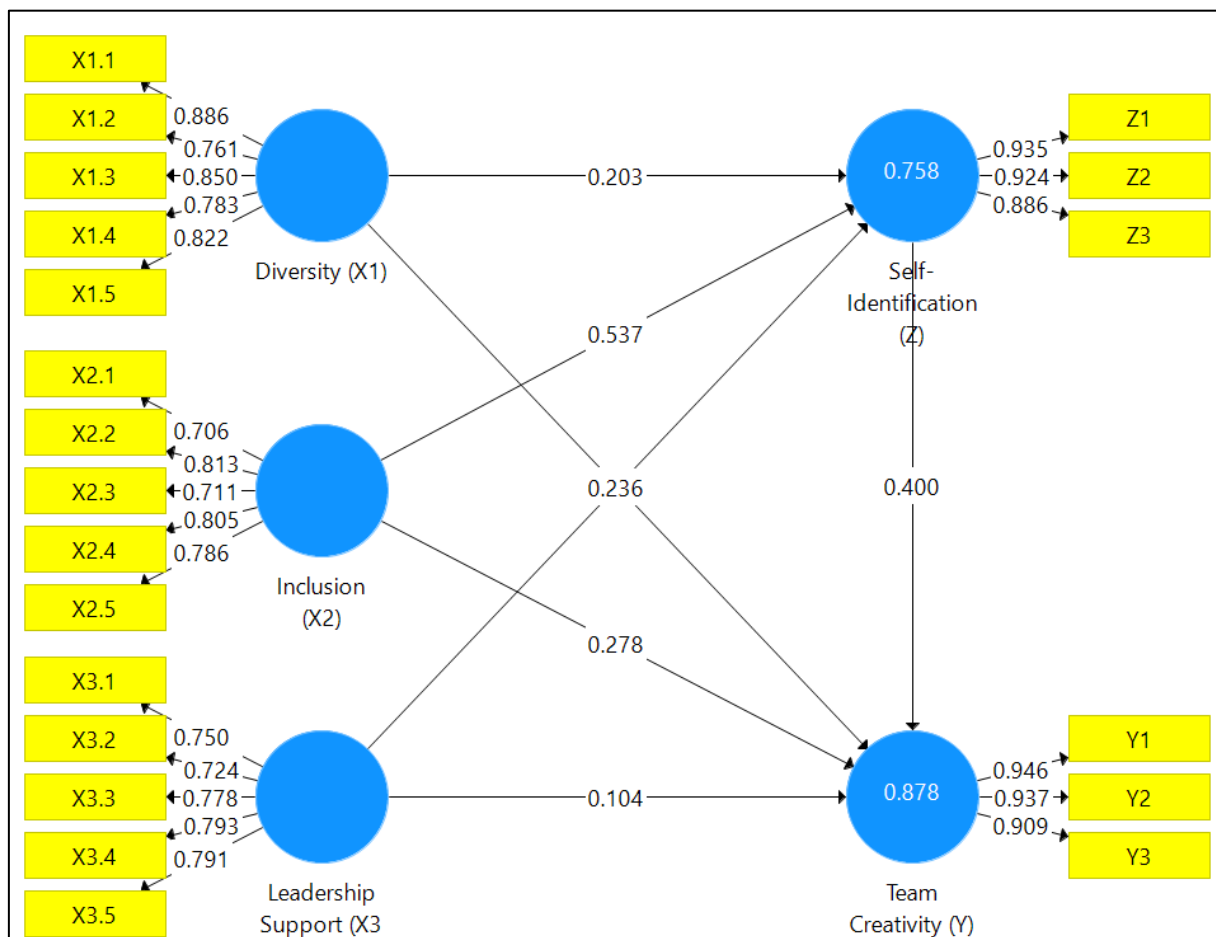


Figure 2. Outer Model

Source: SmartPLS 3.0 Data Processing Output, 2023

Convergent Validity. Convergent validity is vital for construct validity, ensuring indicators measuring the same concept genuinely correlate and align with the proposed model. This involves meeting criteria, ensuring consistency among indicators. As stated by (Hair, 2021), "Convergent validity is established when theoretically related measures are found to be related." Applying techniques like factor analysis and reliability measurement supports validation, instilling confidence in the model's accuracy for a specific concept.

Table 1. Factor Loading Values

Exogenous Constructs	Dimensions	Item Code	Loading Factor
Diversity Policy Strategy	Development of Diversity Awareness	X1.1	0.886
	Diversity Policy and Procedure Development	X1.2	0.761
	Employee Empowerment	X1.3	0.850
	Recognition of Diversity Performance	X1.4	0.783
	Monitoring and Evaluation of Diversity	X1.5	0.822
Implementation of Inclusion Policy	Engagement and Involvement of Organizational Members	X2.1	0.706
	Resources and Support	X2.2	0.813
	Equal Opportunity	X2.3	0.711
	Inclusive Communication	X2.4	0.805
	Recognition and Appreciation of Unique Contributions	X2.5	0.786
Leadership Support	Work Environment	X3.1	0.750
	Positions and Responsibilities	X3.2	0.724
	Salary and Benefits	X3.3	0.778
	Relationships with Colleagues	X3.4	0.793
	Supervision and Leadership	X3.5	0.791
Self-Identification	Individual Identity Awareness	Z1	0.935
	Self-Acceptance and Embracing Diversity	Z2	0.924
	Integration of Identity in the Work Context	Z3	0.886
Team Creativity	Collaborative Creative Process	Y1	0.946
	Fairness in Assessing Creative Contributions	Y2	0.937
	Supportive Climate for Diverse Ideas	Y3	0.909

Source: SmartPLS 3.0 Data Processing Output (2023)

In **Table 1**, factor loading values, all exceeding the threshold of 0.7, demonstrate the construct variables' quality, indicating a strong relationship between each indicator and the measured construct. Following (Hair, 2021), significant factor loading values above 0.7 affirm the reliability and reflectiveness of the used indicators on the construct. These results support instrument validity, where high factor loadings signify a close relationship between indicators and the measured construct (Creswell John and Creswell David, 2023). Thus, these findings enhance confidence in the research instrument's accuracy and reliability, reinforcing internal validity for variable measurement in this study.

Discriminant Validity. Ensuring discriminant validity is a crucial step in research, emphasizing the need to confirm that measured constructs are distinct and don't overlap. As noted by (Henseler et al., 2015), discriminant validity assesses how much a construct differs from others in a model. Successfully establishing this separation prevents distorted research results caused by combined effects between variables (Fornell, C., & Larcker, 2016). Recognizing and measuring discriminant validity not only enhances construct validity but also forms a robust basis for interpreting research outcomes (Hair, 2021); (Hwang et al., 2021); (Asparouhov & Muthén, 2021); (Kumar, 2021). Thus, validating discriminant validity is an indispensable phase in crafting research instruments (Ringle et al., 2022).

Table 2. Cross-Loading Values

	Diversity (X1)	Inclusion (X2)	Leadership Support (X3)	Self-Identification (Z)	Team Creativity (Y)
X1.1	0.886	0.707	0.396	0.665	0.771
X1.2	0.761	0.653	0.383	0.641	0.652
X1.3	0.850	0.664	0.386	0.612	0.683
X1.4	0.783	0.642	0.406	0.581	0.614
X1.5	0.822	0.712	0.402	0.611	0.691
X2.1	0.601	0.706	0.354	0.610	0.639
X2.2	0.693	0.813	0.421	0.657	0.696
X2.3	0.550	0.711	0.444	0.570	0.609
X2.4	0.655	0.805	0.555	0.685	0.695
X2.5	0.644	0.786	0.447	0.688	0.728
X3.1	0.326	0.361	0.750	0.471	0.450
X3.2	0.437	0.501	0.724	0.449	0.566
X3.3	0.384	0.504	0.778	0.555	0.530
X3.4	0.331	0.374	0.793	0.518	0.417
X3.5	0.354	0.474	0.791	0.477	0.496
Z1	0.702	0.776	0.680	0.935	0.821
Z2	0.684	0.792	0.595	0.924	0.786
Z3	0.696	0.742	0.495	0.886	0.840
Y1	0.775	0.832	0.736	0.840	0.946
Y2	0.767	0.877	0.578	0.896	0.937
Y3	0.787	0.746	0.474	0.745	0.909

Source: SmartPLS 3.0 Data Processing Output (2023)

In the results of the discriminant validity measurement, it is evident that each indicator contributes significantly and consistently to the measured constructs. This finding illustrates the instrument's success in distinguishing between constructs that are unique and distinct from each other. As expressed by (Fornell, C., & Larcker, 2016), discriminant validity ensures that each indicator genuinely reflects the intended construct, thereby preventing overlapping between variables that could lead to biased research results. Thus, the results of the discriminant validity measurement provide additional confidence in the quality of the research instrument, ensuring the validity of the measured constructs and the integrity of the interpretation of research results.

Composite Reliability. The importance of measuring Composite Reliability by referring to Cronbach's Alpha values above 0.7 is the main foundation in ensuring the reliability and consistency of the research instrument. In the research methodology literature, a high Cronbach's Alpha value above this threshold reflects good reliability of a measurement instrument (Hair, 2021). Instrument reliability is crucial to ensure that the measurement tool can provide consistent and reliable results, which is a prerequisite for obtaining accurate and valid interpretations of research data (Park, 2023). Thus, measuring Composite Reliability by ensuring Cronbach's Alpha values above 0.7 is a crucial step in maintaining the quality of the research instrument.

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Diversity (X1)	0.879	0.912	0.675
Inclusion (X2)	0.822	0.876	0.586
Leadership Support (X3)	0.825	0.877	0.589
Self-Identification (Z)	0.903	0.939	0.838
Team Creativity (Y)	0.923	0.951	0.866

Source: SmartPLS 3.0 Data Processing Output (2023)

The results of Composite Reliability measurements indicate that the instruments used in this study have adequate reliability. A reliability value exceeding the 0.7 threshold, in line with the literature recommendations (Hair, 2021), asserts that the measurement tool can provide consistent and reliable results. A Composite Reliability value above 0.7 indicates a sufficient level of reliability in measuring constructs. This reinforces the confidence that this research instrument can be relied upon to produce consistent and valid data.

Structural Model Analysis. The Structural Model Analysis measurement with Partial Least Squares Structural Equation Modeling (PLS-SEM) is a crucial step in testing the relationships between latent variables in a research model. PLS-SEM enables researchers to explore and analyze the complex structural relationships between latent variables, especially in studies that integrate latent variables. As expressed by (Hair, 2021), PLS-SEM provides flexibility and robustness in structural analysis, allowing researchers to test and understand theoretical concepts more holistically. Thus, PLS-SEM becomes an effective method in unraveling and analyzing relationships between latent variables, providing in-depth insights for theory

development and policy formation. An overview of the results of the structural model analysis can be seen in the following figure:

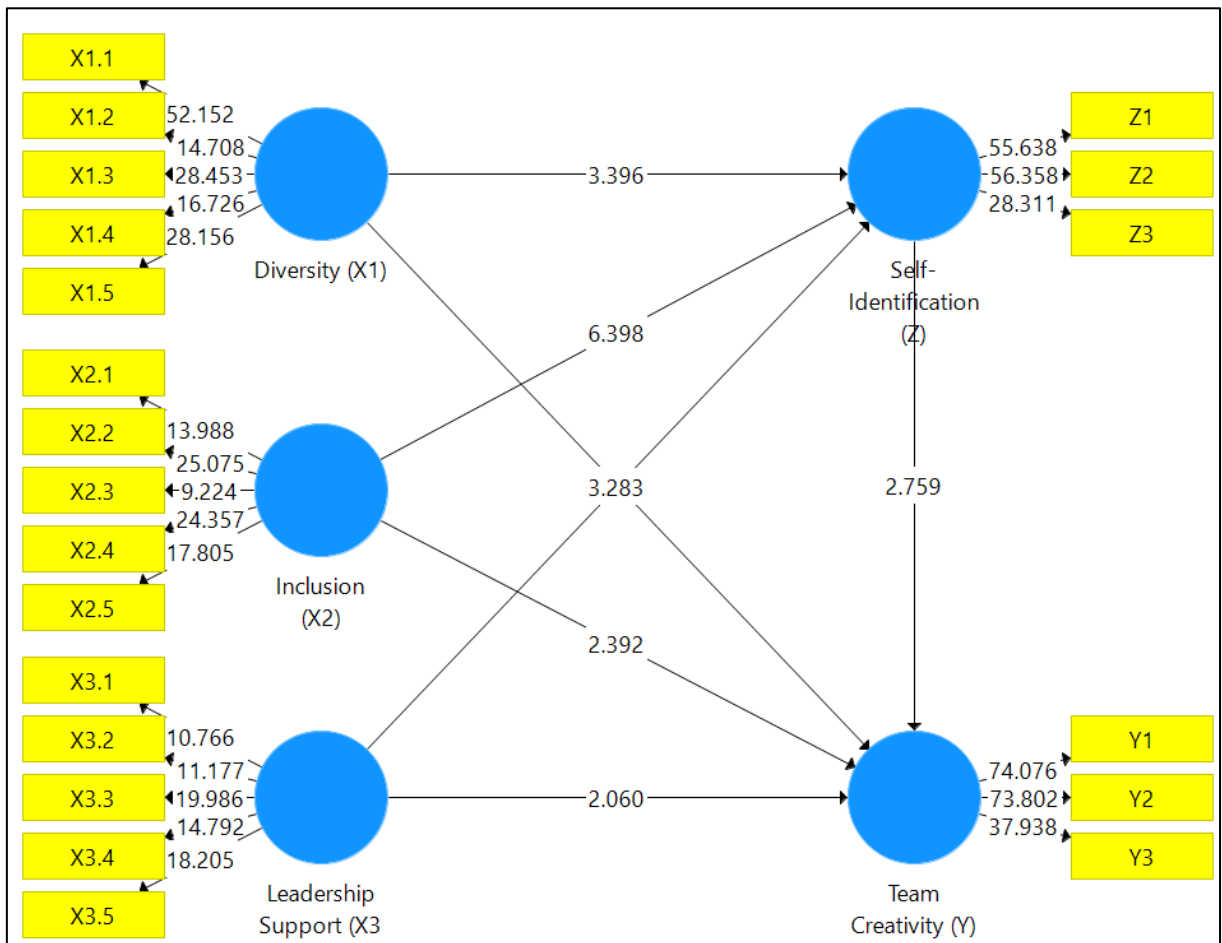


Figure 3. Inner Model

Source: SmartPLS 3.0 Data Processing Output, 2023

R-Square (R2). In Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis, the R-Square values range from 0 to 1, reflecting the proportion of dependent variable variation explained by independent variables in a model. According to (Henseler et al., 2015), a high R-Square value, approaching 1, indicates the success of the model in explaining the variation in the measured constructs. However, it is essential to note that achieving an extremely high absolute R-Square value is not always straightforward, especially in complex models. Therefore, in PLS-SEM, further research and holistic interpretation of the relationships between variables become crucial to uncover the meaning and significance of the analysis results.

Table 4. R-Square (R2)

	R Square	R Square Adjusted
Self-Identification (Z)	0.758	0.754
Team Creativity (Y)	0.878	0.875

Source: SmartPLS 3.0 Data Processing Output (2023)

The analysis results indicate that the R-Square value for self-identification as a mediating variable is 0.758, while the R-Square value for team creativity as a dependent variable reaches 0.878. These figures reflect the extent to which the variation in self-identification and team creativity can be explained by the variability in the independent variables, namely diversity policy strategy, implementation of inclusion policy, and organizational support. According to (Hair, 2021), high R-Square values signify the success of the model in explaining and predicting the measured constructs. Therefore, these results provide a positive indication that the independent variables related to diversity policy strategy, implementation of inclusion policy, and organizational support contribute significantly to the variability in self-identification and team creativity.

Hypothesis Testing Results This study delves into diversity and inclusion policy strategies to optimize leader support for enhancing team creativity in starred hotels in Bandung. Utilizing the SmartPLS method, the gathered data undergoes in-depth analysis. Table 5 highlights the use of SmartPLS in evaluating the role of self-identification as a mediator in the relationship between diversity and inclusion policy strategies and leader support for team creativity. The analysis conducted through the SmartPLS application offers a comprehensive overview of the complexity of interactions among variables, providing a better understanding of how diversity and inclusion strategies can enhance leader support and team creativity within the context of starred hotels in Bandung. Furthermore, the findings of this research are reflected in the hypothesis results presented in Table 5, which elucidate the significance and implications of the examined relationships between diversity and inclusion policy strategies, self-identification, leader support, and team creativity.

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Diversity (X1) -> Team Creativity (Y)	0.251	0.248	0.045	5.549	0.000
Inclusion (X2) -> Team Creativity (Y)	0.278	0.259	0.114	2.443	0.015
Leadership Support (X3) -> Team Creativity (Y)	0.104	0.103	0.049	2.144	0.032
Diversity (X1) -> Self-Identification (Z)	0.203	0.194	0.060	3.373	0.001
Inclusion (X2) -> Self-Identification (Z)	0.537	0.529	0.083	6.512	0.000
Leadership Support (X3) -> Self-Identification (Z)	0.236	0.255	0.076	3.118	0.002
Self-Identification (Z) -> Team Creativity (Y)	0.400	0.420	0.140	2.850	0.004

Source: SmartPLS 3.0 Data Processing Output (2023)

The Impact of Diversity Policy Strategy on Team Creativity. The research findings reveal that the implementation of Diversity Policy Strategy has a positive and significant impact on the level of team creativity. The analysis results show an Original Sample (O) value of 0.252, which is positive, and a T statistic of 5.549, exceeding the critical value of 1.96, with a P Value of 0.000, which is less than 0.05, confirming the significance of these results. This indicates that diversity policies are effective in enhancing team creativity.

In this context, (Medina, 2019) adds that team diversity can act as a catalyst for innovative thinking. (Don-Solomon & Fakidouma, 2021) state that workplace diversity management can create conditions supportive of creativity growth. A recent study by (Richard et al., 2021) highlights that organizations adopting effective diversity policy strategies can foster a work culture that supports innovation and creativity. The research findings are also consistent with the perspectives of co-authors (Tarique et al., 2022) stating that well-implemented diversity policies can enhance team performance and creativity. These findings align with the views of (Anderson, 2023), who emphasizes that diversity management is an integral strategy for achieving inclusivity in the workplace. Summarizing insights from various studies, it can be concluded that effectively managing diversity policies can stimulate team creativity, bringing positive impacts to organizational progress.

The Impact of Implementation of Inclusion Policy on Team Creativity. The research results demonstrate a positive and significant impact of the Implementation of Inclusion Policy on team creativity. Data analysis reveals that the Original Sample (O) value of 0.278 has a positive direction, and the T statistic value of 2.443 exceeds the critical value of 1.96, with P Values of 0.015, which is less than 0.05, indicating the significance of these results. Consistent with these findings, (Mitchell et al., 2015) underscores the importance of creating an inclusive culture to enhance team creativity. It is crucial to consider the perspective of (Martin, 2019), who emphasizes that effective inclusion policies can enrich diversity in the workplace and foster better collaboration among team members.

Furthermore, a study by (Jansen et al., 2014) highlights that robust implementation of inclusion policies can create an environment where every team member feels valued and acknowledged, a crucial factor in enhancing creative contributions. This perspective is reinforced by recent research by (Downey et al., 2015), indicating that organizations with strong inclusion policies tend to experience increased creativity and innovation. Based on the research findings and previous studies, it can be stated that the effective implementation of inclusion policies plays a crucial role in fostering team creativity in the workplace.

The Impact of Leadership Support on Team Creativity. This research reveals significant findings regarding the positive influence of Leadership Support on Team Creativity. The data shows that the Original Sample (O) value of 0.104 indicates a positive relationship between leadership support and team creativity. Statistical analysis also supports these findings, with T Statistics of 2.144, exceeding the critical value of 1.96, and P Values of 0.032, less than 0.05, indicating the significance of these results. According to (Amabile & Pratt, 2016), leadership support has a significant impact on team creativity, where leaders who provide support and

inspiration can motivate team members to generate innovative ideas. Meanwhile, (Bass, Bernard M. Riggio, 2020) asserts that effective leadership plays a crucial role in enhancing team creativity and performance.

These findings align with the research by (Vu et al., 2021), stating that leadership support can create an environment that supports and encourages individual and team creativity. They emphasize the leader's crucial role in providing support and removing barriers that may hinder creative expression. Additionally, research by (Heyns et al., 2021) also supports these findings by showing that leaders who provide support and facilitate collaboration among team members can generate more creative and innovative ideas. Thus, this research's findings reinforce empirical evidence that leadership support has a significant positive impact on team creativity.

The Impact of Diversity Policy Strategy on Self-Identification. The significant research findings regarding the influence of diversity policy strategy on employee self-identification contribute valuable insights into the understanding of human resource policies and diversity management. In this context, statistical analysis results show that the Original Sample (O) is 0.203, T Statistics=3.373, and P Values=0.001, indicating that the implementation of diversity policy strategy positively influences employee self-identification. Similarly, studies by (Ely & Thomas, 2015) show that proactive diversity policies can have a positive impact on employee self-identification, reinforcing a sense of ownership and commitment to the organization. According to (Don-Solomon & Fakidouma, 2021), effective diversity policy strategies can shape employees' identity with the organization, fostering higher engagement, and increasing job satisfaction.

The research results also support arguments in human resource management literature that organizations with effective diversity policy strategies can create an inclusive work environment, where employees feel accepted and valued regardless of their background or personal characteristics (Walia & Malik, 2015); (Anderson, 2023). Thus, this study provides deeper insights into the importance of diversity policies in shaping employees' positive self-identification, with positive implications for talent retention and organizational performance.

The Impact of Implementation of Inclusion Policy on Self-Identification. The research findings indicate significant results regarding the positive influence of the implementation of inclusion policies on individual self-identification in the workplace. Statistical analysis results show that the Original Sample (O) is 0.537, T Statistics is 6.512, and P Values is 0.000, all of which exceed the significance threshold. This confirms that the effective implementation of inclusion policies contributes to the formation of individual self-identification in the organizational context.

These findings support prior research highlighting the vital role of inclusion policies in creating a workplace that values individual identities and contributions. Recent works by (Starr-Glass, 2017), (Cores-Bilbao et al., 2020), and (Pigozzi et al., 2022) further affirm the positive impact of inclusion policies on fostering a supportive workplace culture. (Martin, 2019) suggests well-implemented inclusion policies cultivate a work culture appreciating diversity. This study significantly contributes to understanding how such policies drive individual self-identification

at work. Empirical evidence from these studies strengthens the case for the pivotal role of inclusion policies in shaping employee self-identification.

The Impact of Leadership Support on Self-Identification. This study reveals significant findings regarding the positive influence of leadership support on individual self-identification in the organizational context. The analysis of the Original Sample (O) is 0.236, with T Statistics=3.118, exceeding 1.96, and P Values=0.002, less than 0.05, indicating that the relationship between leadership support and self-identification has statistical significance.

(Gallarza et al., 2015) argue that leaders who support individual needs enhance self-identification, strengthening leader-team relationships. (Wisse & Knippenberg, 2016) demonstrate that inclusive leadership fosters a climate where team members feel valued, facilitating self-identification. Recent studies by (Liang et al., 2017) and (Davis, 2018) also emphasize leadership's crucial role in fostering team members' self-identification. (Chang et al., 2019) found that leadership support and a positive psychological climate contribute to strong self-identification. According to (Okolie et al., 2021) found that leadership support and a positive psychological climate contribute to strong self-identification. This study empirically supports theories highlighting leadership support's central role in shaping team members' self-identification in the organizational context.

The Impact of Self-Identification on Team Creativity. This study reveals significant findings regarding the influence of self-identification on team creativity. The analysis of the Original Sample (O) is 0.400, with T Statistics=2.850, exceeding the value of 1.96, and P Values=0.004, indicating a positive and significant relationship between individual self-identification in the team and the level of creativity generated by the team. According to (Koh et al., 2019) discovered that high self-identification levels in team members correlate with increased creativity and innovative idea generation. (Yavgildina et al., 2019) further support the positive link between self-identification and team creativity. Recent studies by (Nanyangwe et al., 2021) and (Okolie et al., 2021) assert that strong self-identification fosters collaboration, influencing overall team creativity positively. These findings echo prior research, emphasizing self-identification's pivotal role in boosting team creativity. This insight contributes to understanding factors shaping team creativity, underscoring the key role of individual self-identification in fostering an environment conducive to team-level innovation and creativity.

Testing Mediation Effects. The mediation effect test using Partial Least Squares Structural Equation Modeling (PLS-SEM) is a method that requires a deep understanding of specific conditions and requirements. First, it is necessary to ensure that the structural model is well-formed, including independent variables, mediating variables, and dependent variables. According to (Hair, 2021), in the context of PLS-SEM, several essential requirements must be met to conduct a mediation effect test. Firstly, there must be a significant relationship between independent and dependent variables. Furthermore, the mediating variable must also have a significant relationship with both the independent and dependent variables. In implementing PLS-SEM, users also need to ensure that the data used meets the requirements of normal distribution and does not violate the basic assumptions of this method (Ringle et al., 2022). Through PLS-SEM, the study can elucidate the complex relationships between variables and

identify the role of mediating variables in connecting independent and dependent variables. The mediation effect test with PLS-SEM not only provides insights into the direct relationships between variables but also delves deeper to understand the mechanisms behind these influences, helping researchers design more accurate and effective solutions in the development of their conceptual models.

Table 6. Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Self-Identification (Z) -> Team Creativity (Y)	0.400	0.420	0.140	2.850	0.004
Diversity (X1) -> Team Creativity (Y)	0.332	0.329	0.054	6.139	0.000
Inclusion (X2) -> Team Creativity (Y)	0.493	0.486	0.066	7.440	0.000
Leadership Support (X3) -> Team Creativity (Y)	0.198	0.210	0.054	3.659	0.000
Inclusion (X2) -> Self-Identification (Z)	0.537	0.529	0.083	6.512	0.000
Diversity (X1) -> Self-Identification (Z)	0.203	0.194	0.060	3.373	0.001
Leadership Support (X3) -> Self-Identification (Z)	0.236	0.255	0.076	3.118	0.002

Source: SmartPLS 3.0 Data Processing Output, 2023

This study provides significant results regarding the mediation effect test using Partial Least Squares Structural Equation Modeling (PLS-SEM). The total effect results reveal findings that reflect the complexity of the relationships between variables. Firstly, self-identification has a significant influence on team creativity, with an Original Sample (O) of 0.400, T Statistics of 2.850, and P Values of 0.004. This indicates that self-identification positively contributes to team creativity. Furthermore, variations in diversity policies, inclusion policies, and leadership support also have a significant impact on team creativity. Diversity policy has an Original Sample (O) of 0.332, T Statistics of 6.139, and P Values of 0.000. Inclusion policy has an Original Sample (O) of 0.493, T Statistics of 7.440, and P Values of 0.000. Meanwhile, leadership support has an Original Sample (O) of 0.198, T Statistics of 3.659, and P Values of 0.000. These results emphasize the crucial role of policies and leadership support in enhancing team creativity.

Moreover, it was found that inclusion and diversity policies also have a positive influence on self-identification. Inclusion policy has an Original Sample (O) of 0.537, T Statistics of 6.512, and P Values of 0.000, while diversity policy has an Original Sample (O) of 0.203, T Statistics of 3.373, and P Values of 0.001. Leadership support also has a positive impact on self-identification with an Original Sample (O) of 0.236, T Statistics of 3.118, and P Values of 0.002. These findings provide a deep understanding of the complexity of the relationships between variables and provide a strong foundation for practical implications, indicating that diversity policies, inclusion policies, and leadership support can be key factors in enhancing

self-identification and team creativity. These findings align with previous research emphasizing the importance of policy strategies in creating an inclusive work environment and supporting team creativity (Pitariu & Budean, 2020); (Okolie et al., 2021); (Liu et al., 2021).

Table 7. Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Diversity (X1) -> Self- Identification (Z) -> Team Creativity (Y)	0.081	0.080	0.035	2.325	0.020
Inclusion (X2) -> Self- Identification (Z) -> Team Creativity (Y)	0.215	0.226	0.093	2.317	0.021
Leadership Support (X3 - > Self-Identification (Z) - > Team Creativity (Y)	0.094	0.107	0.048	1.968	0.049

Source: SmartPLS 3.0 Data Processing Output (2023)

The findings of the mediation effect test in this study provide important insights into the complex relationships among variables. There are significant findings related to the specific indirect effect involving self-identification as a mediator between the independent variables diversity policy strategy, implementation of inclusion policy, leadership support, and the dependent variable, team creativity. Firstly, the results indicate that diversity has an influence through self-identification on team creativity, with an Original Sample (O) of 0.081, T Statistics of 2.325, and P Values of 0.020. This finding confirms that self-identification can mediate the positive effect of diversity on team creativity.

Furthermore, inclusion also has an effect through self-identification on team creativity, with an Original Sample (O) of 0.215, T Statistics of 2.317, and P Values of 0.021. This indicates that self-identification plays a mediating role in the relationship between inclusion and team creativity. Leadership support also proves to have an effect through self-identification on team creativity, although with a lower level of significance, namely Original Sample (O) of 0.094, T Statistics of 1.968, and P Values of 0.049. Additional recent studies by (Garcia et al., 2018) and (Lauritzen et al., 2022) further corroborate the mediating role of self-identification in the relationships between inclusion, leadership support, and team creativity. (Okolie et al., 2021) emphasizes the role of self-identification in connecting certain factors to individual or group creativity. Additionally, (Pitariu & Budean, 2020) highlights the importance of inclusion and leadership support in creating an environment that supports self-identification, which then contributes to overall team creativity. Nevertheless, these results suggest that self-identification can be a crucial bridge in translating leadership support into team creativity. This finding is supported by previous research.

4. CONCLUSION & SUGGESTION

The findings of this research provide a profound understanding of the complex dynamics between diversity policy strategy, implementation of inclusion policy, leadership support, self-identification, and team creativity in the context of star-rated hotels in Bandung. By integrating a quantitative approach using PLS-SEM, this study successfully unveils relationships among variables that were not comprehensively explored before. These findings align with previous research highlighting the roles of inclusion and leadership support in shaping individual or team self-identification. Organizational policy diversity, in particular, significantly contributes to self-identification, emphasizing the importance of diversity policies in creating an environment that supports self-identification and team creativity. Furthermore, inclusion policy and leadership support also positively impact self-identification, which subsequently significantly enhances team creativity.

Based on these findings, practical recommendations for star-rated hotel management in Bandung include enhancing diversity policies, inclusion policies, and leadership support. This can be achieved through the implementation of training programs, workshops, and internal policy changes that support diversity and inclusion in the workplace. For example, hotel management can organize diversity awareness training for their staff, addressing the importance of appreciating differences and creating an inclusive work environment. They can also hold workshops on inclusive leadership skills, where leaders are provided with tools and strategies to ensure that all team members feel supported and valued. Additionally, hotel management can update their internal policies to reflect a commitment to diversity and inclusion, such as establishing policies that ensure fair recruitment processes and promote equal opportunities for all employees. By implementing these recommendations, it is hoped that hotel management can create a more inclusive and supportive work environment, which in turn will enhance team members' self-identification and overall team creativity. Thus, these findings not only provide a significant contribution to theoretical understanding but also offer practical guidance for hotel management and researchers in developing more effective strategies and policies to enhance team creativity and performance.

ACKNOWLEDGEMENT

The completion of this research was made possible through the collaboration and support of various parties, to whom we express our utmost gratitude. Firstly, we would like to extend our thanks to the respondents, including General Managers, Managers, and Supervisors from 4 and 5-star hotels in Bandung. Their participation and insights significantly contributed to the richness of the research data. Additionally, we acknowledge ASM Ariyanti for her financial support, which played a crucial role in conducting the survey, data collection, and analysis. This project would not have been possible without their commitment to advancing research initiatives. Lastly, a heartfelt thank you to family, friends, and colleagues for their support, encouragement, and understanding throughout the research journey. Their motivation and encouragement were instrumental in overcoming challenges and keeping the research spirit alive. This expression of gratitude reflects the spirit of collaboration and collective contribution that has shaped the success of this research endeavor.

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