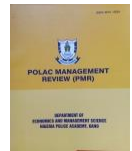




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COGNITIVE DIVERSITY AND PERFORMANCE OF UNIVERSITY COLLEGE, HOSPITAL IBADAN (UCH)

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Abstract

Amid rapid technological advancements, demographic changes, and complex regulatory landscapes, healthcare organizations face significant challenges. Therefore, this study examined the effect of cognitive diversity on organizational performance within the dynamic healthcare sector, focusing on University College Hospital, Ibadan. Utilizing a quantitative descriptive design, this research surveyed 300 staff members of University College Hospital, Ibadan. Following the Krejcie and Morgan sample size determination method, a sample size of 298 participants was derived to ensure representativeness through stratified random sampling of the hospital's diverse workforce. Data were collected via a structured questionnaire using a 5-point Likert scale. Regression analysis indicated a positive correlation between cognitive diversity and enhanced organizational outcomes. Coefficients from the regression analysis revealed a statistically significant relationship ($p = 0.001$) between cognitive diversity and organizational performance. The findings strongly affirm that cognitive diversity is crucial for enhancing organizational performance in healthcare settings. The study recommends implementing diversity training programs and fostering an environment of open communication and collaboration at University College Hospital, Ibadan. These initiatives are essential for optimizing organizational outcomes amidst the complexities of cognitive diversity, promoting innovation and effective problem-solving in healthcare delivery.

Keywords; Workforce Diversity, Cognitive Diversity and Organizational Performance

1. Introduction

In the dynamic context of the healthcare industry, characterized by rapid technological advancements, demographic transitions, and intricate regulatory frameworks, healthcare organizations confront multifaceted challenges. These challenges encompass the imperative of delivering superior care while ensuring financial sustainability amidst unprecedented transformations. In this volatile environment, the capacities for innovation, adaptation, and adept management of uncertainty emerge as paramount for organizational prosperity. At the nexus of these pivotal capabilities lies the concept of cognitive diversity,

increasingly recognized as a linchpin for bolstering organizational performance across diverse sectors. Cognitive diversity, emphasizing heterogeneous cognitive styles, problem-solving methodologies, and decision-making modalities, assumes a pivotal role in enabling healthcare organizations to navigate the intricacies of the contemporary healthcare landscape with greater efficacy (Singha et al., 2024). By fostering innovation and strategic adaptability, cognitive diversity emerges as an indispensable asset for healthcare organizations striving to excel within the competitive and ever-evolving healthcare domain.

Cognitive diversity, characterised by varied thought processes and perspectives, has been particularly beneficial during the initial phases of strategic planning, as it enriches team effectiveness with a broader array of task-specific knowledge (Rocca & Taylen, 2022). Teams exhibiting higher levels of cognitive diversity are linked to superior organisational outcomes (Aldridge, 2019) mainly because such diversity navigates the intricacies, ambiguities, and uncertainties inherent in strategic decision-making with greater efficiency (Blom et al., 2021). Organisations boasting significant cognitive variety often experience heightened conflicts in the context of strategic decision-making (Rocca & Taylen, 2022). However, task conflicts arising from cognitive diversity positively correlate with the efficacy of strategic decisions, as they encourage diverse thinking and creativity, culminating in superior team decisions.

A team characterized by cognitive diversity secures a long-term competitive edge by catalyzing enhanced creativity and innovation (Narayan, 2020). In today's fast-paced and ever-changing world, organizations are constantly seeking ways to unlock their full potential. One key factor gaining increasing attention is cognitive diversity, the variety of thinking styles, problem-solving approaches, and mental perspectives within a team or organization. This concept delves deeper than traditional notions of diversity, focusing on the unique ways individuals process information, make decisions, and approach challenges, rather than solely on their demographics. This distinction highlights the multifaceted nature of creating a competitive advantage through cognitive diversity, underscoring the importance of not only assembling demographically varied teams but also fostering an environment where every member's contribution is appreciated and leveraged for innovative outcomes.

Despite courageous efforts to invest in workplace diversity management to increase productivity and quality, firms rarely get the desired benefits. This is because workforce diversity promotion is also quite low among Nigerian institutions, as most organisations

need a legal framework for diversity activities. The modern complexity of work operations requires more diverse tasks and more diverse expertise to be used. As the demand for varied workers increases, so do the demands for productive cooperation among various employees, the risk of conflict among them, and the necessity to address these conflicts to fulfil organisational goals.

The healthcare industry, characterized by its fast-paced and unpredictable environment, requires continuous adaptation and decision-making under pressure. Teams in healthcare settings from emergency departments to strategic planning committees encounter complex problems that benefit from diverse cognitive approaches. For instance, in clinical settings, the convergence of various specialties and perspectives can lead to more accurate diagnoses and treatment plans. Similarly, in healthcare management, diverse cognitive approaches can foster innovative solutions to operational challenges, policy development, and patient care strategies. Against this backdrop, the study seeks to examine cognitive diversity and organisational performance of University College Hospital, Ibadan

Despite the growing recognition of cognitive diversity as a critical factor influencing team dynamics and performance outcomes in various sectors, there is a notable gap in empirical research specifically addressing its impact within the healthcare context of Federal Teaching Hospitals in Nigeria. The complexity of healthcare delivery, characterized by interdisciplinary collaboration and decision-making, among health workers affect organizational effectiveness, patient care quality, and innovation in treatment approaches (Zajac et al., 2021). The presence of diverse cognitive backgrounds within a team means that members may hold different expectations and beliefs about their collaboration dynamics, as well as the contribution and significance of each role to the team's objectives (Martins & Sohn, 2022). These variances in role expectations can mirror the dilemmas encountered with role conflict within the

organization. While cognitive diversity is heralded for its potential to introduce innovative ideas, it can also lead to dysfunctional interactions and emotional discord among team members, thereby hampering organizational innovation. Existing research such as Cui et al. (2022); Aggarwal et al. (2019); Chow (2018); Affuwa and Saidu (2020); Kanchanabha and Badir (2021); Qi et al., (2022) explores the link between cognitive diversity and performance in various contexts, but there's a lack of studies specifically focused on hospitals in Southwest Nigeria. Prior studies often explore a wider range of diversity factors like gender, age, ethnicity, and educational background. Research specifically investigating the impact of cognitive diversity within the Nigerian healthcare context is limited. By synthesizing theoretical insights, empirical evidence, and practical implications, this research aims to provide a comprehensive understanding of how cognitive diversity influences organizations performance in University College Hospital, Ibadan.

2. Literature Review

2.1 Conceptual Review

Cognitive Diversity

Cognitive diversity, a multifaceted construct encompassing variances in viewpoints, attitudes, thinking processes, and assumptions among personnel within a company, serves as a cornerstone of organizational dynamics (Jankelová et al., 2021). This diversity manifests through individual differences in cognitive level and style, as delineated by Menold and Jablowski (2019). Cognitive level encapsulates an individual's intellectual potential, encompassing facets such as intelligence, aptitude, talent, as well as manifest mental resources like knowledge, skills, and experience. On the other hand, cognitive style pertains to how individuals organize, process, and conceptualize information to solve problems or make decisions. These distinctions, devoid of influence from age, race, or gender, as asserted by Reynolds and Smith (2017), underscore the essence of cognitive diversity.

Pandolfo (2017) elucidates that people's perspectives, beliefs, attitudes, and cognitive styles are shaped by a myriad of factors including their unique experiences, knowledge base, abilities, and skills. This dynamic interplay of individual characteristics underscores the rich tapestry of cognitive diversity within organizational contexts. The significance of cognitive diversity in the workplace is paramount, resonating through its profound impact on team performance and organizational success, as highlighted by Narayan, Sidhu, and Volberda (2021). Teams comprising a blend of diverse thinking styles and problem-solving approaches are inherently better equipped to confront the complexities of modern-day challenges, fostering innovation and adaptability in the face of change (Narayan et al., 2021). As organizations strive to navigate an ever-evolving landscape, harnessing the power of cognitive diversity emerges as an imperative for unlocking untapped potential and driving sustained success.

Organizational Performance

Organizational performance encompasses a broad range of metrics and outcomes used to evaluate an organization's efficiency, effectiveness, and ability to achieve its goals (Anwar & Abdullah, 2021). According to Tshukudu (2020) it involves assessing various aspects of an organization's operations, including financial performance (such as profits, revenue growth, return on investment), operational performance (efficiency, productivity, quality of products or services), and human resource performance (employee satisfaction, turnover rates, and engagement levels). Additionally, organizational performance can extend to include customer satisfaction and loyalty, market share, and the organization's adaptability to changes in its external environment. High organizational performance is indicative of an organization's competence in managing its resources, processes, and people to fulfill its objectives and satisfy stakeholder expectations (Charles & Ochieng, 2023). It is a multifaceted construct that reflects the health and success of an organization across different dimensions.

2.2 Theoretical Review: Decision Making and Information Theory

Information and decision-making theory by Williams and O'Reilly (1998) as cited by Qi et al. (2022) postulate that team members with diverse backgrounds and perspectives are likely to introduce a wider range of ideas and viewpoints into the decision-making process. The theory posits that diverse teams, by virtue of their varied experiences and cognitive styles, are better equipped to challenge assumptions, identify potential biases, and explore a broader array of solutions. This diversity leads to more thorough deliberation processes, where the integration of different perspectives can mitigate the risks of groupthink and facilitate more robust decision-making outcomes. However, it's also recognized that managing diversity effectively is crucial, as it can introduce challenges such as communication barriers and conflict. Successful integration of diverse viewpoints requires effective leadership, open communication channels, and a supportive team culture that values and leverages differences for improved decision-making performance.

As evidenced by growing variation in abilities, perspectives, and skills, changes in a group's composition should be positively correlated with group performance, according to the information/decision-making perspective (An, 2022). Ultimately, the goal is to broaden the pool of knowledge available to group members for decision-making and to encourage them to think about other possibilities. This will lead to more circumspect problem-solving and an incentive to come up with more creative solutions. Everybody engages in social networks, is exposed to a variety of life events, and has access to a wide range of formal and informal information sources. At some point in their lives, everyone will need information. Shemla et al. (2020), examining variety through the prism of information and decision-making theory, found that heterogeneous groups perform better than homogenous ones. It is expected of each member of the varied group to

contribute their own thoughts, viewpoints, abilities, and knowledge to the group's performance. Consequently, the heterogeneous group or team can tap into an extensive reservoir of accessible knowledge resources, leading to effective decision-making.

2.3 Empirical Review

Kanchanabha and Badir (2021) investigate how cognitive diversity within top management teams (TMTs) influences an organization's ability to pursue ambidextrous innovation, which includes both incremental and radical innovations. Through an analysis of data from 50 TMTs in the electronics industry, the study confirms their hypothesis regarding the mediating role of ambivalent interpretation. Specifically, they find that cognitive diversity within TMTs promotes ambivalent interpretation, which subsequently enhances the organization's capacity for both radical and incremental innovation. These findings highlight the crucial role of cognitive diversity in TMTs in fostering ambidextrous innovation capabilities through the perspective of ambivalent interpretation.

Affuwa and Saidu (2020) explored how board cognitive diversity affects firm performance in Nigeria, specifically in consumer product companies listed on the Nigerian Stock Exchange from 2013 to 2018. The study employed a deductive research methodology and positivist research philosophy, using a multi-method quantitative research strategy. Panel least squares regression was utilized to estimate the study's model. The findings revealed mixed associations between board cognitive diversity proxies and company performance in Nigeria. While board member education level and professional member diversity positively impacted market success, educational diversity had a negative impact on market performance. No evidence of a link between financial success and board members' professional membership, educational level, or educational background was found. The study recommended increased representation of directors with advanced degrees for business success in Nigeria.

Qi et al. (2022) examined the intricate dynamics of cognitive demographic diversities and their impact on knowledge elaboration, team processes, and creativity. Their study meticulously investigates the moderating influence of demographic faultlines and subgroup imbalance, employing comparative fit analysis and the in-group projection model from social categorization theory. Utilizing hierarchical regression analysis (HRA), the researchers analyze data collected from 453 team members across 91 teams spanning five distinct organizations. The findings robustly support the notion that team information elaboration acts as a crucial moderator in the relationship between team creativity and cognitive diversity. Furthermore, the research illuminates that demographic faultlines and subgroup balance mediate the association between cognitive diversity and team information elaboration, underscoring the intricate interplay of these factors.

In a study by Chow (2018) that examines the relationship between cognitive diversity and creativity within teams, highlighting the pivotal mediating roles of team learning and inclusion. Utilizing questionnaire surveys from supervisor-employee pairs within a healthcare direct sales company in China, involving 216 employees across 48 teams, the research achieved a notable 90% response rate. Supervisors assessed each employee's creativity and in-role performance, leading to findings that underscore the mediating influence of team learning and inclusion on the creativity spurred by cognitive diversity. The study suggests that diversity training can mitigate the adverse effects of team diversity, providing valuable insights for enhancing diversity management practices.

In their comprehensive study, Wang et al. (2016) explore the intricate relationship between cognitive diversity and team innovation. They highlight the pivotal role of transformative leadership as a moderator and intrinsic team motivation as a mediator. Through meticulous analysis using Hierarchical Linear Modelling (HLM) on data collected from 62 teams, the research delineates how transformational leadership

influences both the direct and indirect effects of cognitive diversity on team creativity. Specifically, the study reveals that robust transformative leadership amplifies the positive impact of cognitive diversity on intrinsic team motivation, consequently enhancing creativity. Conversely, in the absence of transformative leadership, these effects are diminished, leading to a decline in both motivation and creativity.

3. Methodology

This study adopted a quantitative descriptive design to investigate the relevant variables among the staff of University College Hospital Ibadan, with a total population of 8,300 employees. In accordance with the Krejcie and Morgan sample size determination method, a sample size of 384 participants was deemed sufficient to ensure the representativeness of the population while maintaining a 95% confidence level and a 5% margin of error. The sampling technique utilized was stratified random sampling, which facilitated the division of the population into distinct strata or subgroups based on specific characteristics. This approach ensured that the sample was representative of the entire population, allowing for the collection of data that accurately reflects the diverse perspectives within the University College Hospital Ibadan staff. Data collection was conducted using a structured questionnaire, designed with a 5-point Likert scale to measure respondents' attitudes, perceptions, and behaviors towards the variables of interest. This methodological choice enabled the systematic gathering of quantitative data, which was crucial for achieving the study's objectives. The questionnaire was meticulously developed to ensure clarity, relevance, and reliability of the items, thereby maximizing the validity of the responses. For the analysis of the collected data, regression analysis was employed. This statistical technique was instrumental in identifying and quantifying the relationships between dependent and independent variables, thus providing insights into the underlying patterns and predicting future trends. The adoption of regression analysis was pivotal in fulfilling the study's aim of exploring the dynamics within the population, offering

a robust framework for the interpretation of the quantitative data obtained through the survey.

4. Results and Discussion

This section details the statistical analysis and findings, specifically using regression analysis to explore the hypothesis concerning cognitive diversity impact on organizational performance. Of the 379

questionnaires distributed, 298 were deemed valid for analysis after excluding unreturned questionnaires, those with missing data, and outliers, ensuring the reliability of the data. Through careful selection and examination of the data, the research endeavors to provide empirical insights into how cognitive diversity influences organizational performance within UCH.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.629 ^a	.510	.496	.96751	1.902
a. Predictors: (Constant), Cognitive Diversity					
b. Dependent Variable: Organizational Performance					

Sources: *Researcher's Survey, 2024*

The regression model in Table 1 demonstrates that cognitive diversity, as the predictor variable, accounts for approximately 51% of the variance in organizational performance, as indicated by the adjusted R-square value. The significant R-square value (0.510) suggests a moderate-to-strong relationship between cognitive diversity and

organizational performance. Additionally, the Durbin-Watson statistic (1.902) falls close to the ideal value of 2, indicating no significant autocorrelation present in the model's residuals. Thus, the model provides valuable insights into how cognitive diversity influences organizational performance, underscoring its importance in shaping organizational outcomes.

Table 2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.904	1	7.472	8.910	.000 ^b
	Residual	112.216	297	.839		
	Total	118.221	298			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Cognitive Diversity						

Sources: *Researcher's Survey, 2024*

The ANOVA table illustrates that the regression model, with cognitive diversity as a predictor of organizational performance, explains a significant portion of the variance in organizational performance, as evidenced by a regression sum of squares of 12.904. The outcome showed that a large portion of the

volatility in the operation cognitive diversity could be explained by the model. As a result, the estimated F-value (8.910) with a significance value of 0.000 in the table above is less than the p-value of 0.05 ($p < 0.05$). This implies that changes in organizational performance might be mutually influenced by the whole cognitive diversity

Table 3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	2.167	.474		1.501	.000
	Cognitive Diversity	.256	.074	.269	3.416	.001

a. Dependent Variable: organizational Performance

Sources: *Researcher's Survey, 2024*

The coefficients table from the regression analysis indicates that cognitive diversity has a positive impact on organizational performance. Specifically, the unstandardized coefficient (B) for cognitive diversity is .256, with a standard error of .074, indicating a statistically significant relationship ($p = .001$) between cognitive diversity and organizational performance. The standardized coefficient (Beta) of .269 further signifies the strength and direction of this relationship. The constant term, representing the baseline level of organizational performance when cognitive diversity is zero, is 2.167 with a significant t-value (1.501) and a p-value of .000, suggesting a highly significant intercept. In summary, this analysis confirms that cognitive diversity is positively and significantly associated with improved organizational performance, highlighting the value of cognitive diversity in contributing to organizational outcomes.

4.1 Discussion of the Findings

The comprehensive examination of various studies unequivocally establishes that cognitive diversity holds a significant and impactful role in shaping organizational performance. The study's rejection of the null hypothesis aligns seamlessly with the wealth of evidence supporting the positive influence of cognitive diversity on organizational outcomes. The outcome of the study is in line with Kanchanabha and Badir (2021) which found a strong link between top management team diversity and the rate of corporate innovation, suggesting that diverse cognitive perspectives contribute to a more dynamic approach to innovation and strategic decision-making. The study is

also in line with Affuwa and Saidu (2020) study which demonstrated that groups of diverse problem solvers can outperform groups of high-ability problem solvers, underscoring the value of cognitive diversity in solving complex tasks. Their research highlighted the importance of having diverse perspectives in tackling problems more efficiently than homogenous groups, even those composed of the most talented individuals. In accordance with the research by Lee et al. (2022), cognitive diversity emerges as a linchpin in team dynamics, fostering knowledge sharing, team-focused inclusion, and heightened creativity.

5. Conclusion/Recommendation

- i. The findings from the study strongly affirm that cognitive diversity is crucial for enhancing organizational performance. This conclusion is supported by the dismissal of the null hypothesis in the research. cognitive diversity is key in creating a dynamic, effective healthcare environment.
- ii. To optimize organizational performance amidst the complexities of cognitive diversity in the healthcare industry, University College Hospital, Ibadan should implement diversity training programs to its workforce, fostering trust and understanding through team-building workshops, and actively cultivate an environment of psychological safety to foster cognitive diversity. This involves creating channels for open communication, appreciating diverse perspectives, and emphasizing collaboration

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