

Saimaa University of Applied Sciences
Faculty of Tourism and Hospitality, Imatra
Degree Programme in Tourism and Hospitality Management

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**Diversity Management in International Hotel
Chain. Case: The Cove Rotana Resort - Ras Al
Khaimah**

Thesis 2019

Abstract

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Diversity Management in International Hotel Chain. Case: The Cove Rotana Resort - Ras Al Khaimah, 36 pages, 2 appendices

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Bachelor's Thesis 2019

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The thesis was aimed to find out how diversity management can improve the employees' performance and interaction at the workplace. The main objectives of the thesis were to analyze the actual situation in the case company by implementing the research, which shows the effectiveness of using international workforce and to create suggestions for improving the cooperation among employees, their performance and efficiency.

The theoretical framework of the thesis was built on the topics, such as diversity of a workforce, corporate culture and diversity management. To create clear view of these topics, definitions of the culture, stereotyping, as well as cultural categories, based on R.D. Lewis's study were provided in theoretical part.

The research was implemented in the case company to get actual and more detailed information on the topic. Both quantitative and qualitative results were received from the survey. The results of the research provide cultural profiles of the nationalities, such as Filipino, Pakistani, Indian, Nepalese and Nigerian. It also has information about the diversity of the staff in the case company, its corporate culture, analysis of the current diversity management program and suggestions for improvement, such as training programs for managers to increase efficiency of diversified staff's performance through national features.

Keywords: Diversity Management, Cultural Diversity, Training, Corporate culture, Tourism, Hospitality Business

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1 Introduction

Due to the globalization of today's businesses, a workforce becomes more diversified and the influence of the cultural background of employees on the companies' performance increases significantly. According to the consulting firm McKinsey & Company, the teams with racial, ethnic and gender diversity have a work performance of 33% above the national average in the USA (TalentLyft 2018). It is especially noticeable in the tourism and hospitality industry because of the specifics of this business sphere. More and more hospitality companies try to get competitive advantages from the multinational work-force. It is considered that the companies with diverse staff outperform their competitors on the market and achieve higher profits, because of the benefits, such as a variety of different perspectives, higher creativity, a higher level of innovation, faster problem-solving, better decision-making etc. (Martic 2018.)

As the case company of my thesis is The Cove Rotana Resort - Ras Al Khaimah, the UAE, it is essential to understand the key indicators and trends in the tourism industry in this particular country. During the last 40 years population of the UAE has increased greatly from less than 1,000,000 residents to more than 9,000,000 people by 2016 and the amount of the non-nationals in the country was more than 60 percent during all this time. Moreover, the proportion of the non-nationals in 2010 was 88.5 % compared to the Emiratis. (Gulf Research Center 2018, pp. 8,10.)

Furthermore, according to World Travel & Tourism Council (2017, p. 1), the direct contribution of the travel & tourism industry in 2016 to employment was 5.4% (317,500 jobs) with the tendency to grow in the UAE. Moreover, the total contribution of the tourism industry to the country's GDP (of the United Arab Emirates) is 12.1% in 2016 with the tendency of growth. (World travel & tourism council 2017, p. 1)

This bachelor's thesis is aimed to find out how diversity management can improve the employees' performance and interaction at the workplace. The main

objectives of my thesis are to analyze the actual situation in the case company by implementing the research, which will show the effectiveness of using international workforce and to create suggestions for improving the cooperation among employees, their performance and efficiency.

The thesis's theoretical framework will be built on the topics, such as diversity of the workforce, corporate culture and diversity management. To create a clear view on these topics, the author also will provide information about what is culture, stereotyping, moreover, for more proper analysis, cultural categories assigned by Lewis will be mentioned.

The empirical part will include creation of the general descriptions of the employees with different cultural background based on their nationality, analysis of the effectiveness of current diversity management program and generation of suggestions for improving the efficiency of using workforce and development of cooperation between staff members.

2 Defining culture

In the following chapter the concept of culture and its components will be described, as well as the definition of national culture and its levels.

There is no exact definition of the culture, as the concept of it is very difficult and abstract, which starts from the way of building relationships and traditions to what to eat and how to dress (Häkli 2017). As many studies exist, as many definitions of the culture can be found.

However, the best-known definition belongs to Hofstede et al. (2010, p. 10), where culture is defined as *the collective programming of the mind*. It is the process that starts to influence each one of us from birth. Firstly, parents make decisions based on their cultural backgrounds and traditions accepted in the society, then teachers are giving the best possible advice for new members of the society to prepare individuals for successful interactions within the cultural

group, in which they were born. During the growing up process national, regional and cultural concepts are becoming core beliefs and due to it, other beliefs and habits seem to be strange, as they are different. (Lewis 2006, p. 17.)

Moreover, people's expectations about others' behavior are created by analyzing symbols, referring to their cultural backgrounds, and it happens on different levels, such as explicit and implicit. Culture can be depicted as an onion with the layers, such as the outer layer (explicit products) - the observable reality of symbols, for instance language, food, fashions, art and etc., the middle layer, which includes norms - *the mutual sense of what is "right" and "wrong"* and values - *the definition of "good" and "bad" and which are closely related to the ideals shared by the group*, and the core layer - basic assumptions, such as survival. (Trompenaars & Hampden-Turner 2012, pp. 29-31.)

One of the essential concepts for a research topic is a concept of national culture. *National cultures are cultures that exist within the borders of nations.* There are several levels of national culture: regional, religious, linguistic, ethnic, gender, generation, social classes, and various organizations, which have developed during the frequent interaction between people. In the case of business leadership, companies formulate different version of national business culture inside the organization by creating behavioral norms and it is called organizational culture. (Mäkilouko 2003, p.25.) The thesis work's research is connected to the levels such as regional and the business culture within the organization.

3 Stereotyping

This chapter contains an explanation of what the stereotyping is and how it helps and misleads people in getting knowledge about people from different cultural groups.

Stereotyping is a belief about a certain group of people. It can be positive or negative. However, it is mostly defined as *the use of extreme, exaggerated forms of behavior*. It is a very narrow and simplified view of the common behavior in a certain society. (Trompenaars & Hampden-Turner 2012, p. 34.). It can be dangerous, as it influences the perception of the people and can create negative or at least a false image of the cultural group. The main thing to remember about the stereotyping is that it might show a possible feature of a single individual, not necessarily the group in a whole. As stereotypes are not scientific facts and mostly are simplistic and out of date, it can lead to misunderstandings, distrust, and discrimination. However, if there is no information available about the cultural area or it is minimal, it can be helpful to avoid total unawareness about the area selected. It can be useful for group description if stereotypes are neutral. (Häkli 2017.) Stereotyping can be connected to race, age, gender, religion, nationality etc.

4 Lewis's communication cultures

In the following part Lewis's communication cultures are described, as well as each culture is presented with major traits and characteristics. The relationships between the cultural groups are mentioned.

According to Lewis (2006, p. 27), there are three major types of culture, such as linear-active, multi-active and reactive. This categorization enables us to simplify and divide cultural types among the world's nationalities to *predict a cultural behavior, clarify why people did what they did, avoid giving offense, search for some kind of unity, standardize policies and perceive neatness*. (Lewis 2006, p. 29.)

4.1 Linear-active cultures

People of the linear-active communication culture have a monochronic time

concept (Häkli 2017). It means that they are doing one thing at one time in a well-organized sequence, concentrating to do it within a scheduled time period. They are task-oriented and highly organized planners. It is a data-oriented culture, which means that knowledge mostly is gained from statistics, reference books, databases, and the Internet. Moreover, they have limited body language and commonly are unemotional. They respect privacy and doing business between companies, not people. The main representatives of linear-active culture are Germany, Switzerland, the USA and the UK. (Lewis 2006, pp. 30, 33-34.)

4.2 Multi-active cultures

Representatives of multi-active culture have a polychronic time concept, which means that the time does not really matter (Häkli 2017). People of this category are not interested in schedules or being punctual and consider that reality is much more important than fixed agenda. Multi-active people prefer to finish conversations and they are ready to invest time for it, which leads to unpunctuality and unpredictable timetables. They are people-oriented and build a business more on personal connections. They have unrestricted body language and commonly interrupt. This category is dialogue-oriented and its representatives get information generally from word-of-mouth. Latin Americans, Italians, Spanish, Arabs, Indians, and Africans are major multi-active nationalities. (Lewis 2006, pp. 30, 33-34.)

4.3 Reactive cultures

Reactive culture characterizes the world's listeners. Representatives of it rarely take initiation in discussion and prefer to listen and understand other's position before formulating their own. While the speaker is talking they do not interrupt and after the finish of the presentation there is a decent period of silence, which is considered as a showing of respect to the speaker. In answer, firstly, they do not announce any strong opinions, they prefer to ask further questions for

clarifications and to find a suitable approach to the other party. The preferred mode of communication is a monologue, comparing to multi-active and linear-active cultures, where dialogue is the major communication model. The representative of this category of culture use both first-hand and researched information. Reactive cultures are people-oriented, the timetables are flexible and react to the partner's schedule. (Lewis 2006, pp. 32, 34-35.) Time concept is a hybrid of monochronic and polychronic, in these cultures people prefer to do one thing at a one time and stay punctual, but their time management is more flexible and adaptive (Häkli 2017). The main representatives of this category are Asian nationalities, such as Vietnam, China and Japan, and Finland is a reactive culture in Europe (Lewis 2006, p. 38).

4.4 Inter-category relationships

Both linear-active and multi-active categories can deal with the reactive more efficiently than between each other, as reactive cultures *react rather than initiate*, but in multi-active and reactive relationships the interaction would be rather time-consuming. Communication between linear-active and multi-active cultures is difficult and requires compromise and adaptation from both sides. (Lewis 2006, pp. 39-40.)

5 The cultural diversity of the workforce

The following chapter contains the definition of cultural diversity, how it influences leadership and in which aspects cultural differences should be considered for managing a global workforce in the organization.

Cultural diversity is when population differences are well represented within a community. These include race, ethnicity, age, ability, language, nationality, socioeconomic status, gender, religion, or sexual orientation. (Amadeo 2018.) Workplace diversity is a creation of the special environment that recognizes the

differences of each employee, considers their strengths and gives a chance to unlock their potential fully. (Empire Group 2015)

To create appropriate atmosphere at the workplace and manage the diversity efficiently, managers should understand that for each cultural group the concept of leadership varies greatly and is connected with the organizational structure, which started to develop from the past and changed with a time according to the historical events happened and the behavior of the people from the society. Each cultural group creates its norms, reactions, and activities under the influence of the society's historical experience, environmental factors, religion, and language. These norms, reactions, and activities are passed through generations and create the difference between cultures. These varied characteristics give the society's perception of authority, power, cooperation, aims, results, and satisfaction. (Lewis 2006, pp. 105-107.).

According to Lewis, (2006, p. 110) and his division of the cultural categories, in linear-active cultures leaders are expected to be task-oriented, technically competent, rely more on facts and logic, but feelings and emotions and focused on achievements and results. However, multi-active managers await to be extroverted, eloquence, have an ability to persuade and use people connections as a tool, as these managers are more networking. In reactive cultures leaders would be people oriented, though dominate with knowledge, patience and quiet control. The creation of harmony in the work atmosphere is a key goal. Modesty and courtesy, the acceptance of seniority are the main characteristics for reactive cultures' leader. The style of leadership is paternalistic and body language obviates the need for myriads of words. The deep knowledge of the company gives them the ability to react to the work pressure. (Lewis 2006, p. 110.)

Moreover, for managing a global workforce it is essential to get an understanding of cultural differences. According to Caligiuri and et al. (2010, p.81), there are three themes of cultural differences that should be considered in order to manage diversified staff. They are gaining credibility, communicating effectively and working together successfully. (Caligiuri et al. 2010, p.81)

5.1 Credibility

Culture influences several factors of a person's credibility. These factors are "Who you are and where you are from", "Whom you know and what you know" and "how you rank". (Caligiuri et al. 2010, p. 81.)

From country to country the person's credibility can be influenced positively or negatively by demographic or external factors, such as gender, age, appearance, academic degree. It can also be influenced by an educational institution from which the person had graduated, it is common in such countries as India, France, and Japan. Furthermore, personal relationships and contacts have great importance in relationship-oriented cultures, such as Latin European, Latin American, South American and African cultures. Moreover, in the USA, Germany, Canada, Australia etc., achievements, knowledge and proof of the knowledge are essential for establishing credibility. The rank and status can also influence person's credibility. (Caligiuri et al. 2010, pp. 81-83.)

5.2 Communication

As cultures have different styles of communication and meanings assigned for words and gestures, it is important to remember that there can be differences in what your words will mean compared to what you believe you are saying and how you speak and how your speech is interpreted. The interpretation can be correct if there is an understanding to which culture based communication style the person belongs to. (Caligiuri et al. 2010, p. 85.)

There are two types of culture: high-context culture and low-context culture, categorized based on the used communication style. The high-context culture has a communication style, which is built on the previous knowledge of people about each other and leaves a lot unsaid in the message. The interpretation is also done by using the non-verbal clues. The low-context culture's

communication style is direct and the message has lots of information without any coding. (Hall 1976, p.91.)

5.3 Importance and value of work

Different cultures have a different perception of *the importance of work, the importance and treatment of time, on the comfort level with responsibility* and on *the definition of “working together”* (Caligiuri et al. 2010, p. 87).

In some cultures, a career is in the center of people’s lives and they are ready to work overtime and take fewer days for their vacation. However, some other cultures prefer to have a balance between work and personal life. The motivation for these cultures is different, for one it will be a promotion or raise of payment, for others it will be extra day-off. (Caligiuri et al. 2010, pp. 87-88.)

The same situation is with time. In some cultures the principle of “time is money” is leading, punctuality and agendas play huge roles, other cultures are not connected to the strict schedules. The understanding of the time-management in the particular culture helps to build business relationships in the correct and more efficient way. (Caligiuri et al. 2010, pp. 88-89.)

In the dimension of the level of comfort responsibility, it is important to be aware that the word “empowerment” can also be interpreted differently. In some cultures, it is defined as a trust to make independent decisions and is a valued quality, in others it indicates the lack of proper leadership. (Caligiuri et al. 2010, pp. 89-90.)

The team working skills are highly appreciated in collectivistic societies. The team competitions and group rewards are common in these cultures. However, in individualistic cultures, people want to be recognized for their personal achievement and the rewards are done according to the person’s own performance. (Caligiuri et al. 2010, pp. 90-91.)

6 Corporate culture

The following chapter describes the concept of corporate culture and the four main types of it.

The creation of corporate culture in organizations is the process of borrowing suitable parts from the existing models, which are commonly idealized. There are three main aspects of organizational structure which should be considered, such as:

1. *Relationship between employees and organization*
2. *The vertical and hierarchical system of authority defining superiors and subordinates*
3. *The general views of employees about the organization's destiny, purpose, and goals and their places in these regards.*

The dimensions used to differentiate one corporate culture from another are *equality versus hierarchy and orientation to the person versus orientation to the task*. With these dimensions four oversimplified types of corporate culture were defined to create the ability for organization's analysis:

- The Family
- The Eiffel tower
- The Guided Missile
- The Incubator. (Trompenaars & Hampden-Turner 2012, p. 194.)

6.1 The Family corporate culture

The Family corporate culture is considered to be the oldest and is defined as hierarchical culture, which is at the same time more personal than task-oriented with face-to-face relationships. In this culture the chief is considered as a "father" and his subordinates as "children" with the wide gap between them, as a result, the corporate culture is power-oriented. The motivation for working and high performance goes from the willingness to please the superior as it is a reward in

itself for the employees. The main sanction is loss of the place in corporate family, work pressure is commonly more moral and social than financial or legal. (Trompenaars & Hampden-Turner 2012, pp. 195-196.)

6.2 The Eiffel Tower corporate culture

This is a highly structured organizational model with accurate and detailed job descriptions, which makes it stable, safe and routine. The hierarchy is steep, symmetrical and narrow as each higher level has clear and demonstrable responsibilities with a description of difficulty and complexity of the position and the legal authority to give instructions to subordinates, who are obliged to obey or the system will not function. The boss is not a person, it is a role and it can be replaced with no influence on the working routine. The system is based on the local rules and rational-legal system and the chief is empowered only because these rules give him the right to act. Career depends on professional qualifications, loyalty is blamed, as the purpose is to separate work from personal relationships. (Trompenaars & Hampden-Turner 2012, pp. 204-205.)

6.3 The Guided Missile corporate culture

The Guided Missile is a task-oriented culture, where project groups are targeting to accomplish team tasks (Trompenaars & Hampden-Turner 2004, pp. 24-25). It is impersonal and the job descriptions are not accurate and fixed. Project groups have leaders, however, they may know less than experts in each sphere of responsibility and should treat them respectfully. For the teams the target is clear, but the way to achieve can be uncertain. The ultimate criteria of employee value are the contribution to the joint outcome and performance. (Trompenaars & Hampden-Turner 2012, pp. 212-213.)

6.4 The Incubator

The Incubator is both person-oriented and collective. It is directed on the creation of new ideas. In this corporate culture, anyone from the team can come up with the idea, regardless of their status in the company, at the same time the tasks spread between employees and are obligatory to be done. (Trompenaars & Hampden-Turner 2004, p. 24.) This culture has a minimum structure and minimal hierarchy. The corporate environment is based on emotional commitment, however, less toward people but the work process. It is the culture of creation and innovation. (Trompenaars & Hampden-Turner 2012, p. 216.)

7 Diversity Management

The following chapter contains the definition of the concept of diversity management, its characteristics, and information about the role of diversity management for businesses. To create clear understanding on the diversity management, it is essential to mention that diversity means that a company employs staff with different characteristics of gender, age, religion, race, ethnicity, cultural background, sexual orientation, religion, languages, education, abilities, etc. (Martic 2018)

7.1 Defining Diversity Management

Diversity management refers to the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal organizational structures through deliberate policies and programs (Mor Barak 2011, p. 235).

There are two types of diversity management: intranational diversity management and cross-national diversity management. Intranational diversity

management is managing of the workforce in a single national context, where the focus of the program is to give an employment opportunity for minority groups and immigrants. Cross-national (international) diversity management is focused on managing a workforce, where the representatives are the citizens of different countries, however, it can also include the immigrants from different countries. The main goal of organizational actions is to create a corporate culture, where is considered the legislative and cultural laws of all host countries, where the company operates. (Corporate Finance Institute n.d.)

7.2 Role of Diversity Management for business

Nowadays diversity management is initiated by the company and gives a competitive advantage on the market, as regardless race, ethnicity, age, ability, language, nationality, socioeconomic status, gender, religion, or sexual orientation employees can bring their talents, skills, and knowledge of needs of different types of clients to the company. (Corporate Finance Institute n.d.)

Managing cultural diversity gives the company such benefits as, strengthening the organization's culture, improvement of reputation, attraction and retention of talented employees, an increase of motivation among colleagues, commitment and staff efficiency, increase of innovation and creativity in the company. (García-Morato 2013, p. 58.)

Cultural diversity is a key growth and development factor for businesses nowadays. It gives the opportunity to attract creative people from different cultural groups and get a competitive advantage, as today is the era of the creative economy and the competitive advantage now is not in products and services themselves, but in the differences that companies are able to create. However, a diverse workforce cannot guarantee that advantage, unless there is an environment, which is managed carefully, exists, where employees with varied cultural backgrounds can express their ideas and styles of creative thought openly and freely. When the appropriate policies and programs for it are

implemented, it increases the company's capability to innovate and find new approaches and strategies for survival and leading on the market. (García-Morato 2013, pp. 58-59, 61.)

Moreover, for the success and sustainability of the business for a long-term perspective, the organization needs to create win-win relationships, where the company is committed to its employees and vice versa. When the bidirectional commitment is achieved, the result is that the team members start to *communicate more directly, sincerely and responsibly, work more collaboratively, show more courage and capability for suitable risk-taking, display responsibility on their work and a feeling of ownership of the organization's goals, embrace the organization's success as if it were their own and actively explore possibilities*. A company, which wants to create such a high-performance culture should be able to manage its cultural diversity efficiently to establish these committed relationships. (García-Morato 2013, pp. 63-64.)

It is essential to remember that diversity management is self-initiated by the companies and companies use the broad definition of diversity to make policies and programs more comprehensive. The main goal of diversity management is to generate palpable advantages for the organization. As diversity management programs are entirely voluntary they can be easily cut back during difficult economic situations, as costs of the programs could exceed the usefulness, as the results can appear only in the long term. (Mor Barak 2011, pp. 248-250.)

7.3 Key characteristics of successful diversity management

The following chapter describes the characteristics, which should define the company as a business with successful diversity management and the features of which should be considered in corporate culture for a diversified workforce.

There are several things to consider when implementing diversity management. First of all, management should define what is diversity for a particular

organization. As its definition can be vast, besides race and gender, it also can comprise age, ethnicity, religion, sexual orientation, mental and physical capabilities, gender identity, family status, language, opinions and working style. Secondly, the goals should be set for all levels of the company's management and the aims should be realistic. The progress should be measured by using intermediate assessment in the short and long term. Moreover, it is essential to estimate your resources, both human and financial, as the success in diversity management will be reached, only if the potential of the organization's resource will be unlocked fully. Furthermore, talent acquisition among individuals with different backgrounds and permission for them to become a part of corporate culture has great importance for successful diversity management. All the staff members should have appropriate training. Management should be aware of the benefits of the company's staff diversity and the methods to achieve it, whereas staff should be coached and receive a proper mentoring and development of skills needed at the workplace. It is essential for the CEO to be able to reason the economic benefits of diversity management. (Kampf 2011.)

Corporate culture is a component that gives a representation of the company's performance in the use of diversity management practices. Firstly, the company should have a sense of purpose among employees by the creation of clear business goals in the short term as well as in the long term. Communication patterns should be clear, courteous and proactive. Feedback should be provided and received by taking into account the diversity of cultures, personalities, and situations. Staff members should have an idea of how cultural differences influence people's work performance and communication styles to prevent judging, assumption, discrimination and stereotyping and create an atmosphere of tolerance and acceptance at the workplace. Teamwork in the company should be encouraged to work in a faster, more efficient and collaborative way. Employees' engagement and loyalty should be deserved by providing the sense of their work to be meaningful, feeling that staff members are valued, respected and work in a friendly environment with self-confidence in terms of job performance. For motivation purposes, an opportunity to grow within the company should be offered for each employee, by supplying training and promotions. (Rozen 2016.)

8 Research Method

This thesis is a research-based thesis. The case company was selected to have detailed and actual information on the topic. The main aim is to find out how diversity management can improve the employees' performance and interaction at the workplace. The thesis work has several objectives, which are analysis of the actual situation in the case company by implementing the research, which will show the effectiveness of using international workforce and to create suggestions for improving the cooperation among employees, their performance and efficiency.

The research method is mixed. Due to the great number of people in the targeted population, the quantitative method can be applicable to get the major information. However, the individual opinions were planned to be collected as well, the qualitative research method was also used for the research.

The self-administrative survey was conducted in English in the form of an online questionnaire and was distributed among The Cove Rotana Resort - Ras Al Khaimah employees by the Learning and Development department as agreed in the partnership contract. The questionnaire had open-ended, close-ended and multiple-choice questions. The survey included 4 parts: general information about the employees in questions 1-5, questions 6-15 for identifying to which cultural category by Lewis the person belongs to, analysis of personal traits of employee in questions 16-34 and questions 35-39 about the company and its diversity management actions. The work was focused on the creation of cultural profiles of employees by nationality and on the evaluation of the current diversity management program in the hotel. The study does not consider the educational background of the employees, only their national backgrounds and personal traits, as this information is not valued in the creation of the cultural profiles and in the analysis of efficiency of communication among staff members.

9 Introduction to the case company

The Cove Rotana Resort is a five-star property, which belongs to the Rotana chain. The vision of the company is to be the leading hospitality management company, recognized for its unique blend of world-class standards with genuine hospitality and for its truly treasured experiences provided for guests, colleagues and owners. Company has 4 main values - LIFE values: L - long-term, I- innovative, F- friendly, E- ethical.

This company is a management hospitality company, so there is no property which is owned by Rotana, it completes only management function in cooperation with the owners. The chain consists of 5 brands: Rotana Hotels & Resorts, Arjaan Hotel Apartments by Rotana (long stay apartments), Rayhaan Hotels & Resorts by Rotana (hotels where no alcohol is allowed), Centro Hotels by Rotana (city hotels) and The Residences by Rotana (for the guests searching for permanent home in the country of residence). Rotana company has operated since 1992 in 26 cities of the Middle East, Africa, South Asia and Eastern Europe. The company is planning to reach 100 properties by 2020.

The Cove Rotana Resort is Rotana's first property in the Emirate of Ras Al Khaimah. There are 204 rooms and 78 one, two and three bedroom villas. The resort is located on water inlet on the Ras Al Khaimah beachfront overlooking the Arabian Gulf with 600 m of the beach.

Hotel complex includes meeting and conference facilities (3 fully equipped and flexible meeting rooms with the latest audio-visual equipment: Diamond- 136 m², Sapphire- 97 m², Crystal- 37 m²), 6 outlets: Cinnamon All Day Dining Restaurant, Basilico Mediterranean Restaurant, Breeze Lobby Lounge, Breakers Beach Bar & Lounge, Laguna Bay Bar and Sunset Pool Bar and Bodylines Fitness & Wellness Club with 7 massage rooms, fully equipped gym, 600 meters of beach, 2 swimming pools, kids pool and Flippers Kids Club.

In addition to the main property there is an extension The Village at the Cove Rotana, which includes 145 rooms and suites, two pools, one of which (Aqua

10 Analysis of empirical part

The questionnaire was distributed among colleagues in all departments of The Cove Rotana Resort. Fifty-three respondents were participating in the survey, which is approximately 11% of the average number of all employees. The survey was conducted in English, in the official business language of the company through online service Google Forms.

10.1 Diversity in the company

According to the result of the survey, there are more male employees than women in the company. As it is represented in Figure 1, men constitute 71.7% of total participants, at the same time women make up only 28.3%.

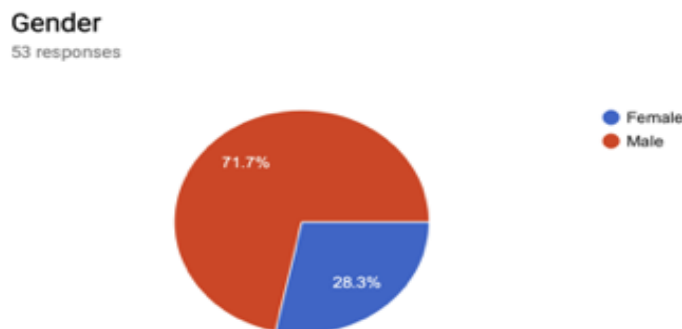


Figure 1. Gender

The average age of participated employees is from 24 years to 43 years. The most frequently occurred age is 35. The representatives of 14 countries, such as The Philippines (13 responses), Pakistan (9 responses), India (7 responses), Nepal (5 responses), Nigeria (4 responses), United Arab Emirates (3 responses), Egypt (3 responses), Oman (2 responses), Uzbekistan (2 responses), Bahrain (1 response), Syria (1 response), France (1 response), Sri Lanka (1 response) and Bangladesh (1 response), participated in the research. The age of Filipino respondents is 26, two respondents are 27, two respondents are 30, 31, 35, 36, 37, 40, two respondents are 42 and 1 participant is 43. The ages of Pakistani

respondents are 27, 29, 28, 30, 32, two respondents are 34, and two respondents are 35 years old according to question 2. Indian respondents marked in question 2 that their age is 26, 28, 34, 35, 37 for 2 respondents and one is 41 years old. The ages of Nepalese participants are 24, 25, 26 years old and two respondents are 33 years old. The age of Nigerian representatives is 31 for 2 respondents, one is 32 and 33 for one participant according to question 2. Emirati respondents are 34, 38 and 43 years old. Egyptian participants are 30, 37 and 43 years old. Participants from Oman are 27 and 34 years old. Respondents from Uzbekistan are 25 and 29 years old. Bahraini respondent is 35 years old. Syrian participant is 35 years old. Representative of France is 32 years old. Participant from Sri Lanka is 39 years old. Bangladeshi respondent is 25 years old.

As it is shown in Figure 2, all the participants marked that they have no disabilities.

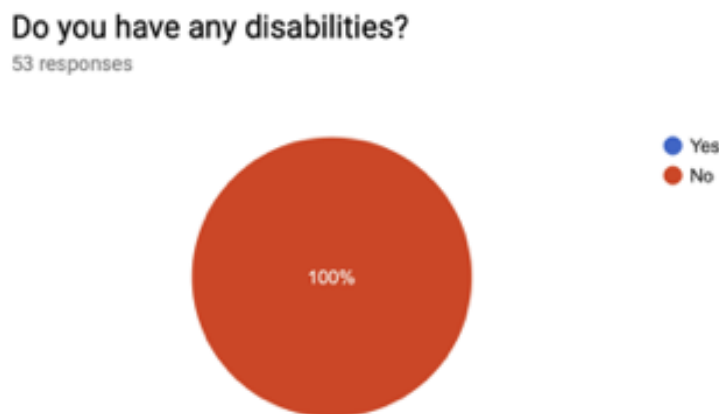


Figure 2. Disabilities

10.2 Cultural Profiles

Due to the lack of responses for several nationalities no cultural descriptions will be provided. However, for nationalities such as Pakistani, Filipino, Nepalese, Indian and Nigerian several similarities and differences can be found out.

10.2.1 The Philippines

As the majority of answers belong to this group, the author considers starting with a description of results for representatives of Filipino nationality. Thirteen employees from the Philippines participated in the survey, who are representatives of different level job positions such as learning & development officer, engineering coordinator, florist, telephone operator, account payable, environment, health & safety manager, accounts receivable, guest service team leader, executive secretary, groups coordinator, food & beverage secretary, reservations agent and waiter, according to question 4.

The Philippines is an archipelago that includes about 7,641 islands with a total land area of 300,000 square kilometers. According to the census in 2015, the population of the Philippines is 100,981,437 people. However, it is a fact that approximately 10 million Filipinos live outside the country. The culture of this country is a blend of Eastern and Western cultures, a huge influence has come from Spain, what is brightly reflected in names and surnames of Filipinos; and America, which is confirmed by the widespread use of the English language. However, such cultural attributes as cuisine are strongly influenced by Asian cultures, such as Chinese and Indian. (Philippines 2019 (h).)

According to Lewis's study (2006, pp. 475-480), Filipinos belong to the multi-active cultural category, due to the influence of Spain. However, this research showed that 77% of respondents had more traits that characterize the linear-active cultural category, which can be caused by American influence, as even their governor was elected in the USA and the great number of Filipinos live around the globe. (Lewis 2006, p. 475.)

Six respondents will never allow themselves to come late to the meeting according to question 6, eighty-five percent of respondents have their social life strongly separated from professional life according to question 15, fifty-five percent of Filipino respondents agreed with a statement in question 7 "I

communicate simply and clearly. I never search for any hidden implications.” Sixty-nine percent of respondents in question 8 consider that it is better not to get emotionally close to co-workers, suppliers, and customers, which shows that there is no matter for them who is the person if there are business issues. Sixty-two percent of respondents in question 14 also stated that they build their working lives based on strict agendas and plan everything beforehand. Sixty-two percent of respondents in question 12 answered that they prefer to listen, then talk.

However, in question 9 all Filipino respondents stated that they need to get to know the person before they can start to trust and 54% of respondents agreed in question 6 that to be 5,10 or 15 minutes late is acceptable for them, which are the confirmations for multi-active culture.

Moreover, 77% of respondents in question 10 prefer to use statistical and certified data in combination with personal opinions, which is the trait of reactive culture, according to Lewis (2006, pp. 33-34). In the 11th question, 69% of respondents prefer to listen to the speech fully, ask clarifying questions, then express their opinion, which also matches with characteristics of reactive culture and matches Lewis’s analysis of Filipino listening habits. (Lewis 2006. p.478.)

During the research of personal traits, it appeared that 77% of respondents are charismatic according to question 17, fifty-four percent of respondents are not outgoing as occurred in question 16, as they prefer to be introduced by someone than to make the first step to communicate with strangers by themselves. However, all the respondents showed themselves as adaptable according to question 22. In the 18th question, 69% of respondents showed the result of being approachable. In questions 23-27, Sixty-two percent of respondents showed a leader’s traits. Eighty-five percent of respondents showed themselves not self-motivated in questions 31-32, as well as 62% of respondents have no basic time-management skills according to questions 33-34.

In question 13 about body language, the proportions of answers were equal for all cultural groups. The majority of respondents did not answer the questions 19-21 and 28-30, due to it, no conclusions can be provided.

10.2.2 Pakistan

Pakistan covers an area of 881,913 square kilometers. According to census in 2017, the population of the country is 212,742,631 people. Islam is the state religion of Pakistan. The civil society of Pakistan is very hierarchical, nowadays power is shifting from rural landowners to the urbanized elites. In the last decades, the middle class raised to approximately 35 million and the upper and upper-middle classes expanded to around 17 million. (Pakistan 2019 (g).) The culture of Pakistan is based on the Islamic traditions, however, it includes pre-Islamic traditions of the Indian subcontinent, the influence of long British rule. Moreover, nowadays American culture, such as movies, fashion, food, and games, is distributed among youngsters. (Culture of Pakistan 2019 (c).)

The author received 9 responses from representatives of Pakistan, which represent job positions, such as duty engineer, transport supervisor, front desk agent, driver, electrical supervisor, valet parker and one of the respondents mentioned in question 4 just “Front Office” as his job position. According to Lewis’s study (2006, pp. 440-445), Pakistan combines the traits of reactive and multi-active cultural categories. However, the author’s research showed that 3 out of 9 respondents have the majority of traits belonging to a reactive culture, 3 out of 9 respondents are more linear-active, 1 out of 9 showed both linear-active and reactive traits, 1 respondent was more multi-active and only 1 showed equality in reactive and multi-active traits.

All respondents answered in question 9 that they need to get to know the person before building trust. According to Lewis (2006, p.443), small talk is common in communication with Pakistani. Both of the above refer to relationship building, which is essential in multi-active and reactive cultures.

Sixty-seven percent of respondents marked in question 13 that they have active body language, which refers to the multi-active traits of Pakistani. Seventy-eight percent of respondents prefer to use statistical and certified data in the

combination with personal opinions according to question 10, and also 89% of Pakistani participants marked in question 11 that during conversation they listen to the speech fully, then ask questions and only after that express their opinion, what can be reasoned by their willingness to listen to long speeches for relationship development. (Lewis 2006, p.444.)

Seventy-eight percent of respondents agreed with the statement in question 7 “I communicate simply and clearly. I never search for any hidden implications.”, which confirms the statement of Lewis that Pakistani likes often and clear communication to follow up (Lewis 2006, p.445). All respondents in question 12 prefer to listen, then talk, which refers to linear-active characteristics. Sixty-seven percent of respondents marked in question 6 that it is not acceptable for them to come late for the meeting. Fifty-six percent of respondents answered in question 8 that they believe it is better not to get too emotionally close to co-workers, suppliers, and customers. Sixty-seven percent of Pakistani participants marked in question 15 that their professional life is strongly separated from their social life.

In the analysis of personality traits, it appeared that Pakistani are not outgoing according to question 16, as only 1 participant showed himself as outgoing person, but 8 of them are charismatic according to question 17 and 6 respondents showed themselves approachable in question 18. All respondents showed in question 22 the ability to adapt to the proposed circumstances. Seventy-eight percent had some leader’s traits according to questions 23-27, however, 5 respondents showed the result of being not self-motivated in questions 31-32 and had no basic time-management skills according to questions 33-34. Six out of 9 respondents answered open-ended questions 19-21 and 28-30. Six respondents showed themselves as not innovative as the maximum number of points among Pakistani was 2 out of 6 in questions 19-21 and 28-30. One of the respondents showed a maximum number of points in problem-solving, 2 respondents got 3 out of 4 points, and 2 participants had 2 out of 4 points in this characteristic according to questions 19-21 and 30. Fifty-six percent of respondents are result-oriented, as they got 3-4 points out of 4 for this trait in questions 19-22. Six respondents can work and stay calm under pressure according to question 20-

21 and 30. Less than half of the respondents, 3 participants – 2 points out of 3 and 1 participant - 3 points, showed themselves as team players in questions 20-22. Five out of 9 respondents are guest-focused according question to 19. The points for each trait are counted, as 1 answer for the question with the appearance of the trait equals 1 point, for example answers for question 20, “I will call my colleague in the restaurant to delay buffet time for my guest” – 1 point to teamwork, “I will inform the guest about the end of dinner and apologize about the timing” – 0 points to teamwork.

10.2.3 India

India covers the total area of 3,287,263 square kilometers with a population of approximately 1,324,171,354 people for the estimation of 2016. Indian cultural history covers more than 4,500 years. India is recognized for its diversity of religions, such as Hinduism, Buddhism, Sikhism, Islam, Christianity, and Jainism and the culture is based on this diversity and on the long history. Traditional Indian society has a strong social hierarchy, it is reflected in the Indian caste system. Family values are important in the Indian tradition, patriarchal joint families are common in India, however, nuclear families are common in urban areas nowadays. The practices of arranged marriage and child marriage are widely spread, especially in rural areas. (India 2019 (d).)

The author received 7 answers from Indian participants, which represent job positions in question 4, such as duty engineer, driver, guest service team leader, driver, front desk manager, electrician and duty engineer. According to Lewis (2006, pp. 434-440), Indians represent the multi-active cultural category. However, according to the results, 43% of respondents showed the majority of linear-active cultural traits, which can be caused by the work in the diversified international society. Twenty-nine percent of respondents belong to a multi-active cultural category, according to results. One respondent showed both linear-active and reactive traits, and 1 respondent showed the majority of reactive culture characteristics.

All of the respondents in question 9 stated that they need to know the person before building trust. Fifty-seven percent of respondents in question 6 marked that lateness for 5-15 minutes is acceptable for them. Seventy-one percent stated in question 14 that reality is much more important for them than fixed agendas. All the above testifies to multi-active cultural category.

Seventy-one percent of Indians in the research stated in question 12 that they prefer to listen, then talk and 86% of representatives of the Indian nation in the research marked that during the conversation they listen to the speech fully, ask clarifying questions, then express their opinion according to question 11. It can be connected to their willingness of relationship development as was stated in Lewis's study (2006, p.437).

The traits of linear-active culture are reflected in the results, such as 71% of respondents agreed in question 7 that their communication is simple and clear without any hidden implications. Moreover, 71% of respondents in question 8 prefer not to get too emotionally close to co-workers, suppliers, and customers. Five out of 7 respondents evaluate their body language as limited in question 13.

In question 10 it occurred that 3 respondents prefer to use statistics and certified data to get more information on the topic, 3 participants chose to use both trustful data and people's opinions, and 1 Indian respondent would ask someone for more information on the topic. Question 15 showed that all respondents have a different level of connection between their social and professional lives.

The research of personal traits showed that 86% of Indians are outgoing and prefer to start communication first without anyone's introduction according to question 16. All the respondents showed themselves as charismatic in question 17, approachable in question 18 and adaptable in question 22, which can be also referred to their multi-active nature. Five respondents showed themselves as self-motivated according to questions 31-32 and 4 respondents have basic time-management skills according to questions 33-34, however, it can be an acquired quality due to the job position of the employees in management or with specific

of work where time is highly important, such as a driver. In questions 23-27, the results showed that 6 out of 7 respondents have leadership skills. The majority of the respondents ignored questions 19-21 and 28-30, due to it, no conclusions can be provided.

10.2.4 Nepal

Nepal has a total area of 147,181 square kilometers. The population for 2016 is approximately 28,982,771 people. The country is very multilingual, around 123 languages are spoken in Nepal. (Nepal 2019 (e).) The majority of inhabitants profess Hinduism, but religions, such as Buddhism, Islam, indigenous Kirant religion and Christianity also appear in Nepal. Nepalese culture is mostly influenced by India and Tibet. (Culture of Nepal 2019 (a).)

Five Nepalese respondents participated in the author's survey, who are representative of several job positions, as it was reflected in question 4, such as assistant director, bellboy (3 respondents), and supervisor. 3 of them showed the majority of linear-active traits, 1 respondent showed both linear-active and reactive traits and one participant showed both multi-active and reactive traits.

There is no information about Nepal in Lewis's study. However, all respondents in question 9 marked that they need to get to know the person before trusting, and all respondents identified in question 13 their body language as active, what characterized them as a multi-active culture.

Nonetheless, all Nepalese participants never let themselves to be late for a meeting according to question 6, communicate simply and clearly, without any hidden implications according to question 7; and 4 out of 5 respondents believe that it is better to keep at a distance from colleagues, suppliers, and customers according to question 8 and prefer to listen, then talk according to question 12. Three out of 5 participants prefer to work following strict agendas and plan

everything beforehand, which was shown in question 14. These answers classify them as a linear-active culture.

Four out of 5 participants marked in question 11 that during the conversation they listen to the speech fully, ask clarifying questions and only then express their opinion. In question 10, four out of 5 respondents indicate that to get more information about the topic they use both certified data and people's opinions. Both of the above can characterize the reactive traits, however, results of question 11 could refer to their willingness to develop relationships. Question 15 showed that all respondents have a different level of connection between their social and professional lives.

In the research of personal traits, it appeared that 4 respondents are outgoing according to question 16, self-motivated according to questions 31-32 and have some basic time-management skills according to questions 33-34. All the respondents showed themselves as charismatic in question 17, approachable in question 18 and adaptable in question 22. In questions 23-27, four out of 5 respondents showed a presence of leadership skills. Two respondents ignored questions 19-21 and 28-30, due to it, no conclusions can be provided.

In conclusion, the author states based on research that Nepalese people have traits of a multi-active cultural category as is shown in questions 9 and 13, however, due to diversity in their own country and the work in a multinational company they acquired the traits of a linear-active culture in questions 6,7,8,12 and 14.

10.2.5 Nigeria

Nigeria is a country in West Africa with a total area of 923,768 square kilometers. The population of Nigeria is approximately 200,040,854 people. (Nigeria 2019 (f).) Nigeria is a melting pot of cultures, 1150 ethnic groups and dialects exist on the territory of the country, 527 languages are used there, seven of which are

extinct. The six largest ethnic groups are the Hausa and Fulani, the Igbo, the Yoruba, the Tiv people, Efik - Ibibio and the Edo people. The most spread religions are Christianity and Islam. The colonial past influenced on the multiple aspects of Nigerian culture. (Culture of Nigeria 2019 (b).)

Four representatives of Nigeria took part in the author's survey, which represent job positions, such as concierge, bellboy, front desk agent and waiter in question 4. Despite the fact that it is not enough to create a full cultural profile, the author can trace several similarities. According to Lewis's study (2006, pp.563-575), Nigerians are multi-active, as all Africans.

However, the result of the survey showed that 3 respondents have more linear-active traits and 1 has both linear-active and reactive traits. All the respondents think that it is not acceptable for them to come late to a meeting according to question 6. All of them prefer to listen, then talk according to question 12 and have their professional life strongly separated from a social one, as marked in question 15. Three out of 4 respondents prefer to work following strict agendas, plan everything beforehand according to question 14 and keep the distance between them and co-workers, suppliers, customers according to question 8.

Furthermore, all Nigerian participants chose in question 10 to search for information through statistical and certified data in combination with personal experiences. Three out of 4 respondents prefer to listen to the speech till the end, make clarifications and then express their opinion, as marked in question 11. These answers refer to the reactive side of Nigerians. Three out of 4 participants marked in question 13 that they have active body language, which is common for multi-active cultures. In question 7, it showed that half of the respondents agreed that they communicate simply and clearly without any hidden implications, however, half of the participants chose the variant 'neutral'. In question 9 for 3 respondents, it is essential to know the person to build trust, for 1 participant it is not necessary.

The analysis of personal characteristics showed that 3 out of 4 are not outgoing according to question 16. However, all the respondents are charismatic as

marked in question 17, approachable according to question 18, adaptable according to question 22 and have basic time-management skills as was shown in questions 33-34. However, all of them are not self-motivated according to questions 31-32. The leadership skills appeared in answers of 3 out of 4 respondents in questions 23-27. Not all respondents answered to the question 19-21 and 28-30, and due to the lack of participants, no conclusions can be provided.

10.3 Corporate culture

The organizational culture of The Cove Rotana Resort - Ras Al Khaimah is close to the model of The Eiffel Tower corporate culture. It has a clear hierarchical structure, which reminds the pyramid, where the general manager is on the top and the basement is common workers. All levels of employees have their own clear responsibilities which are accurately and in detail described in position descriptions. Career advancement depends on person's experiences and qualifications. The standards of performance are written down and are the same for all. Any person on managerial level can be replaced, but work would not stop or the routine would not change. The business goal and purpose are defined and clear for everyone. Figure 3 shows that 81.1% of respondents evaluate the clearness of business goal, and the purpose of business as absolutely clear.

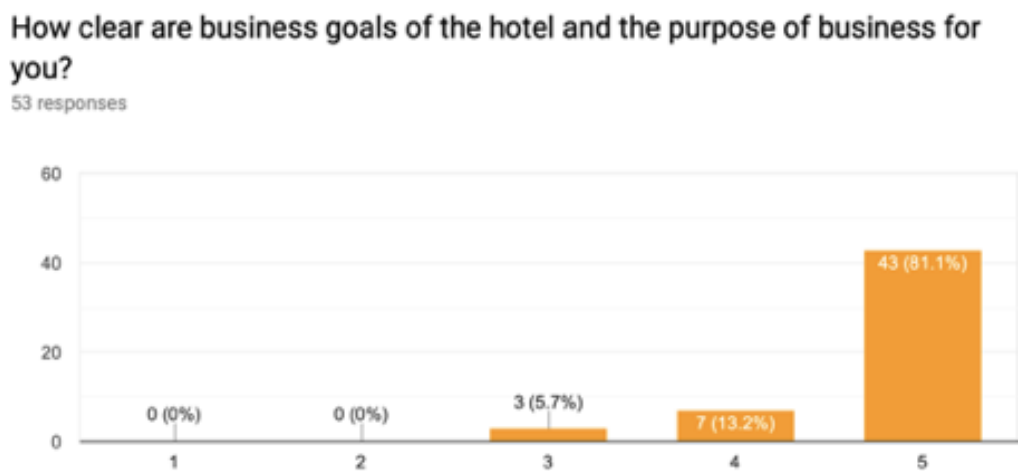


Figure 3. Clearness of business goals and purpose

10.4 Diversity management program

Being the big multinational company with an average of 480 employees, who represent 35 nationalities, The Cove Rotana Resort knows what diversity is. In spite of the great variety of nationalities, it is still not so varied in gender, ability and age aspects. However, all the employees have a sense of purpose as there is a company promise of Treasure time and everyone knows it by heart. As is shown in Figure 4, seventy-one point seven percent of employees, who participated in the survey are happy to be a member of The Cove's team.

How satisfied are you with you workplace?

53 responses

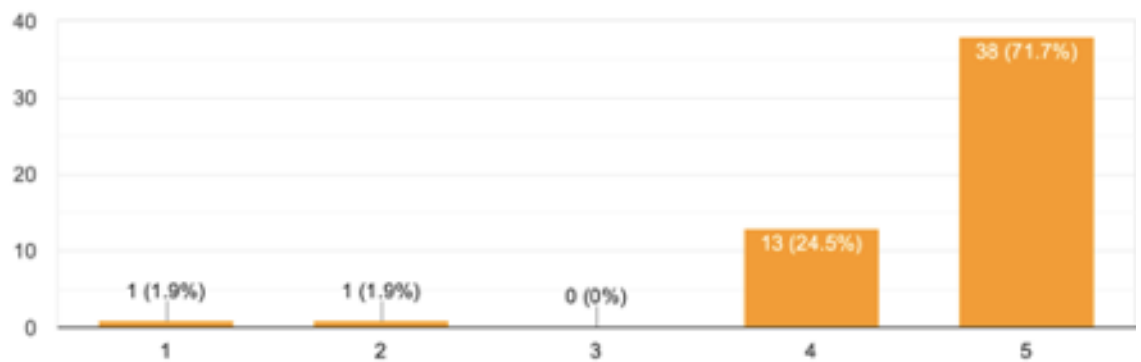


Figure 4. Work satisfaction

The author is aware that the Learning and Development department offers lots of training, both on-job and off-job to develop staff's skills. Figure 5 shows the satisfaction with the training of the hotel's employees, 69.8% of employees are fully satisfied with the training.

How satisfied are you with training at the workplace?

53 responses

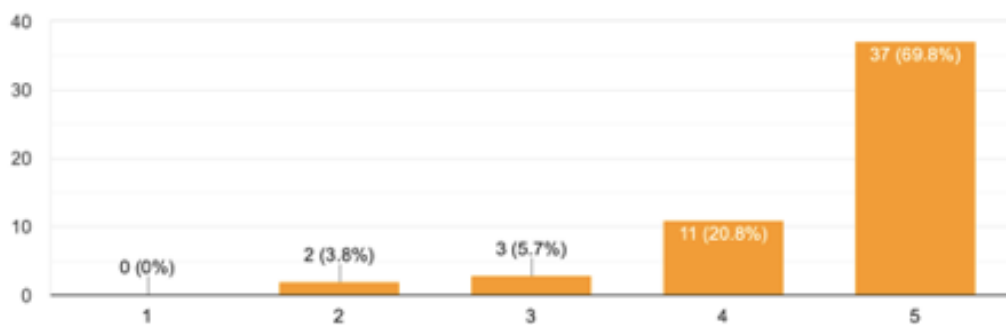


Figure 5. Training satisfaction

However, during the research, it appeared that all cultural training is aimed to teach the employees to communicate with guests, for example, locals - Emirati, but there is no training mentioned in the employees' answers about how to deal with each other when you are a part of such diversified work community. Thirty participants mentioned different training, such as how to deal with locals, first aid, fire training, "manage your career" training, "treasure time" business promise training, "I'm Rotana" training, leadership training, diversity of local customers training, which are partially or not connected with cultural differences. Seven respondents mentioned that they had problems or conflicts in the workplace. One participant mentioned the problem caused by another person's behavior and self-differences, 1 respondent mentioned using the native language at the workplace between supervisor and colleague that another staff member could not understand and became offended. Another participant marked as a reason poor communication. All of the rest preferred not to mention the reason. It also occurred that only 2 out of 53 respondents know that the company has an Ethics Committee, which is dealing with all complaints of discrimination and harassment. Sixteen respondents do not know that there is a special process for such cases.

11 Discussion of research results

The main aim of the thesis's research was to find out how diversity management can improve the employees' performance and interaction at the workplace. Research's objectives were to analyze the actual situation in the case company to find out about the international workforce's performance and effectiveness of communication among colleagues, moreover, the author wanted to create suggestions for improving the cooperation among employees, their performance and efficiency.

The research showed that The Cove Rotana Resort is diverse in nationalities, however, it is not so varied in gender, ability and age aspects. The corporate culture's framework is well thought out and clear for employees. The hotel has a strong training program, but there is a lack of training, which is aimed to improve cultural understanding in communication between employees. The research also showed that the work environment influences the traits and cultural profiles of employees, adding the linear-active characteristics to the majority of respondents. Research results showed some problems in the company's diversity management program and reflected similarities in the behavior of employees of several nationalities. Nevertheless, to create more detailed cultural profiles, further research is needed with a bigger amount of respondents participating.

The research process was not smooth, due to the low level of cooperation from the case company. The author expected twice more answers for the survey. Moreover, approximately half of the respondents were not interested in answering open-ended situational questions. It influenced greatly the value of survey results because the majority of personal traits were tested through these questions.

Some of the results were surprising for the author, such as the percentage of people who are satisfied with their workplace and training from the company. The significant number of survey participants understands business goal and purpose

of business very clearly. Another outstanding result was that all nationalities in spite of their native communication culture had the traits of linear-active culture. The author should mention that stereotyping should be avoided in such kind of research. However, the reason behind it can be the international company, specifically work in a fast-paced environment, where everything should be well-organized, and multinational society they work in. The results of the survey should be taken into consideration, but due to the limited number of respondents, the further and more deep research should be conducted to have more valid results.

The author advises organizing the training for management which will be aimed to give knowledge about the benefits of the company's staff diversity and the methods to achieve these advantages. Furthermore, staff should be also aware of communication patterns and special features in interaction with different nationalities. Assessment of all diversity management actions should be organized to find out problems and gaps in the cultural training of the staff. The process of dealing with problems connected to discrimination, harassment, and other ethical issues should be revised regularly to staff members. In future other researchers can make a more deep study on the topic, as well as create a guide for training management and the company's staff in the field of intercultural communication.

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Appendices

Appendix 1 Cover Letter

06.04.2019

Dear colleague of The Cove Rotana Resort,

I am a fourth-year student of Tourism and Hospitality Management in Saimaa University of Applied Sciences and an ex-intern of the Front Office Department. I am conducting a thesis work on the topic "Diversity management in international hotel chains. Case: The Cove Rotana Resort - Ras Al Khaimah". The SUAS initiates the research with the support of the hotel. The purpose of the research is to find out the general cultural features of each country representatives and how these traits influence work routines. The survey will be carried out in the form of a questionnaire.

By responding to the questionnaires, you can help to create more diversity-friendly atmosphere at the workplace and contribute to my research work. The results of the survey will be reflected in my thesis work.

The responses will be processed anonymously and confidentially. I kindly ask you to fill in the survey as honestly as possible as it will influence the results.

If you have any additional information to share, please do not hesitate to contact me by e-mail.

Thank you for your participation!

Anna Zenevich

anna.zenevich@student.saimia.fi

Appendix 2 Survey Question

Part 1

1. Gender
2. Age
3. Nationality
4. Job position
5. Do you have any disabilities?

Part 2

6. If a meeting is scheduled for 8:00 a.m., I can arrive 5, 10, or 15 minutes later.

- Agree
- Neutral
- Disagree

7. I communicate simply and clearly. I never search for any hidden implications.

- Agree
- Neutral
- Disagree

8. I believe that it is better not to get too emotionally close to co-workers, suppliers, and customers.

- Agree
- Neutral
- Disagree

9. Before I can trust a colleague, supplier or client I need to get to know the person.

- Agree
- Neutral
- Disagree

10. If I need to get more information about the subject, I prefer to:

- Use statistics, reference books, databases and Internet
- Ask someone about the topic
- Both of the above

11. During the conversation I:

- interrupt, if I have something important to add
- listen till the end of thought, then comment
- listen to the speech fully, ask clarifying questions, then express my opinion

12. I prefer to:

- Talk more than listen
- Listen more than talk
- Listen, then talk

13. My body language is

- Active
- Limited
- Modest, but with hidden meaning

14. Choose one statement

- I work according to the strict agenda and plan everything beforehand
- Reality is much more important than a fixed agenda
- My timetables are flexible and react to the partner's schedule

15. Choose one statement

- My professional life is strongly separated from social life
- My social life is intertwined with my professional life
- My social life is strongly connected with my professional life

Part 3

16. At the party where I know only one person I:

- stick to the friend and wait until he/she introduces me to someone
- choose the person to talk to and introduce myself without a friend's help
- introduce myself to the group of people and start the conversation involving the group

17. Rate from 1(no) to 5(yes)

I am a person who:

- impresses people by my appearance and manner
- can influence people
- has an ability to lead a group
- can make a person feel comfortable
- smiles at people
- can easily build relationships with someone

18. Rate from 1 (Never) to 5 (Always)

- I give more positive feedback than negative.
- I can interrupt my work to walk around and speak to my colleagues.
- I smile at all people, without considering their level in the company.
- When my co-worker shares an idea, I provide the feedback.
- I have time to talk to team members.
- I notify my colleagues where they can find me when I leave my desk.
- I don't express my negative emotions in public if I receive bad news.
- If during the conversation I have an incoming call, I don't interrupt the conversation to take it.
- I make eye contact during the conversation.

19. You have a deaf-mute guest who arrived at your hotel. How will you provide a full range of services for him with high standards of performance and the ability to use all the facilities in the hotel?

20. The guests' flight was delayed. The group of ten people, who were expected to arrive in the daytime, arrived in the evening when there are two front desk agents on the reception. In guests' meal plan dinner is included, but it will be finished in 20 minutes. Describe the plan of handling these guests without calling additional personnel, who is unavailable for some reason.

21. There are two telephone operators in the office during the high occupancy in the hotel. The call with a guest's complaint is received, as well as other telephone lines that have lots of calls. The problem of the guest couldn't be solved by the operator and the manager is required to solve it. A manager is currently out of office. What will you do?

22. A supervisor asked you to stay after your day shift to help the evening shift with documents without additional payment because of the high season in the hotel.

- You will agree right away
- You will agree but will ask 2 hours to have a rest
- You won't agree because you are tired

23. How often are you late for work?

- Often
- Rarely
- Never

24. Do you have good relationships with all colleagues?

- Yes, with all of them
- Not with all
- For me, it doesn't matter

25. How do you evaluate your knowledge and skills?

- I have enough knowledge and skills to solve current tasks and problems
- I am eager to learn new things and seek to apply the knowledge

26. Do you have a sense of humor?

- Yes
- No

27. If you are a supervisor, how would you treat the rewards for your employees?

- I consider this an important focus of the manager, expressing his attitude towards the work performed
- It is enough to say "thank you"
- It does not matter

28. What preparations do you think should be carried out before the arrival of the new VVIP to the hotel?

29. If you need to motivate a group of people with the same responsibilities, how would you do it?

30. A queue appeared in the reception. One of the guests feels bad, another one is in a hurry and the third has a restless child. Describe your actions.

31. Do you praise yourself for success at work?

- Yes
- No

32. Do you like to compete with your colleagues?

- Yes
- No

33. Do you keep a diary for yourself?

- Yes
- No

34. Do you have a list of major tasks that you must implement?

- Yes
- No

Part 4

35. Rate from 1 to 5

- How do you satisfied with your workplace?
- How do you satisfied with training at the workplace?
- How clear are the business goals of the hotel and the purpose of the business for you?

36. Did you receive any training about cultural differences and about their influence on people's work performance and communication styles? If yes, what were they?

37. What kind of team-building events did you have at the hotel?

38. Have you had any problems or conflicts in the workplace because of misunderstandings caused by cultural differences? If yes, describe.

39. Is there a process to handle complaints of discrimination or harassment in the hotel? If yes, are you aware of the stages of this process?