



Organizational Justice in the Hotel Industry: Revisiting GLOBE from a National Culture Perspective

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Abstract

Purpose - Despite its significance, national culture is often underrepresented in the hospitality industry. Implementing tools such as the Global Leadership and Organizational Behavior Effectiveness (GLOBE), while valuable to a considerable extent, might induce false assumptions about of the universality of managerial practices for hotels through purposefully ignoring the in-group variations within each cultural cluster. Because employees' perceptions are deeply rooted in context-specific value systems, this study challenges the tendency to adopt a globalized approach to leadership and management through investigating potential variations in employees' perceptions in two countries in the south Asian cluster of the GLOBE.

Design/methodology/approach - Data were collected by using hard-copy and online by convenience-sampling technique from a sample of hotel employees and managers in Iran (392) and India (421). Structural equation modeling using AMOS 22 was adopted to test the hypotheses.

Findings - Both similarities and differences were observed between the Iranian and Indian contexts. The similarities confirm that GLOBE is correct to place them in the same regional cluster but the differences which relate to perceptions of organizational justice are also revealing. While Procedural Justice affects organizational factors that influence employee motivation with the Iranian sample, Distributive Justice has no effect, whereas with the Indian sample these results were the other way around.

Implications – For scholars and practitioners we show that organizational theories and concepts cannot necessarily be transferred from a Western context to other parts of the world without making adjustments for national culture and generalizations cannot even be made within regions of similar culture. For example, this study shows that in Iran organizational justice is perceived differently from how it is perceived in India.

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3 **Originality** - This study extends the literature about the effect of national culture on the hotel
4 employees' cognitions and behaviours through shedding light on the divergence between
5 countries within the same regional cluster in the GLOBE classification.
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12 **Keywords:** GLOBE, Organizational Justice, Job Satisfaction, Loyalty, Organizational
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Citizenship Behaviour

Introduction

The national cultures in which organizations are located exert organizational impacts which are often more significant than any other organizational or market forces (Peretz and Fried, 2012). Although national culture has been a recurrent theme in hospitality studies, much of the existing literature is focused on its relationship with organizational performance or its effect on service evaluations (Radojevic *et al.*, 2019) or on issues such as pricing or franchising (Nazarian, *et al.*, 2017). Such a limited view shows, at least in part, why current understanding about the impact of different national cultures on employee perceptions and work-related outputs needs to be extended to aid the provision of high-quality services (Hsu *et al.*, 2019; Radojevic *et al.*, 2019) and effective staff management. Two of the most prominent cross-cultural studies are Hofstede's cultural dimensions in the 1980's and House et al.'s Global Leadership and Organizational Behavior Effectiveness (GLOBE) in the 2000's. While both frameworks have inspired a large amount of research with increasing implications for the hotel industry, neither has so far secured a premier position. To be more specific, scholars often criticize Hofstede for what they consider a simplistic conceptualization of national culture along with a failure to account for the evolutionary nature of culture (Radojevic *et al.*, 2019). Others argue that the regional clustering approach adopted in the GLOBE project, though useful in certain aspects, fails to capture the heterogeneity of various national cultures within each cluster. Thus, more scholarly work is required to ensure clustering countries as culturally homogeneous units would not lead to a "fallacious assumption of cultural uniformity which can risk the generation of results that mask or confound the phenomena under investigation" (Tung and Verbeke, 2016, p. 1266).

Equally important in hotel industry research and practice is the necessity of having satisfied, committed and loyal employees because of a fast changing competitive landscape, growing complexity in consumer behaviours and the high-contact nature of the hospitality industry (Yen and Teng, 2013). Having satisfied, loyal employees who are willing to go beyond what is normally expected plays a significant role for hotels in their success by gaining customer satisfaction, revisit intentions and cost efficiency (Nadiri and Tanova, 2010; Sarwar and Muhammad, 2021). Thus, providing employees with quality support is critical in the development of positive work attitudes and behaviours, which in turn lead to service quality (Ling *et al.*, 2016). Such a viewpoint is conceptualised in service profit chain theory, introduced

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3 by Heskett, Sasser, and Schlesinger, (1997) and Kotter and Heskett (1992), which explores the
4 relationship between positive employee outcomes and firm profitability (Heskett *et al.*, 2008).
5 Only when employees are satisfied, and invest themselves in the organization, can customer
6 satisfaction and firm profitability be realized. This signals the impact of constructive work-
7 related variables in building competitive advantage for the business (Glaveli *et al.*, 2019; Pan,
8 2015). In contrast, the hotel industry often suffers from considerable rates of work stress,
9 employee burnout and emotional exhaustion (Huertas-Valdivia *et al.*, 2019), which explains
10 why the churn rate is one of the highest among the service industries (Stamolampros *et al.*,
11 2019). Previous studies confirm the positive impact of Organizational Justice on deviant work
12 behaviours that arise from unfavourable working conditions (Sarwar and Muhammad, 2021).
13 It is, therefore, important to leverage an Organizational Justice climate that facilitates the
14 realization of corporate objectives through fostering desirable employee attitudes and feelings
15 (Nadiri and Tanova, 2010).
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27 The influence of national culture on service encounters has so far been examined from a service
28 quality viewpoint, rather than directly focusing on employees. Such a shortcoming is important
29 in the context of hotels as labour intensive businesses which rely increasingly on excellent
30 human resource management practices to generate employee engagement and dedication to
31 ensure viability and gain optimum performance (Nazarian *et al.*, 2017, 2020; Sarwar and
32 Muhammad, 2021; Zopiatis *et al.*, 2014). With these points in mind, the present study aims to
33 answer the following question: *Can country-specific attributes lead to divergent cognitions*
34 *and behaviours within one cultural cluster in the GLOBE?* In doing so, the effects of national
35 culture on certain employees' perceptions and behaviours in the hotel industry are compared
36 in two countries in the South Asian cluster. Previous studies have either compared factors
37 between countries or clusters. For example, Crede *et al.* (2019) investigated the generalizability
38 of transformational leadership across 34 countries and found that national culture moderates
39 the relationship between transformational leadership and employee performance. However,
40 this study takes a step further to explore whether different behaviours may arise within a single
41 cluster. Such an approach is supported by implicit leadership theories (ILTs) (Stephan and
42 Pathak, 2016), which explains the role of societal and organizational values on how businesses
43 and individuals behave (Dorfman *et al.*, 2012). Also, this allows researchers to trace potential
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3 incongruences in perceptions of ideal organizational practices in different cultural and societal
4 settings (Mittal and Dorfman, 2012), with specific focus on in-group variations.
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7 **Theory and Hypotheses Development**

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9 *National Culture and GLOBE*

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12 Hofstede (2011, p. 3) defines culture as “the collective programming of the mind that
13 distinguishes the members of one group or category from others”. National culture plays a
14 critical role in determining the values of members as the heart of their socialization process
15 (Hofstede, 1980). Culture is multi-layered consisting of national, supranational, organizational,
16 occupational, and even industry levels (Pizam *et al*, 1997). Yet, according to Hofstede the most
17 fundamental and influential of these is national culture. Based on data collected from IBM
18 subsidiaries in 72 countries, Hofstede developed four dimensions of national culture: Power
19 Distance, Uncertainty Avoidance, Masculinity/ Femininity and Individualism/Collectivism.
20 Although later two more dimensions, Long-Term Orientation and Indulgence, were added,
21 Hofstede’s model is criticized for its limited scope (Hofstede, 2011). The GLOBE Project
22 improved Hofstede’s model by increasing the number of dimensions of national culture to nine,
23 by having two separate scales for each dimension – one for current practice and another for
24 how respondents would like it to be – and by adding further dimensions to measure dimensions
25 of leadership. The Globe Project has been in operation since the 1990s and is still collecting
26 data (GLOBE Project, nd.).
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39 The GLOBE project modified some of Hofstede’s dimensions; for example, the Individualism-
40 Collectivism dimension was divided into In-Group Collectivism (the degree to which members
41 express feelings of pride and loyalty to their community) and Institutional Collectivism (the
42 degree to which organizational practices encourage collective action and collective distribution
43 of rewards). Additionally, GLOBE introduced the dimensions of Performance Orientation (the
44 degree to which a community rewards members for performance excellence) and Humane
45 Orientation (the degree to which a community encourages fairness and kindness). Considering
46 the more detailed nature of the GLOBE scales for national culture, it was selected over
47 Hofstede for this study. Countries are grouped into ten clusters based on their similarities. Both
48 Iran and India belong to the Southern Asian cluster along with Malaysia, Thailand, Philippines
49 and Indonesia (GLOBE Project, nd.). Southern Asian countries appreciate collective goals,
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3 future orientation and rule-based structure (Gupta *et al.*, 2002). In-Group Collectivism scores
4 particularly highly in these cultures where employees prefer to be treated as family members
5 of the organization. Despite similarities, the two countries also differ in certain aspects with
6 Iran and India exhibiting a tendency for people without power to accept the superiority of those
7 with power (high Power Distance) though this is stronger in India. Similar to Hofstede's
8 cultural dimensions, power distance fosters a sense of acceptance for hierarchy and unequal
9 rights as well as dependence on the manager. While both countries are considered to be
10 collectivist by Hofstede, India scores much higher in Institutional Collectivism compared to
11 Iran. Thus, it can be expected that employees in India are encouraged to value group benefits
12 over personal benefits to strengthen group cohesion. Furthermore, Iran scores higher than India
13 in terms of Assertiveness, which implies a more confrontational approach in individuals'
14 interactions with others.
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24 ***Organizational Justice***

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27 Organizational justice reflects employees' perceptions of organizational fairness, and is a major
28 predictor of positive employee attitude and behavioural responses such as Commitment, Trust
29 and OCB (Chan and Lai, 2017; Hsu *et al.*, 2019). In this study, the Organizational Justice model
30 proposed by Dai *et al.* (2013) was adopted which is comprised of Procedural Justice (the
31 perceived fairness of criteria and policies used to determine outcomes), and Distributive Justice
32 (outcome allocations). Understanding the impact of organizational justice is important because
33 certain employee attitudes and behaviours lay the ground for gaining competitive advantage
34 and achieving higher performance levels. In addition, service-profit chain (Ling *et al.*, 2016)
35 shows that employees are more likely to exhibit favourable behaviours once they perceive they
36 are valued and treated fairly by the organization (Chon and Zoltan, 2019). Such desirable
37 employee outputs cover a wide range, but the present study specifically focuses on how
38 Organizational Justice affects Job Satisfaction, Employee Loyalty and OCB.
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49 Previous studies generally support the impact of organizational justice on positive work-related
50 variables (Shapoval, 2019). A high level of justice in an organization provides employees with
51 a feeling of belonging and wellbeing, which consequently establishes a climate of trust. This,
52 in turn, has a number of benefits such as higher job performance (Hon and Lu Lin, 2010; López-
53 Cabarcos *et al.*, 2015) and lower employee turnover intentions (Nazarian *et al.*, 2020; Rupp
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and Cropanzano, 2002). Thus, positive perceptions of Organizational Justice prevents cognitive dissonance and reinforces favourable attitudes and behaviours in employees. Additionally, the meta-analysis compiled by Cohen-Charash and Spector (2001) reveals that negative and unsatisfactory outcomes colour perceptions of Distributive and Procedural Justice. Suffering from a high churn rate of employees (Mohsin *et al.*, 2013), hotels rely on creating Job Satisfaction to retain their skilled workforce. Job Satisfaction is defined as “an effective or emotional response to various aspects of the job” (Pawirosumarto *et al.*, 2017, p.134), which leads to improved performance and customer satisfaction (Bayarçelik and Findikli, 2016; Mohsin *et al.*, 2013). This is important in hotels as a high-contact service industry, where the quality of the interaction between the employees and the customers affects the service experience to a great extent. Poor levels of Job Satisfaction mean employees are less motivated to go beyond their predefined rules or even perform their everyday tasks properly, which ultimately results in poor service quality (Stamolampros *et al.*, 2019). Hsu *et al.* (2019) show that hotel employees’ job satisfaction depends largely on their perceptions of Organisational Justice. Likewise, Yen and Teng (2013) explain that employees are very likely to experience dissatisfaction and resentment if they develop negative perceptions about how they are being treated, which causes lower levels of Job Satisfaction, Commitment and increases deviant work behaviours such as stealth, absence, etc. Similarly, Leung *et al.* (1996) examine joint venture hotels in China and show that procedural and performance-based Distributive Justice are related to Job Satisfaction. Likewise, a study conducted in Portuguese hotels confirms that Distributive Justice is positively correlated with Job Satisfaction (López-Cabarcos *et al.*, 2015). Thus, it is hypothesized that:

H_1 Procedural Justice positively affects Job Satisfaction.

H_2 : Distributive Justice positively affects Job Satisfaction.

A second outcome of organizational justice is Employee Loyalty. Lamberti *et al.* (2020), citing Guillon and Cezanne (2014), define Employee Loyalty as: “a psychological inclination, a feeling such as identification with, or attachment or a commitment to the organization” (p. 4). A frequently explored problem in an era of high competition and targeted talent theft (Khan *et al.*, 2021, p. 2) in the hotel industry is the high rate of employee turnover. High turnover rates indicate low levels of loyalty within the sector, with subsequent financial and human losses for

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3 organizations (Khan *et al.*, 2021). Researchers and practitioners have tried to identify the
4 tangible and intangible drivers of Employee Loyalty and have found factors ranging from
5 financial incentives to more effective, involvement-based factors such as Organizational
6 Commitment, Job Satisfaction, support of management, pride in the organization, human
7 interactions, self-fulfilment, organizational culture, etc. In fact, research on such non-monetary
8 drivers of Employee Loyalty surpasses economic compensation in recent years (Yao *et al.*,
9 2019). Previous research confirms the positive impact of Organizational Justice on Employee
10 Loyalty. If employees perceive they are treated fairly, they tend to reciprocate through
11 behaviours such as Commitment and Loyalty (Gupta, 2019). Bayarçelik and Findikli (2016)
12 found that Organizational Justice considerably impacts employees' Loyalty and intention to
13 leave, task performance and engaging in extra role behaviours. Likewise, Nadiri and Tanova
14 (2010) show that both Distributive and Procedural Justice are related to employee outcomes
15 such as Job Satisfaction and management evaluation, as well as Loyalty and intention to stay.
16 Thus, it is hypothesized that:

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28 H_3 : Procedural Justice positively affects Employee Loyalty.

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 H_4 : Distributive Justice positively affects Employee Loyalty.

Organizational Justice has also been found to impact OCB, which is defined as individual behaviours in an organizational environment that extend employees willingness to go beyond formal roles and take extra responsibilities of what agreed in the employment contract (Chon and Zoltan, 2019; Organ, 2018). OCB is a multi-faceted concept consisting of altruism, conscientiousness, interpersonal harmony, identification and maximising organizational resources (Wang and Wong, 2011). According to Lin *et al.*, (2008) during service encounter service quality significantly being influence by OCB because when employees collectively and collaboratively make extra effort to perform their duties, organizational objectives may be exceeded and higher levels of organizational performance/effectiveness are realized (Hemdi *et al.*, 2012; Nazarian *et al.*, 2019, 2020). Previous studies suggest that if employees perceive they are treated fairly by the organization, they tend to exhibit more positive behaviours, and are more likely to engage in OCB (Ariffin *et al.*, 2015; Haldorai *et al.*, 2020). Based on these arguments, it is hypothesized that:

H_5 . Procedural Justice has a positive impact on OCB.

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3 *H*₆. Distributive Justice has a positive impact on OCB.
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6 What makes organizational justice even more critical for hotel managers is the interrelationship
7 between its outcomes. Existing literature confirms the positive relationship between Job
8 Satisfaction and Loyalty in the hotel industry (Abdullah *et al.*, 2010; Hussain, 2012).
9 Organizations should strive to create a satisfied employee base as this ensures employees'
10 personal dedication to work (Lee *et al.*, 2011). Also, if members feel their needs are properly
11 met, they invest themselves in their duties. In contrast, dissatisfied employees are very likely
12 to leave their jobs because organizational satisfaction is a strong predictor of Employee Loyalty
13 (Karatepe *et al.*, 2006; Mohsin *et al.*, 2013). Finally, Employee Loyalty can enhance the
14 propensity for engaging in extra-role behaviours. Feelings of loyalty and attachment mean
15 subordinates have a stronger sense of obligation towards the organization, thus strengthening
16 their reciprocity and goodwill to fulfil organizational objectives through OCB (Wang and
17 Wong, 2011). Ocampo *et al.* (2018) show that perceived feelings of care from the organization
18 or its managers result in increased levels of Employee Loyalty, and active engagement in
19 advancing organizational interests. Surprisingly, however, only a few studies (e.g. Wang and
20 Wong, 2011) explore the relationship between Loyalty and OCB in hotels. Therefore, it is
21 hypothesized that:
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34 *H*₇ Job Satisfaction positively impacts Employee Loyalty.
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37 *H*₈: Job Satisfaction positively impacts OCB.
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40 *H*₉ Employee Loyalty positively impacts OCB.
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“Figure 1”

Methodology

Sampling and procedure

The sample was drawn from employees and managers in the hotel industry. The main survey obtained data for additional scales refinement and hypotheses examination (Foroudi, 2019; 2020; Sekaran, 2003). A version of a self-administered questionnaire was prepared using the same constructs. By following suggestions from previous scholars (Ageeva *et al.*, 2018; 2019), translation and back translation technique was used in a non-electronic method (Harpaz *et al.*, 2002). Two bilingual individuals expert in Persian and English and three bilingual professionals in English and Hindi deliberated each item and the alternatives. Based on Harpaz *et al.* (2002) and Hult *et al.* (2008) first one expert translated the questionnaire from English to their mother tongue, afterwards the other person translated back to English. The items were discussed in a group of 2 or 3 who were confident in both languages till they reached an arrangement on the language similarity of the item measurements between languages.

The study was conducted in the hotel sectors of Iran and India by employing a convenience-sampling technique (Foroudi, 2019; 2020; Nazarian *et al.*, 2020) over a six month period between February and July 2019. The data were collected using hard-copy and online methods. It helped to increase our research sample size as well as the participants are well-informed and suggest other to participants (Helm, 2011). We collected the data through hard-copy and online questionnaires ensuring that the respondents answer all the questions (Churchill, 1999).

Data collection

In India, 950 questionnaires were sent to participants who were easily accessible hotel employees and managers. We received 421 usable surveys (44% response rate). From 650 questionnaires distributed to employees and managers in the Iranian hotel industry, a total of 392 usable surveys were processed and scrutinised (60% response rate). On the advice of Churchill (1999) and Foroudi *et al.* (2014), a convenience-sample was used to eliminate any that might jeopardise the validity and generalizability of the scales.

The summary of the demographic characteristics are illustrated in Table 1. It displays that 64.1% of Indian participants, were male and 52% of the Iranian participants were female.

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6 for. 28.1% of Iranian and 29.5% of Indian participants were between the ages of 35-44 and
7 35.7% of the Iranian and 25.7% of the Indian participants were in the 45-54 age group. The
8 results also demonstrated that a high percentage (Iran: 53.3%; India 25.4%) of the respondents
9 had a master's degree or above. The majority of the Iranian respondents were middle managers
10 (43.1%) who were working in large size hotels (57.1%). However, the majority of the Indian
11 respondents were junior managers (39.9%) working at medium size hotels (49.2%).
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16 17 "Table 1" 18

19 20 21 **Measurement**

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23 This study employed the established scales from previous studies which recognised to be
24 psychometrically sound (Akarsu *et al.*, 2020; Hair *et al.*, 2006). The scales were designed based
25 on a seven point Likert type ranging from 1 (strongly disagree), to 7 (strongly agree) which
26 related to the underlying perceptions of organizational justice and its components (i)
27 distributive and (ii) procedural justice (Nadiri and Tanova, 2010). Items on Job Satisfaction
28 were also obtained from existing scales (Cellucci and DeVries, 1978; Macdonald and
29 MacIntyre, 1997). Loyalty was measured based on 4 items adopted from Nazarian (2013).
30 Items from the OCB scale (Wang and Wong, 2011) were adopted according to the research
31 setting. Both questionnaires used the same item measurements to certify comparability. The
32 initial items were examined for reliability and validity of the entire sample. The descriptive
33 information for the constructs were shown in Table 2. The result of composite reliability (also
34 called construct level reliability) shown the items have been allocated to the correct constructs
35 and have a good relationship among each other.
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47 The items show all are above the accepted requirements for psychometric reliability
48 examinations (Iran: .806 to .965 > .70; India: .838 through .973 > .70) for both data sets (Foroudi,
49 2019; 2020; Hair *et al.*, 2006). Interestingly, although the reliability of the same scale can differ
50 considerably from one sample to another, the reliabilities of all scales are consistent through
51 both data; therefore, any cross-country difference in the associations among the variables
52 cannot be attributed to difference reliabilities.
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“Table 2”**Results and Analysis**

Confirmatory factor analysis (CFA) was employed to assess a theory regarding the association among a set of scales and examine discriminant validity (Foroudi *et al.*, 2014; 2016). Based on the research objectives, 24 items were inspected to assess the construct uni-dimensionality and examination of each sub-set of items for reliability and validity (Gerbing and Anderson, 1988; Foroudi, 2019; Tabachnick and Fidell, 2007). Convergent and discriminant validity were evaluated based on the construct reliabilities. Convergent validity was employed to inspect the homogeneity of the constructs through AVE (average variance extracted). The result (Iran: .588 to .849; India: .634 to .902 >.5) indicate adequate convergent validity (Table 3a and 3b).

“Tables 3a and 3b”

We used AMOS (analysis of moment structure) to examine the research hypotheses by using two-group examination. According to the suggestion by previous scholars (Byrne, 2001; Hair *et al.*, 2006; Tabachnick and Fidell, 2007), the model fit was assessed for overall fitness which refers to fit indices. Absolute fit indices as well as incremental fit indices were used. RMSEA and CFI suggest adequate distinctive data to assess a model (Hair *et al.* 2006). The result of the root mean squared approximation of error (RMSEA) were indicate acceptable fit (Iran .065; India .051 <.08). Comparative fit index (CFI) which was considered as an improved version of the normed fit index (NFI) shown as a good fit (Iran .967; India .983 >.90). The results of NFI indicate an acceptable fit (Iran .948 and India .967>.08) (Byrne 2001; Foroudi *et al.*, 2014; 2016). The goodness-of-fit index (GFI) which measures the fitness of a model compared with another model (Iran .916; India .946>.90) was in an acceptable level (Tabachnick and Fidell 2007). In addition, the results of the incremental fit index (IFI), and Tucker-Lewis index (TLI) were greater than the suggested threshold of .90 (Iran .967; India .983 and Iran .960; India .978 respectively) (Hair *et al.*, 2006; Steenkamp and van Trijp, 1991).

Furthermore, the possible non-response bias was addressed by inspecting the difference between 50 early and late participants by using the Mann-Whitney U-test. Based on the results,

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3 the significance value for the research variables was equal or not less than .5 probability value,
4 which is insignificant (Podsakoff *et al.*, 2003; Yu *et al.*, 2019). In addition, there was no
5 statistically key difference among the early and late participants; so, non-response bias was not
6 a concern. The standardised parameter assessments for the hypothesized associations between
7 the research constructs are shown in Table 4. By following Kwan and Chan's (2011)
8 recommendation, standardized beta coefficients and model estimates were employed to
9 compare the relative influences of the research constructs.

16 Based on this model, H1.1, which proposes a direct impact of Procedural Justice on Job
17 Satisfaction, the result from the Iranian participants confirmed the relationship ($\gamma=.538$, t -
18 $value=6.971$); however, the relationship was rejected from the Indian result ($\gamma=.048$, t -
19 $value=1.668$, $p .095$). The results exhibit that Procedural Justice is meaningfully different from
20 0 at the .05 significance level which may not be predominantly effective concerning
21 employees' and managers' perceptions. The regression path surprisingly displays a significant
22 negative association among these two constructs, which is unanticipated outcome, mainly in
23 light of earlier research. Based on the suggested S_Pooled formula by Kwan and Chan (2011),
24 the comparative analyses between these two groups are statistically significant (t -value=6.122,
25 p -value=.000). With regard to research hypothesis H1.2 (Distributive Justice -> Job
26 Satisfaction), the examination found that there is an insignificant relationship for the Iranian
27 participants between Distributive Justice and Job Satisfaction ($\gamma=.053$, t -value=1.435, $p .151$).
28 However, the relationship was confirmed by the Indian participants ($\gamma=.336$, t -value=5.715).
29 The comparative analysis between the groups (t -value=2.856, p -value=.004) demonstrates that
30 the differences are statistically significant.

43 There was similarity between both analyses, and H2.1 (Procedural Justice -> Loyalty) and H2.2
44 (Distributive Justice -> Loyalty) were both fully supported (H2.1 - Iran: $\gamma=.326$, t -value=4.794;
45 India $\gamma=.077$, t -value=2.911; H2.2 - Iran: $\gamma=.066$, t -value=2.084; India $\gamma=.295$, t -value=5.635).
46 The comparative analysis (H2.1: t -value=-3.515, p -value=.000; H2.2: t -value=-3.691, p -
47 $value=.000$;) show there are significant differences amongst the groups. The hypothesised
48 association among Procedural Justice and OCB was found to be insignificant in the Iranian
49 managers' perception ($\gamma=.407$, t -value=5.558). However, the results from the Indian data show
50 that the standardised regression path between the two constructs was different from 0 at the
51 .001 significance level ($\gamma=-.044$, t -value=-1.485, $p .138$). Also, the result of the comparative
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analysis (t-value=5.865, p-value=.576) illustrate the differences between the groups are insignificant.

For Hypothesis 3.2, the examination of the Iranian data set found that there is an insignificant relationship between the employees' and managers' attitudes toward Distributive Justice and OCB ($\gamma=-.042$, t-value=-1.357, $p=.175$); however, there was support from Indian employees and managers for this relationship ($\gamma=.317$, t-value=4.874). The comparative assessment (t-value=-4.877, p-value=.000) demonstrates significant differences between the Indian and Iranian groups.

There was similarity between the analyses of both samples, and H4 (Job Satisfaction \rightarrow Loyalty) and H5 (Job Satisfaction \rightarrow OCB) were fully supported (H4 - Iran: $\gamma=.468$, t-value=9.070; India $\gamma=.417$, t-value=7.820; H5 - Iran: $\gamma=.167$, t-value=3.142; India $\gamma=.317$, t-value=5.346, respectively). Furthermore, the relationships between Loyalty and OCB were statistically fully accepted (H6 - Iran: $\gamma=.289$, t-value=4.741; India $\gamma=.152$, t-value=2.377). The analysis shows (t-value=.686, p-value=.493; t-value=-1.884, p-value=.060; t-value=1.547, p-value=.122) so the differences between the groups are statistically insignificant.

“Table 4”

“Figure 2”

Discussion and Conclusions

Conclusions

This study aimed to understand how differences in the national cultures of countries within the same GLOBE cluster might lead to variations in individuals' attitudes and work-related outputs by looking at the impacts of Organizational Justice on Job Satisfaction, Employee Loyalty and Organizational Citizenship Behaviour (OCB) in the hotel industries of Iran and India. Although both countries fall within the South Asian cluster, they differ in terms of fundamental aspects such as history, religion, rituals, etc. Despite relative congruence of results, the two countries exhibited clear distinctions in certain aspects. More specifically, of the nine hypotheses tested, five confirmed the existence of meaningful relationships between the constructs under study.

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3 Procedural and Distributive Justice were found to impact Employee Loyalty in both countries
4 (Hypotheses 3 and 4). This is consistent with findings of previous studies such as Vaamonde
5 et al. (2018), Ocampo et al. (2018) and Bayercelik and Findikli (2016), who consider
6 employees' perceptions of organizational justice to be a strong predictor of desirable attitudes
7 and behaviours including Job Performance, Employee Loyalty, OCB and Job Satisfaction.
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12 In addition, the positive influence of Job Satisfaction on Employee Loyalty (Hypothesis 7) and
13 OCB (Hypothesis 8) were confirmed in both countries. Staff turnover may happen due to low
14 satisfaction among employees, possibly arising from factors such as inappropriate payments,
15 poor relationships with co-workers and supervisors, work stress, long hours, etc. (Mohsin *et*
16 *al.*, 2013). Such behaviours could be explained through social exchange, in which satisfied
17 employees tend to reciprocate the support and benefits received from the organization or the
18 supervisors (Lee *et al.*, 2011). This, in turn, increases employees' sense of commitment, loyalty
19 and citizenship behaviours. Employee Loyalty was found to significantly affect OCB
20 (Hypothesis 9). High levels of Employee Loyalty may cause subordinates to exhibit more
21 support and goodwill towards the organization and their colleagues which ultimately results in
22 enhanced propensity for extra-role behaviours (Wang and Wong, 2011).
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40 However, Distributive and Procedural Justice had different impacts on Job Satisfaction and
41 OCB in the two contexts. While Procedural Justice had a statistically meaningful influence on
42 Job Satisfaction in Iran, there was no such influence in India (Hypothesis 1). In contrast,
43 Procedural Justice had no significant impact on OCB in Iran although it positively affected
44 OCB in India (Hypothesis 5). One possible explanation is the differences in the GLOBE
45 national culture dimensions of the two countries. Iran scores higher than India in Performance
46 Orientation, which means Iranian society rewards group members for high performance.
47 Iranian hotel managers are more concerned about developing appraisal procedures, potentially
48 resulting in favourable perceptions of employees. However, such processes do not guarantee
49 the optimal realization of organizational justice in the eyes of the subordinates since an equally
50 important dimension of organizational justice is Distributive Justice, i.e. employees'
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3 perceptions of the fairness of allocation of resources, or the fit between the inputs (efforts) and
4 outputs (rewards) (Nadiri and Tanova, 2010; Shapoval, 2019). Also, Iran scores higher than
5 India on In-Group Collectivism. Iranians tend to develop trust in their supervisors rather than
6 in the organization due to the personal nature of their relationships (Nazarian *et al.*, 2020).
7 Therefore, they frequently consider their managers and the appraisal processes they use as
8 inseparable. If they perceive that their supervisors implement fair performance assessment
9 procedures, they tend to develop a deeper attachment and reciprocate through engaging in
10 extra-role behaviours. In contrast, the insignificant relationship between Distributive Justice
11 and OCB in the Iranian context might be explained using social comparison theory (Festinger,
12 1954), which indicates that individuals constantly compare themselves with others to devise a
13 clearer evaluation of themselves (Badawy and El-Fekey, 2017; Chen *et al.*, 2018). Considering
14 the more assertive and confrontational spirit of Iranians in the GLOBE index, it could be argued
15 that they have a high degree of assertiveness and a can-do attitude and are competitive (Javidan
16 and Dastmalchian, 2009). Inducing high levels of Job Satisfaction and OCB is difficult because
17 employees constantly compare themselves with their peers or compare their current situation
18 with their past (Chen *et al.*, 2018) in terms of the benefits they receive from the organization.
19 This increases the risk of perceived injustice with consequent side effects such as lower Job
20 Satisfaction and more destructive work behaviours. These differences are in culturally
21 determined values and have their roots in the deeper layers of the historical foundations of these
22 nations. Colonisation affects the culture and social structures of the country that is colonised,
23 which results in the retranslation and re-composition of the colonised culture (Bewaji, 2019).
24 India provides a very good example in this regard. The country had a long history of
25 colonisation by Great Britain, which in turn allowed for the penetration of British values into
26 Indian culture. Such a cultural assimilation can be observed in the closer scores of India than
27 Iran to the UK in dimensions such as Performance Orientation and Institutional Collectivism
28 with significant impacts on the variables under study. In contrast, Iran has not been so invaded
29 by an external power since the Arab conquest over fourteen centuries ago.

30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 ***Theoretical Implications***

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53 This study makes a theoretical contribution to the existing literature by adding insight into the
54 way in which national culture affects organizational factors which managers and scholars
55 should be taking into account in the everyday operation of an organization. From a cross-
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3 cultural perspective, this research provides empirical evidence for the impact of national culture
4 on employees' cognitions as well as work-related outputs. While using the insight from other
5 contexts could in many cases help devise appropriate mechanisms to boost employee outputs,
6 it by no means implies a universality of values. In fact, differences in the scores of each country
7 can at times lead to completely different outcomes for similar practices, as was indicated in
8 this research. Researchers need to be mindful, when applying theories and concepts developed
9 in Western contexts, that these cannot necessarily be applied without making adjustments for
10 differences in national culture. Therefore, this shows that both the universal and contingency
11 paradigms (Holten *et al.*, 2017) should be taken into consideration to ensure "a fit between
12 cultural values and organizational arrangements" (Asrar-ul-Haq and Anwar, 2018, p. 185).
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21 ***Practical Implications***

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24 The practical implications in this study are two-fold. From a cross cultural perspective,
25 although the GLOBE regional clusters are useful in extending management approaches in
26 beyond borders within each cluster, managers should also try to be aware of the country's
27 specific cultural characteristics and it deepens understanding of the different perceptions of the
28 significance of different types of organizational justice. In addition, this study extends the
29 current understanding about the significance of organizational justice for hotel managers.
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36 Managers in the hotel industry are more than ever in need of finding solutions to achieve the
37 high retention rates of employees required, which is the main source of delivering high quality
38 service to customers. Thus, it is very important for hotels to implement strategies that create
39 more job satisfaction, engagement, commitment, and loyalty in their employees (Zopiatis *et*
40 *al.*, 2014). This is particularly important for the managers of independent hotels to keep in mind
41 since they have to compete with chain hotels which have access to better resources. In this
42 respect, organizational justice is an effective corporate lever with significant impacts on
43 positive employee outcomes, such as Job Satisfaction, Employee Loyalty and OCB, that
44 ultimately improves the quality of customer service and helps hotels leverage the benefits of
45 increased customer satisfaction (Kloutsiniotis and Mihail, 2020).
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Limitations and Future Research

Like any other study, our findings should be interpreted against a backdrop of inherent limitations. The data was limited to two countries. Future studies could incorporate data from more countries within the specified cluster or even test the degree of heterogeneity among different clusters. Second, our analysis was mostly based on specific dimensions of the GLOBE more related to the constructs under study. Examining other variables might provide a more holistic view on the homogeneity/heterogeneity scale within each cluster. Although the historical background of India was assumed to have a hand in the different patterns of behaviour exhibited by hotel employees in Iran and India, further empirical research is needed to verify the significance of colonisation as well as other country-level differentiators such as religion, ethnicity, etc. In addition, GLOBE has also been criticized on the measurement of values by scholars (Stephan and Pathak, 2016). Therefore, replication of findings through using other tools might lead to new perspectives. Finally, complementing the quantitative data with qualitative inputs provisioned is suggested for a deeper understanding of the topic.

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Table 1: Demographic profile of the participants compared with the main population figures (Iran N=392; India N=421)

	Iran		India	
Gender				
Male	188	48.0	270	64.1
Female	204	52.0	151	35.9
Age of respondents				
under 25	31	7.9	43	10.2
25-34	34	8.7	78	18.5
35-44	110	28.1	124	29.5
45-54	140	35.7	108	25.7
55-64	71	18.1	68	16.2
65 and over	6	1.5		
Education level				
PhD	28	7.1	14	3.3
Postgraduate	209	53.3	107	25.4
Undergraduate	154	39.3	104	24.7
Pre university	1	.3	82	19.5
Position				
Chief Executive	29	7.4	61	14.5
Senior Management	119	30.4	87	20.7
Middle Management	169	43.1	105	24.9
Junior Management	75	19.1	168	39.9
Company size				
Small	55	14.0	66	15.7
Medium	113	28.8	207	49.2
Large	224	57.1	148	35.2

Table2: Descriptive statistics and reliabilities

Constructs and items	Mean	Std. Deviation	Factor loadings	Cronbach @	Mean	Std. Deviation	Factor loadings	Cronbach @
	Iran				India			
Organisational-Justice-(Nadiri and Tanova, 2010)								
Procedural-Justice				@ .806				@ .951
I-work-with-my-supervisor-to-resolve-all-the-challenges-related-to-my-job	5.49	1.140	.766		5.09	1.876	.951	
I-work-with-my-supervisor-to-develop-future-plans	5.80	1.133	.838		5.02	1.825	.962	
The-supervisor-asks-my-opinions-on-how-to-improve-firm*-performance	5.62	1.174	.777		4.89	1.759	.935	
Distributive-Justice				@ .943				@ .838
Generally,-I-feel-that-my-salary-is-fair	5.32	1.734	.941		5.44	1.213	.829	
I-feel-that-the-company-gives-fair-rewards-according-to-my-work-performance	5.25	1.712	.951		5.70	1.254	.868	
I-feel-that-the-company-gives-fair-rewards-according-to-my-work-pressure-Trust	5.10	1.649	.918		5.51	1.259	.830	
Job-Satisfaction MacDonald and MacIntyre, 1997 and Nazarian 2013				@ .875				@ .856
In-my-organisation-the-number-of-employee-complaints-about-their-job-experience-received-at-the-organisation-is-decreasing.	Removed: due to Multiple loadings on two factors				5.51	1.388	.819	
In-my-organisation-the-number-of-employee-visit-the-consulting-centre-is-decreasing.	5.31	1.244	.857		5.85	1.222	.865	
In-my-organisation-managers-and-supervisors-are-satisfied-with-their-jobs-and-employment.	5.22	1.291	.861		5.81	1.240	.820	

In-my-organisation-absenteeism-of-managers-and-supervisor-is-decreasing	5.48	1.190	.831		Removed:-due-to-Low-reliability,-Item-to-total-correlation-is-less-than 0.5		
Loyalty Aydin and Ozer 2005				@ .896		@ .876	
I-am-very-loyal-to-this-company	5.51	1.387	.836		5.32	1.257	.863
I-will-continue-to-stay-at-this-company	5.82	1.217	.853		5.26	1.269	.880
As-an-employee-working-in-this-company-I-would-highly-recommend-this-company-to-my-friends-and-family.	5.76	1.264	.802		5.52	1.170	.822
To me, the-company's-brand-is-the-same-as-other-company's-brands	5.68	1.211	.794		Removed:-due-to-Multiple-loadings-on-two-factors		
Organisational-Citizenship-behaviour Wang and Wong, 2011				@ .965			@ .973
I-follow-the-corporate-rules-even-without-supervision	Removed: due to Multiple loadings on two factors				Removed:-due-to-Low-reliability,-Item-to-total-correlation-is-less-than 0.5		
I-do-not-abuse-the-work-authority-of-others	5.78	1.211	.825		6.03	1.211	.926
I-actively-help-newbies-even-without-being-asked	6.02	1.213	.924		6.05	1.197	.940
I-am-willing-to-spend-time-helping-others-to-resolve-work-related-problems	Removed: due to Multiple loadings on two factors				Removed:-due-to-Multiple-loadings-on-two-factors		
I-avoid-disputes-other-colleagues	Removed: due to Low reliability, Item to total correlation is less than 0.5						
I-propose-some-constructive-suggestions-to-my-colleagues-to-improve-their-work-efficient	6.03	1.206	.929				
In-the-company,-I-pursue-optimal-performance-at-work	Removed: due to Low reliability, Item to total correlation is less than 0.5						

I-often-pay-attention-to-my-colleagues'- advantages-instead-of-their-disadvantages	6.01	1.208	.926	6.03	1.203	.941
I-do-not-take-extra-breaks-at-work	5.92	1.232	.899	5.96	1.218	.917
I-do-not-waste-much-time-complaining-about- trifling-matters	Removed: due to Multiple loadings on two factors			Removed:-due-to-Low-reliability,-Item-to- total-correlation-is-less-than-0.5		

Table 3a: Discriminant and convergent validity, CR, and AVE (Iran Data)

	CR	AVE	MSV	MaxR(H)	Loyalty	Procedural	Distributive	Satisfaction	OCB
Loyalty	0.898	0.688	0.267	0.911	0.83				
Procedural	0.81	0.588	0.229	0.819	0.457	0.767			
Distributive	0.943	0.848	0.062	0.953	0.186	0.249	0.921		
Satisfaction	0.876	0.702	0.267	0.885	0.517	0.428	0.162	0.838	
OCB	0.966	0.849	0.229	0.978	0.442	0.479	0.069	0.342	0.921

Table 3b: Discriminant and convergent validity, CR, and AVE (India Data)

	CR	AVE	MSV	MaxR(H)	Loyalty	Procedural	Distributive	Satisfaction	OCB
Loyalty	0.878	0.707	0.269	0.889	0.841				
Procedural	0.953	0.872	0.026	0.958	0.076	0.934			
Distributive	0.838	0.634	0.110	0.859	0.276	0.162	0.797		
Satisfaction	0.866	0.686	0.269	0.897	0.519	0.023	0.271	0.828	
OCB	0.974	0.902	0.172	0.978	0.328	-0.084	0.331	0.415	0.950

Table 4: Results of hypothesis testing (Iran and India)

Relationships				Iran				India					
				Estimate	S.E.	C.R.	<i>P</i>	Results	Estimate	S.E.	C.R.	<i>P</i>	Results
H1.1	Procedural-justice	<input type="checkbox"/>	Job-satisfaction	.538	.077	6.971	***	Significant	.048	.029	1.668	.095	Not-Significant
H1.2	Distributive-justice	<input type="checkbox"/>	Job-satisfaction	.053	.037	1.435	.151	Not-Significant	.336	.059	5.715	***	Significant
H2.1	Procedural-justice	<input type="checkbox"/>	Loyalty	.326	.068	4.794	***	Significant	.077	.026	2.911	.004	Significant
H2.2	Distributive-justice	<input type="checkbox"/>	Loyalty	.066	.032	2.084	.037	Significant	.295	.052	5.635	***	Significant
H3.1	Procedural-justice	<input type="checkbox"/>	Organizational-Citizenship-Behavior	.407	.073	5.558	***	Significant	-.044	.030	-1.485	.138	Not-Significant
H3.2	Distributive-justice	<input type="checkbox"/>	Organizational-Citizenship-Behavior	-.042	.031	-1.357	.175	Not-Significant	.317	.065	4.874	***	Significant
H4	Job-satisfaction	<input type="checkbox"/>	Loyalty	.468	.052	9.070	***	Significant	.417	.053	7.820	***	Significant
H5	Job-satisfaction	<input type="checkbox"/>	Organizational-Citizenship-Behavior	.167	.053	3.142	.002	Significant	.317	.059	5.346	***	Significant
H6	Loyalty	<input type="checkbox"/>	Organizational-Citizenship-Behavior	.289	.061	4.741	***	Significant	.152	.064	2.377	.017	Significant

*** $p < .001$; ** $p < .05$; * $p < .01$

Notes: Path = Relationship-between-independent-variable-on-dependent-variable; β = Standardised-regression-coefficient; S.E. = Standard-error; p = Level-of-significance.

Figure 1: The research conceptual model

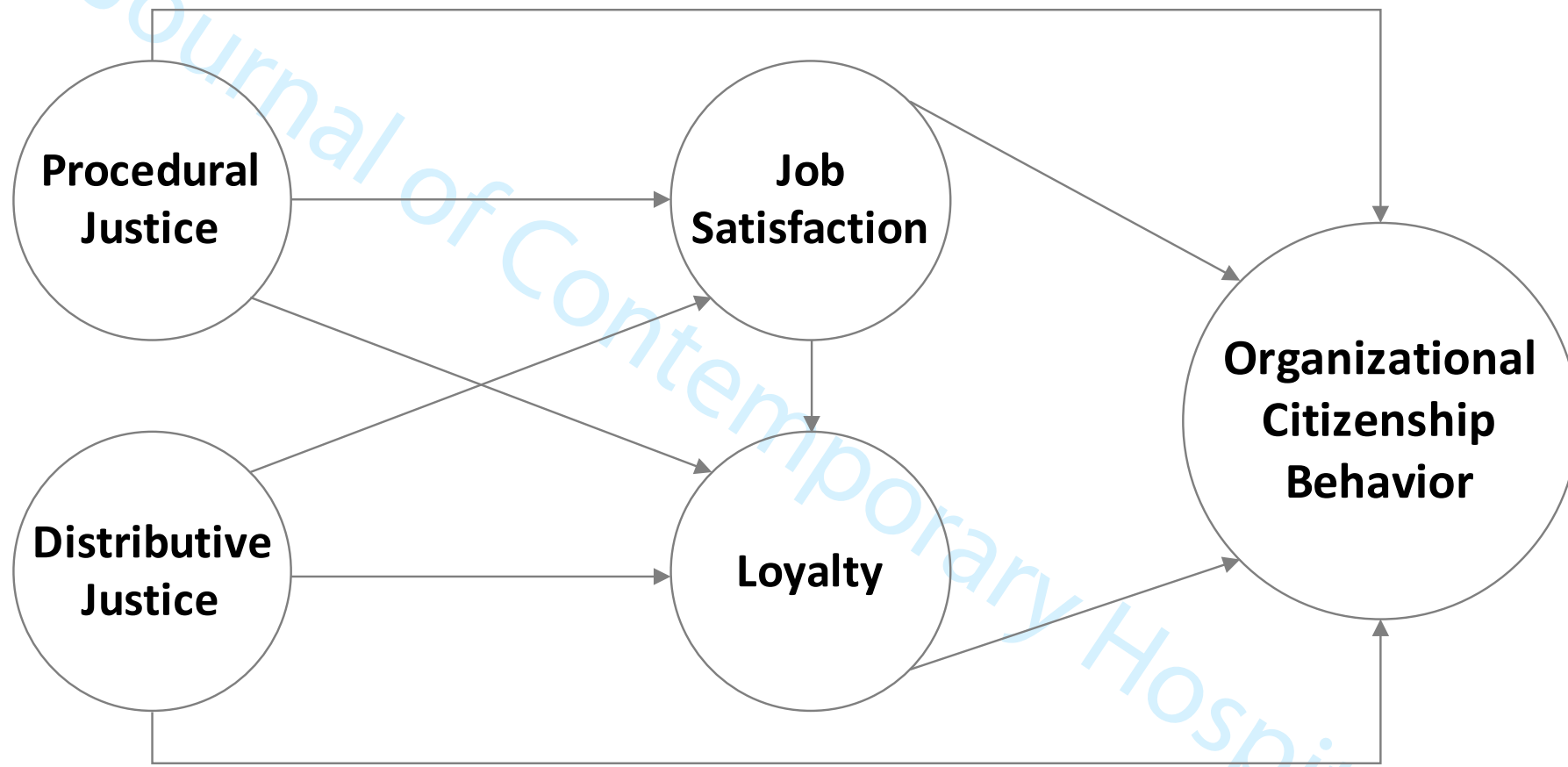
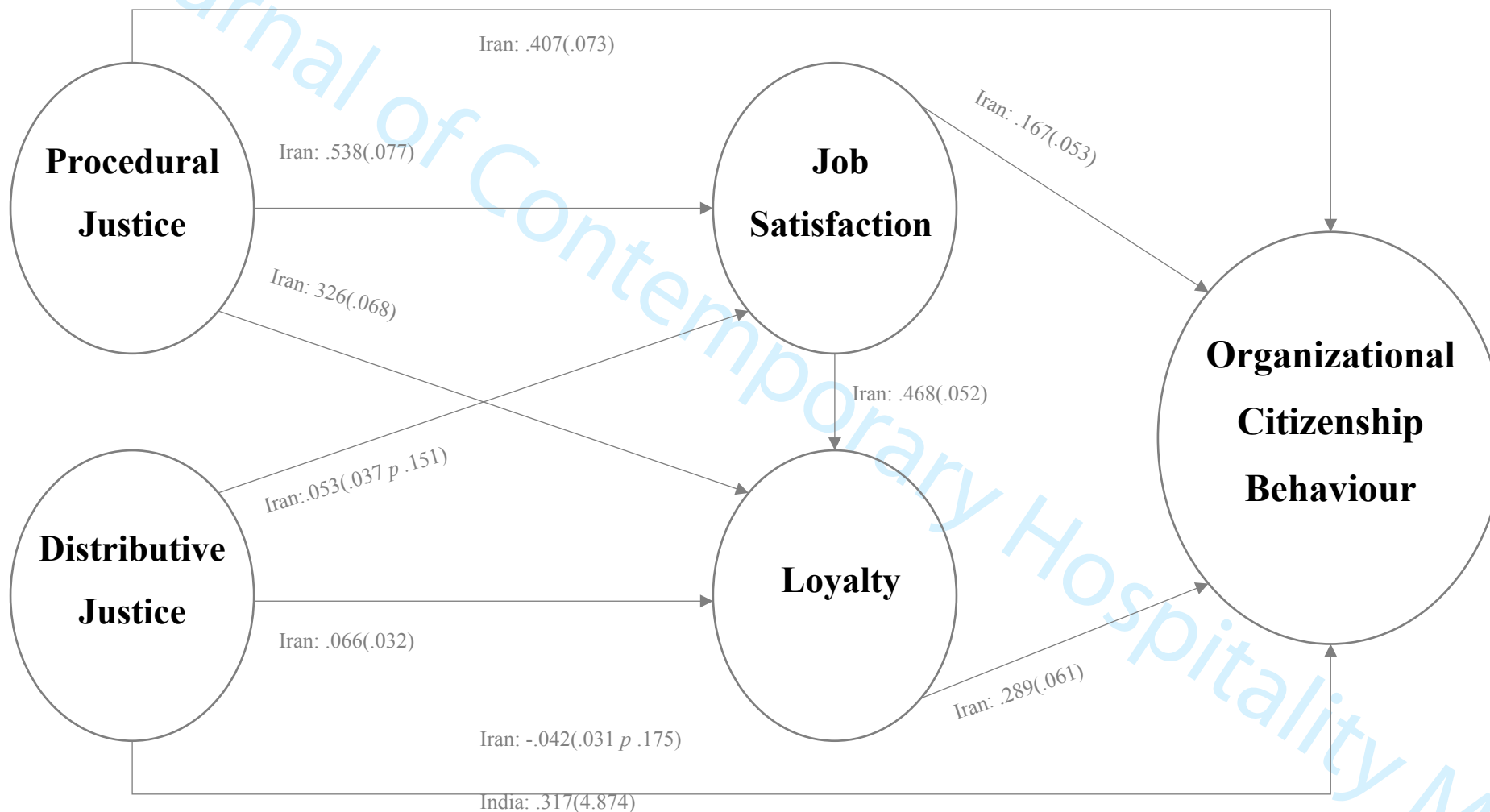


Figure 2: The research validated conceptual model



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	Comment	Response
Editor	Include a structured abstract in page 1 of the main document and make sure that it includes all the required subsections including Purpose, Methodology, Findings, Implications and Originality along with key words. Currently, Implications section is missing.	Thank you very much. The abstract was structured as requested and implications were added.
	3. Make sure to follow IJCHM author guidelines closely: http://emeraldgroupublishing.com/products/journals/author_guidelines.htm?id=ijchm For example, when there are three or more authors, you need to use Adam et al., XXXX (or Adam et al., XXXX) format for the first time and after. You should list references within text in an alphabetical order.	Many thanks. References were reviewed and listed according to the guidelines.
	Revisit the Discussion and Conclusions sections one more time to better answer the "So What" question. There should be four sub-sections under this section: (1) Conclusions, (2) Theoretical Implications, (3) Practical Implications and (4) Limitations and Future Research.	Thank you very much for your comments we have followed you instruction on the structure of the last section We have also reviewed some area of the discussion and conclusions
	To strengthen your literature review and theoretical implications, you may like to incorporate more recent and relevant references published in recent months/years.	Much appreciated. More recent references were added to further strengthen the arguments (Chon and Zoltan, 2019; Khan et al., 2021; Sarwar and Muhammad, 2021; etc.)
	Cross check all references within text with your reference list and make sure that all references used in within text are listed in your reference list and remove any uncited reference from the reference list. You must also make sure that each reference in your reference list is accurate and complete in terms of authors' names, title, volume number, issue number, pages, publisher etc.	Thank you very much for your comments We have cross checked all references
	Run your article through iThenticate, Crosscheck or any similar software to check the similarity between your study and previous studies. Try to minimize similarity percentage below 1% with any previous study. After you run your article's final version through iThenticate or other similar software, you should upload the similarity report to the system for our records.	We have run the paper with Turnitin software and only the first item that shows 2 percent similarities which we have tried to reduce it but it somehow unlikely we can reduce any further. The 2 percent similarities for the first item is mainly related to two main points 1- First one is we have used some technical terms that have been used in other paper like Cronbach alpha and extra

		2- And second and major issue is related to items in questionnaire. If you look at the item analysis table the major similarities is based on the actual questions used for the survey. Unfortunately, we cannot rephrase or adjust these as we have used them exactly like what presented in our survey
	Keep your article below 10000 words including references, tables and figures.	Thank you very much. The total word count is below 10000 now.
	Make sure that the flow of your article is improved. We do not prefer short paragraphs with one-three sentences or long paragraphs longer than half page.	Thanks for the feedback. To follow, paragraph structures and language were improved through careful multiple rounds of re-read and revision.
	Proofread your article one more time and also you may ask a technical writer/copy editor to proofread it for you. After the manuscript is accepted, we will not ask you to proofread it again. In short, after I send you an official acceptance e-mail, you will not be able to make any further changes in your manuscript.	Thanks for your comments The paper has been sent to another proof-read
	Make sure you have all the coauthors, acknowledgements, tables and figures included in your submission. You must also make sure that order of authors, their full names, their affiliations and email addresses are accurate. We cannot make any changes after the paper is accepted.	Thank you for the guidelines. Please be sure that all the information about co-authors, acknowledgements, tables and figures have been carefully checked and included.
	Submit a clean version of your paper. You don't need to show/highlight all the changes made in the paper. I will read its final version anyway.	We appreciate your attention. All highlighted sections were cleared so as to submit a clean version of the paper.
	In addition to responding to the reviewers' comments, you should prepare and submit a brief report showing how you have responded to the above requests as well as the associate editor's comments. When revising your submission, you don't need to show/highlight all the changes made in the paper. I will read its final version anyway.	Thank you very much. All comments were followed and replied accordingly. Highlights were removed so that a clean version is submitted.
	This is an interesting study on an important topic. The study can benefit from a strong copy-editing. The theoretical foundation and theoretical implications should be improved further. The following studies can help the authors with this task. Below studies are just suggestions and the	Thank you very much. The paper was proof-read and edited to improve the quality of the communication, and necessary revisions were made. The recommended readings along with

	authors may find similar relevant and recent studies.	more recent references (Chon and Zoltan, 2019; Khan et al., 2021; Sarwar and Muhammad, 2021; etc.) were incorporated to further extend the theoretical and practical implications.
Rev 1	I really appreciate the work that the authors can done in revising this manuscript. The introduction is greatly improved. I appreciate the added addition to the discussion. I personally believe this more appropriate for the implications rather than discussion.	We appreciate your feedback.
	1. Originality: Does the paper contain new and significant information adequate to justify publication?: Yes this furthers prior work on national culture and stresses the importance of cultural values/perspectives.	Thank you very much for your comment.
	2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Yes, the additions have been demonstrated a wide understanding.	Thank you so much.
	3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: This is appropriate.	Many thanks for your comment.
	4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: This is appropriate.	Many thanks for your comment.
	5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: While this contains the information, I personally believe this should not all be covered in	Thank you very much for your comments We have restructured the last section which is called discussion and conclusion. We have separated the theoretical and practical implications and reviewed both sections

	the discussion.	
	6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: This is fine.	Thank you very much.
Rev 2	Thanks for the revision of the manuscript, especially on the findings section. Please refer to the sectional comments for your consideration.	We would like to thank you for your detailed comments and feedback, which definitely helped us improve our work.
	1. Originality: Does the paper contain new and significant information adequate to justify publication?: The relevance of Hofstede cultural dimension and GLOBE is still unclear. Naturally we could not assume any two cultures are the same even though they are in the same cluster. So the base of the statement is still not convincing. Moreover, as from the last round of review, the paper did not use any of the dimensions of Hofstede in the model to statistically indicate their influences on differences. Therefore, using culture as a whole to interpret the results is not rigorous.	Thank you very much for your comment. The purpose of this study was not to incorporate Hofstede's cultural model or compare it with GLOBE. We incorporated a brief description of the two as dominant tools in cross cultural studies to justify our research objective, i.e. the need for attention to context-based and cultural delicacies. While we agree with you that it is wrong to assume countries within the same cultural clusters possess identical cultural traits, it appears that the clustering approach in GLOBE has led to some degrees of misunderstanding/ ignorance of cultural contingencies both in theory and practice (Holten, Bøllingtoft, Carneiro and Borg, 2017). Thus, in line with your point, we argue that an exaggerated application of these tools could be misleading for scholars and practitioners.
	2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: The revision is fine.	Thank you very much.
	3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: The revision is fine.	Many thanks for your comment.

	4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: The revision is appreciated.	Many thanks for your comment.
	5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: As mentioned in the last round, examining established research model in two cultural contexts could not sufficiently justify the theoretical contributions.	Thank you very much for your comments Although we understand your point and agree with that in some extent, we strongly believe looking at the impact of culture on these relationship would provide new insights for both academics and practitioners. As you know all these concepts and relationships among them have been developed in western context and by doing these types of studies we can prove that researchers and practitioner should be mindful when applying theories and concepts developed in western context that these may not necessary be applied without making adjustments, we also show even countries with similar regional culture have some major differences that may affect the application of these theories and concepts
	6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: Fine.	Thank you very much.
Rev 3	1. Avoid long sentences & avoid compressing many ideas at the same sentence.	Thank you very much. The paper was revised, with focus on improving both the communication of ideas and improving structures.
	2. Stop saying "we" it is better to write using the passive voice.	The pronoun "we" was replaced with passive voice. Thank you so much.
	1. Originality: Does the paper contain new and significant information adequate to justify publication?: The employment of national culture factor enhances the study's contribution to justify its publication.	Many thanks, indeed.
	2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the	Thank you so much. The research question was revised and

	<p>relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: - The study's question (page 5 lines 3-6) is a long & complex one; it needs to be reformed in a simpler one (or may be in more than one).</p>	<p>simplified, followed by a more detailed description of the research objective.</p>
	<p>- An abstract of research methods & findings was mentioned at the end of the introduction part !!!! this adds nothing there & should be removed.</p>	<p>Much appreciated. The mentioned part was removed according to your comment.</p>
	<p>- The author(s) mentioned that the hotel industries of both India & Iran are a fast growing ones. However, such claimed fact needs to be supported with statistics.</p>	<p>Thank you very much. This argument was removed in the revisions. However, in case you are interested, please refer to the links below: https://data.worldbank.org/indicator/ST.INT.ARVL?locations=IR https://data.worldbank.org/indicator/ST.INT.ARVL?locations=IN</p>
	<p>- I don't think there is a kind of culture layer called "individual" one; culture always a group issue (Page 6); scholars of culture (such as Hofstede) didn't mention such layer of culture.</p>	<p>Completely agree. Thank you. It was corrected.</p>
	<p>- The sequence of ideas need to be rearranged. For example, it is improper to start the section about "organizational justice" with one sentence & then immediately mention which model is adopted in the study; the reader first needs to know everything about organizational justice & its models, then s/he needs to know your adopted model.</p>	<p>Thank you very much for your suggestion. Although the organizational justice play an important role in this study, it is not the main concern of the authors here but to explore potential in-group variations in individual cognition regarding organisational justice in the hotel industry. Thus, we believe the current structure is more aligned with our purpose.</p>
	<p>- None of the study's hypotheses was built to examine the national culture impact on any of the relationships among different studied organizational factors.</p>	<p>Thanks for your comments This is a comparison study that use 2 countries from the same GLOBE cluster and we compared the results and analysed based on cultural similarities and differences mentioned in GLOBE. There was not our intention to add national culture as a moderators in this study</p>

		But having said that, based on your comments we will consider that for next paper
	<p>3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: 1. The determination of sample size was not explained (e.g. using statistical tables or through calculating formula).</p>	<p>Thank very much for your comments but I guess I need to explain this in full.</p> <p>We have consulted an official list of hotels for each country, from both the Ministry of Tourism in India and the Ministry of Cultural Heritage, Tourism and Handicrafts in Iran. Based on the 2 lists from these two official bodies there were 456 and 578 independent hotels in Iran and India respectively. However, after attempting contact with almost all of them we realized that some of those hotels did not exist anymore, but their names were still present in that list. For example, in the case of Iran we found that 35 of the hotels in the list were not operational for around 2 or 3 years but still were on the list and the similarly in India. Also, to make the situation even more complicated, we found hotels that were independent (based on the standard introduced) in online platforms, such as TripAdvisor with comments from visitors, which were not listed by those official bodies.</p> <p>So, in order not to provide wrong information we decided not to mention the population of independent hotels in both countries as there is no clear or accurate figure on this.</p>
	2. Snowballing is a sampling technique which differs from convenient sampling; author(s) need to determine which one exactly was used.	Many thanks for your comment. For the clarification, we have removed snowballing sampling from the article
	3. Page 12 line 18: "Hard-copy and online questionnaire collections are the most used sampling methods" !!!! there is a misunderstanding of the differences between sampling techniques & the questionnaires distribution methods.	Many thanks. Based on your advise, we have revised as We collected the data through hard-copy and online questionnaire having the advantage of guaranteeing the respondents answer all the questions (Churchill, 1999).
	4. A better explanation is needed to demonstrate the numbers of distributed questionnaires and the	Appreciate your comment. Please see below

	collected ones, the usable questionnaires among the collected ones and the exact response rates.	In India, 950 questionnaires were sent to participants who were easily accessible hotel employees and managers from which 421 usable questionnaires were returned and analysed (44% response rate). From 650 questionnaires distributed to employees and managers in the Iranian hotel industry, and after making every possible effort to increase the response rate, a total of 392 usable questionnaires was processed and analysed (60% response rate).
	5. Nothing was mentioned about the translation process of the questionnaire; this is an important issue particularly in studies covering more than one culture.	Many thanks for valuable suggestion. Please see below section added to the methodology section By following suggestion by previous scholars (Ageeva et al., 2018; 2019; Harpaz et al., 2002; Hult et al., 2008), we employed translation-back-translation technique in a non-mechanical way. Two bilingual individuals proficient in English and Persian and three bilingual professional in English and Indian deliberated each items and the alternatives. Based on Harpaz et al. (2002) first one expert translated the questionnaire from English to their native language, then the other person translated back to English. The items was discussed in a small group who are fluent in both languages and discussion happened till they reached to an agreement and the linguistic equivalence of the questions in both languages
	6. The subsection titled as "sampling and procedures" mixes sampling techniques with questionnaires distribution and the sample profile; I think they must be explained in separate subsections	Many thanks. Based on your suggestion, we have added two sub sections: sampling procedure and data collection
	4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Appropriate techniques of analysis were used & results were presented in a proper manner.	Many thanks for your comment.

	<p>5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: Practical implications do not reflect any finding about the impact of national culture and/or the divergence of some organizational factors among the same cultural cluster.</p>	<p>Thanks for your comments Following all reviewers comments we have separated theoretical and practical impaction and reviewed and in some area rewrite them</p>
	<p>6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: 1. The purpose paragraph in the abstract is too long it needs to be reduced.</p> <p>2. Also, in page 1 line 19 "data were collected by using face-to-face" what? Was it questionnaire?</p>	<p>Thank you. The purpose section was revised and shortened.</p> <p>Thanks for your comments That was the mistake by proof reader as he could not understand our point about data collection, it should have said hard copy and online and proof reader changed it to face to face. That has been corrected</p>